

# Workforce Innovation and Opportunity (WIOA) Planning Region 9

Regional and Local Plans  
September 1, 2020 through June 30, 2024



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## Executive Summary

### **Part I: Regional Planning Process**

The Workforce Innovation Opportunity Act (WIOA) Workforce Planning 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 2021, the Consortium went through a name change and is now known as Michigan Works! Southeast Consortium. MWSE has a history of regional planning and regional collaboration. Since 2011 MWSE has partnered with MWAs from WIOA Planning Regions 6 and 10, to identify and act on opportunities to coordinate how programs and services are provided throughout the three WIOA regions. In 2021, WIOA Planning Region 7 joined the Workforce Intelligence Network collaborative and these efforts have resulted in improved communication, collaboration, and consistency of service delivery throughout the greater region, and the successful implementation of many regional workforce development grants and initiatives. The planning process undertaken to produce the 2020-2024 WIOA Planning Region 9 plan included the following phases: 1) data collection and analysis, 2) development of regional strategies, and 3) public comment and final approval. The leadership of MWSE is confident that this process has resulted in the most effective regional plan.

MWSE, like many other organizations, spent much of 2020, working from home due to the COVID pandemic and quickly geared up to offer its services on a virtual platform, working with both job seekers and employers to meet their talent needs. MWSE staff returned to the office in early 2021 but continued to offer both in-person and virtual services to meet the needs of our customers.

### **Part II: Labor Market and Economic Conditions**

WIOA Planning Region 9 is a relatively large geographic area, representing about 3,400 square miles of land area. The most recent Census estimate puts the region’s population at 868,956 individuals, 8.6 percent of the state’s population. WIOA Planning Region 9 is also home to 8.2 percent of the state’s business establishments and 7.5 percent of the state’s employed population. The region is made up of a heavier population density in comparison to the state, averaging 250 individuals per square mile, compared to the state average of 175 individuals per square mile.

WIOA Planning Region 9’s demographic make-up varies between counties, with extreme differences in available jobs and employment levels. Many job opportunities available in close geographic range for residents may be out of reach for other reasons. This is because the fastest growing jobs and the bulk of the hiring in the region are for occupations that require post-secondary training and often a bachelor’s degree.

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. While only seven of the top occupations in Region 9 require a high school diploma or equivalent, the Region is poised to take on this skills gap challenge with a wide breadth of training opportunities that align with the current in-demand occupations. 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 to find work or seek on-the-job training opportunities.

Skill gap issues in WIOA Planning Region 9 range from the lack of talent to fill jobs related to new technology to combating the 90-day hiring cycle at many manufacturing firms. The top priorities facing the MWAs in WIOA Planning Region 9 include education and skills limitations in need of upskilling, an aging workforce, and wage discrepancies arising from increased use of private placement agencies.

### **Part III: Regional Service Strategies**

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

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

MWSE and the MWAs in WIOA Planning Regions 6, and 10 have a long history of implementing regional industry sector initiatives and Region 7 has now joined in these collaborative efforts. Currently, MWSE is actively involved with several regional sector initiatives with these MWAs including The Apprenticeship: Closing the Skills Gap grant, H1-B One Workforce Building an Industry Infinity Supply Chain (OWII) grant, the Michigan Alliance for Greater Mobility Advancement (MAGMA,) Michigan Electric Vehicle Academy (EVA), and Michigan Rural Enhanced Access to Careers in Healthcare (MiREACH) including the Health Careers Alliance Employer-Led Collaborative. In addition, MWSE is working with Region 9 partners on a variety of industry sector initiatives that match current in-demand industry sectors and occupations within the region, as determined by data collected by the Workforce Intelligence Network.

### **Part V: Administrative Cost Arrangements**

Over the last decade, WIOA Planning Region 9 partners have developed many administrative cost-sharing arrangements. Two cost-sharing arrangements that have been particularly successful are activities driven by the Southeast Michigan Works Agencies Council (SEMWAC) and the Workforce Intelligence Network for Southeast Michigan (WIN). SEMWAC is comprised of the seven MWAs in WIOA Planning Regions 6, 7, 9 and 10. Regional activities include regional strategic planning and convening the Business Services Network (BSN). WIN is a partnership of seven MWAs and ten Community Colleges in the 19-county geography that aligns with WIOA Planning Regions 6, 7, 9 and 10. WIN activities include providing real-time labor market information and

convening regional industry sector initiatives. It is the intention of MWSE as well as the MWAs in WIOA Planning Regions 6, 7 and 10, to continue to support SEMWAC and WIN activities.

### **Part VI: Coordination of Transportation and Other Supportive Services**

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

### **Part VII: Coordination of Workforce Development and Economic Development Services**

MWSE collaborates with several different economic development organizations on workforce development-related economic development activities and initiatives. MWSE often collaborates with these organizations by helping them develop business recruitment and retention strategies, and by providing businesses with labor market information and access to MWA business services, training grants, and talent. In return, these partnerships help ensure that MWSE is business-driven, and that the workforce system aligns with business needs.

### **Part VIII: Local Levels of Performance**

MWSE along with its Workforce Development Board and the Chief Elected Officials will individually and independently negotiate and reach agreement with the Governor and the Michigan Department of Labor and Economic Opportunity – Workforce Development on its respective local levels of performance for the performance accountability measures described in Section 116(c) of the WIOA.

### **Plan Format**

The WIOA Planning Region 9 four-year plan is formatted to follow guidance provided by the Michigan Department of Labor and Economic Opportunity – Workforce Development. The guidance requirements appear in italics ahead of each of the applicable sections.

### **Public Comments and Responses**

The WIOA Planning Region 9 plan was posted on July 18, 2022 for public comment. No public comments were received after the 30-day period.

## Part I: Regional Planning Process

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

**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. The Consortium went through a name change in 2021 and is now known as Michigan Works! Southeast Consortium. 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. In 2021, Region 7 joined the Workforce Intelligence Network (WIN) consortium to better facilitate communication and collaboration across all of Southeast Michigan. This will help to ensure that WIOA-mandated operations, 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 2020. The planning process was facilitated by Thomas P. Miller and Associates, a national consulting firm specializing in workforce and economic development issues. The new strategic plan resulted in the development of five strategic goals for the WDB;

Goal 1: Support Industry sector improvement efforts

Goal 2: Improve Business resiliency

Goal 3: Outreach Improvement

Goal 4: Diversify, leverage, and align resources to expand regional partner, employer, and talent capacity

Goal 5: Board Engagement

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.

MWSE has a history of regional planning and regional collaboration. Since 2011 MWSE has partnered with MWAs from WIOA Planning Regions 9 and 10, to identify and act on opportunities to coordinate how programs and services are provided throughout the three WIOA regions. In 2021, WIOA Planning Region 7 joined these efforts which has resulted in improved communication, collaboration, and consistency of service delivery throughout the greater region, and the successful implementation of many regional workforce development grants and initiatives.

The Workforce Innovation and Opportunity Act (WIOA) presents an extraordinary opportunity to build on these successes and continue to improve job and career options for the WIOA Planning Region 9’s workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. The focus of our regional planning efforts has been, and will continue to be, the development of strong, vibrant regional economies where businesses thrive and where people want to live and work.



To develop a truly regional plan that represents the greater region, leadership from the MWA in WIOA Planning Region 9, along with leadership from the MWAs in WIOA Planning Regions 6, 7, and 10, are coordinating 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.

## 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 up for review and encouraged to access them to make comments on their organizations’ behalf. No comments were received during the 30-day review period on the 2-year modification plan. 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 the calendar year 2020, are projected to continue to grow in the short run (through 2022), 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 2020	2020 Jobs	2021 Jobs	2020 - 2022 Change	2020 - 2022 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	2,612	3,560	3,723	282	8%	403	\$43.61	Bachelor's degree
11-3031	Financial Managers	544	1,201	1,249	78	6%	126	\$55.53	Bachelor's degree
11-9111	Medical and Health Services Managers	1,215	1,237	1,273	75	6%	134	\$49.12	Bachelor's degree
11-1021	General and Operations Managers	959	5,372	5,567	258	5%	578	\$52.02	Bachelor's degree
15-1212	Information Security Analysts	272	220	236	25	11%	29	\$46.69	Bachelor's degree
11-9121	Natural Sciences Managers	245	306	321	24	8%	34	\$60.04	Bachelor's degree
11-2021	Marketing Managers	620	497	513	29	6%	57	\$60.67	Bachelor's degree
11-2022	Sales Managers	606	701	729	38	5%	78	\$59.67	Bachelor's degree
13-1081	Logisticians	241	605	631	51	9%	79	\$39.76	Bachelor's degree
13-1031	Claims Adjusters, Examiners, and Investigators	131	410	479	85	21%	76	\$32.43	High school diploma or equivalent
13-2052	Personal Financial Advisors	147	424	447	38	9%	51	\$41.89	Bachelor's degree
15-2098	Data Scientists and Mathematical Science Occupations, All Other	510	129	135	12	9%	17	\$39.60	Bachelor's degree
17-2112	Industrial Engineers	468	1,811	1,863	81	4%	155	\$42.83	Bachelor's degree
29-1292	Construction Managers	258	882	925	63	7%	95	\$32.19	Bachelor's degree
11-9021	Dental Hygienists	77	564	647	83	15%	81	\$33.88	Associate degree
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	1,604	1,782	1,834	92	5%	177	\$30.22	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	491	1,946	2,003	112	6%	248	\$31.00	Bachelor's degree
13-1111	Management Analysts	567	2,500	2,536	74	3%	268	\$41.62	Bachelor's degree
15-2031	Operations Research Analysts	683	188	193	11	6%	18	\$40.15	Bachelor's degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,221	3,449	3,553	156	5%	421	\$29.36	High school diploma or equivalent
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	186	617	632	30	5%	76	\$49.50	Bachelor's degree
15-1241	Computer Network Architects	114	217	229	15	7%	21	\$53.53	Bachelor's degree
15-1211	Computer Systems Analysts	503	1,393	1,425	46	3%	124	\$40.75	Bachelor's degree
17-2072	Electronics Engineers, Except Computer	68	312	326	22	7%	31	\$52.48	Bachelor's degree

53-2012	Commercial Pilots	12	348	382	54	16%	67	\$47.15	High school diploma or equivalent
41-3031	Securities, Commodities, and Financial Services Sales Agents	294	746	787	62	8%	97	\$26.65	Bachelor's degree
17-2071	Electrical Engineers	551	1,210	1,236	36	3%	96	\$43.96	Bachelor's degree
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	430	844	868	38	5%	85	\$35.53	Bachelor's degree
17-2141	Mechanical Engineers	475	3,684	3,748	81	2%	256	\$43.89	Bachelor's degree
17-2199	Engineers, All Other	346	556	570	22	4%	46	\$44.21	Bachelor's degree
41-3021	Insurance Sales Agents	452	1,369	1,425	90	7%	171	\$24.88	High school diploma or equivalent
11-3071	Transportation, Storage, and Distribution Managers	206	227	232	11	5%	23	\$50.08	High school diploma or equivalent
49-9051	Electrical Power-Line Installers and Repairers	35	325	336	31	9%	44	\$40.44	High school diploma or equivalent
15-1299	Computer Occupations, All Other	1,052	752	771	31	4%	72	\$32.12	Bachelor's degree
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	354	1,154	1,184	44	4%	126	\$35.39	High school diploma or equivalent
27-3091	Interpreters and Translators	102	436	456	39	9%	61	\$29.68	Bachelor's degree
47-2152	Plumbers, Pipefitters, and Steamfitters	48	1,065	1,137	84	8%	155	\$31.09	High school diploma or equivalent
13-1198	Project Management Specialists and Business Operations Specialists, All Other	701	4,550	4,613	105	2%	388	\$33.84	Bachelor's degree
31-9091	Dental Assistants	232	702	816	114	16%	149	\$20.98	Postsecondary nondegree award
11-9041	Architectural and Engineering Managers	244	926	942	23	2%	76	\$62.78	Bachelor's degree
15-1245	Database Administrators and Architects	403	266	271	11	4%	25	\$43.79	Bachelor's degree
11-3021	Computer and Information Systems Managers	70	1,127	1,149	41	4%	105	\$60.79	Bachelor's degree
13-2011	Accountants and Auditors	652	2,848	2,898	70	2%	287	\$33.35	Bachelor's degree
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	152	755	798	52	7%	101	\$27.46	Postsecondary nondegree award
15-1245	Aerospace Engineers	37	55	60	8	15%	7	\$47.99	Bachelor's degree
11-3051	Industrial Production Managers	283	752	769	19	3%	62	\$55.54	Bachelor's degree
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	90	1,233	1,294	74	6%	161	\$31.06	High school diploma or equivalent
31-2021	Physical Therapist Assistants	146	272	285	26	10%	48	\$27.09	Associate degree
15-1257	Web Developers and Digital Interface Designers	462	413	424	20	5%	41	\$30.16	Associate degree
13-2072	Loan Officers	265	408	431	25	6%	45	\$29.61	Bachelor's degree

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

- The majority of current in-demand occupations in WIOA Planning Region 9 require a bachelor's degree.
- The hourly pay range is between \$20.98 for a Dental Assistant and \$62.78 for Architectural and Engineering Manager. (Figure 1).

### Emerging In-Demand Occupations

Figure 2 presents occupations that are projected to have job expansion over the longer term (until 2030) 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	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
29-1171	Nurse Practitioners	759	1,083	324	43%	81	\$53.30	Master's degree
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	3,560	4,405	845	24%	375	\$43.61	Bachelor's degree
11-9111	Medical and Health Services Managers	1,237	1,515	278	23%	133	\$49.12	Bachelor's degree
11-3031	Financial Managers	1,201	1,417	216	18%	116	\$55.53	Bachelor's degree
53-2012	Commercial Pilots	348	477	129	37%	59	\$47.15	High school diploma or equivalent
13-1081	Logisticians	605	783	178	29%	78	\$39.76	Bachelor's degree
29-1071	Physician Assistants	638	772	134	21%	53	\$53.42	Master's degree
11-1021	General and Operations Managers	5,372	5,913	540	10%	522	\$52.02	Bachelor's degree
29-1123	Physical Therapists	886	1,051	165	19%	59	\$43.22	Doctoral or professional degree
13-1161	Market Research Analysts and Marketing Specialists	1,946	2,328	381	20%	246	\$31.00	Bachelor's degree
13-2052	Personal Financial Advisors	424	528	105	25%	45	\$41.89	Bachelor's degree
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	617	709	92	15%	74	\$49.50	Bachelor's degree
17-2112	Industrial Engineers	1,811	2,020	209	12%	141	\$42.83	Bachelor's degree
11-2021	Marketing Managers	497	580	83	17%	54	\$60.67	Bachelor's degree
49-9051	Electrical Power-Line Installers and Repairers	325	418	94	29%	42	\$40.44	High school diploma or equivalent
29-1127	Speech-Language Pathologists	344	451	107	31%	35	\$38.70	Master's degree
11-9021	Construction Managers	882	1,059	177	20%	87	\$32.19	Bachelor's degree
11-2022	Sales Managers	701	790	89	13%	72	\$59.67	Bachelor's degree
23-1011	Lawyers	1,170	1,315	145	12%	72	\$46.56	Doctoral or professional degree
15-1212	Information Security Analysts	220	295	76	35%	26	\$46.69	Bachelor's degree
13-1031	Claims Adjusters, Examiners, and Investigators	410	541	131	32%	52	\$32.43	High school diploma or equivalent
13-1111	Management Analysts	2,500	2,732	232	9%	261	\$41.62	Bachelor's degree
11-3021	Computer and Information Systems Managers	1,127	1,231	104	9%	98	\$60.79	Bachelor's degree
27-3091	Interpreters and Translators	436	571	135	31%	61	\$29.68	Bachelor's degree
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	1,782	2,048	267	15%	165	\$30.22	Bachelor's degree
17-2072	Electronics Engineers, Except Computer	312	370	58	18%	28	\$52.48	Bachelor's degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,449	3,888	439	13%	404	\$29.36	High school diploma or equivalent
13-2098	Financial and Investment Analysts, Financial Risk	844	946	102	12%	79	\$35.53	Bachelor's degree

	Specialists, and Financial Specialists, All Other								
47-2152	Plumbers, Pipefitters, and Steamfitters	1,065	1,197	132	12%	132	\$31.09	High school diploma or equivalent	
15-2041	Statisticians	194	257	63	33%	22	\$35.41	Master's degree	
11-9121	Natural Sciences Managers	306	351	44	14%	28	\$60.04	Bachelor's degree	
31-2021	Physical Therapist Assistants	272	388	115	42%	51	\$27.09	Associate degree	
19-1042	Medical Scientists, Except Epidemiologists	773	877	104	13%	71	\$33.10	Doctoral or professional degree	
29-1292	Dental Hygienists	564	656	91	16%	50	\$33.88	Associate degree	
49-9041	Industrial Machinery Mechanics	1,488	1,727	239	16%	162	\$26.13	High school diploma or equivalent	
29-1151	Nurse Anesthetists	290	331	41	14%	20	\$149.13	Master's degree	
15-2098	Data Scientists and Mathematical Science Occupations, All Other	129	171	42	33%	16	\$39.60	Bachelor's degree	
41-3031	Securities, Commodities, and Financial Services Sales Agents	746	877	132	18%	84	\$26.65	Bachelor's degree	
11-9151	Social and Community Service Managers	469	543	74	16%	51	\$33.81	Bachelor's degree	
13-1198	Project Management Specialists and Business Operations Specialists, All Other	4,550	4,832	282	6%	370	\$33.84	Bachelor's degree	
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	822	982	159	19%	100	\$23.40	Bachelor's degree	
41-3021	Insurance Sales Agents	1,369	1,567	197	14%	154	\$24.88	High school diploma or equivalent	
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	1,154	1,246	92	8%	116	\$35.39	High school diploma or equivalent	
15-2031	Operations Research Analysts	188	230	42	22%	18	\$40.15	Bachelor's degree	
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	1,526	1,612	86	6%	54	\$96.74	Doctoral or professional degree	
15-1211	Computer Systems Analysts	1,393	1,481	88	6%	111	\$40.75	Bachelor's degree	
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	2,169	2,339	170	8%	273	\$30.01	High school diploma or equivalent	
53-2011	Airline Pilots, Copilots, and Flight Engineers	103	123	20	20%	15	\$98.61	Bachelor's degree	
15-1299	Computer Occupations, All Other	752	841	89	12%	68	\$32.12	Bachelor's degree	
17-2141	Mechanical Engineers	3,684	3,800	116	3%	233	\$43.89	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 nine of the top occupations require a high school diploma or equivalent. These occupations include Commercial Pilots, Electrical Power-Line Installers, Claims Adjusters, Sales Representatives of Service and Wholesale, Industrial Machinery Mechanics, Insurance Sales

Agents, First-Line Supervisors of Mechanics, Installers, and Repairers and Plumbers, Pipefitters, and Steamfitters.

### In-Demand Middle Skills Occupations

- Figure 3 represents occupations that had both high demand in calendar year 2020 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 to find work or seek on-the-job training opportunities. 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	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
53-2012	Commercial Pilots	348	477	129	37%	59	\$47.15	High school diploma or equivalent	Moderate-term on-the-job training
13-1031	Claims Adjusters, Examiners, and Investigators	410	541	131	32%	52	\$32.43	High school diploma or equivalent	Long-term on-the-job training
49-9051	Electrical Power-Line Installers and Repairers	325	418	94	29%	42	\$40.44	High school diploma or equivalent	Long-term on-the-job training
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,449	3,888	439	13%	404	\$29.36	High school diploma or equivalent	Moderate-term on-the-job training
31-2021	Physical Therapist Assistants	272	388	115	42%	51	\$27.09	Associate degree	None
47-2152	Plumbers, Pipefitters, and Steamfitters	1,065	1,197	132	12%	132	\$31.09	High school diploma or equivalent	Apprenticeship
29-1292	Dental Hygienists	564	656	91	16%	50	\$33.88	Associate degree	None
49-9041	Industrial Machinery Mechanics	1,488	1,727	239	16%	162	\$26.13	High school diploma or equivalent	Long-term on-the-job training
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	1,154	1,246	92	8%	116	\$35.39	High school diploma or equivalent	None
41-3021	Insurance Sales Agents	1,369	1,567	197	14%	154	\$24.88	High school diploma or equivalent	Moderate-term on-the-job training

41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	2,169	2,339	170	8%	273	\$30.01	High school diploma or equivalent	Moderate-term on-the-job training
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,233	1,338	105	9%	138	\$31.06	High school diploma or equivalent	None
31-2011	Occupational Therapy Assistants	149	219	70	47%	30	\$25.99	Associate degree	None
47-2073	Operating Engineers and Other Construction Equipment Operators	662	751	89	13%	84	\$27.34	High school diploma or equivalent	Moderate-term on-the-job training
49-9099	Installation, Maintenance, and Repair Workers, All Other	210	273	63	30%	33	\$26.46	High school diploma or equivalent	Long-term on-the-job training
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	492	587	95	19%	72	\$23.20	Postsecondary nondegree award	Moderate-term on-the-job training
15-1257	Web Developers and Digital Interface Designers	413	467	54	13%	38	\$30.16	Associate degree	None
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	695	782	87	13%	88	\$25.87	High school diploma or equivalent	None
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	42	66	24	57%	8	\$35.83	High school diploma or equivalent	Moderate-term on-the-job training
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	755	827	72	10%	85	\$27.46	Postsecondary nondegree award	Long-term on-the-job training
29-1126	Respiratory Therapists	436	493	57	13%	28	\$30.40	Associate degree	None
31-9091	Dental Assistants	702	822	120	17%	108	\$20.98	Postsecondary nondegree award	None
49-3011	Aircraft Mechanics and Service Technicians	367	466	99	27%	45	\$21.12	Postsecondary nondegree award	None
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	133	157	24	18%	14	\$35.71	High school diploma or equivalent	Moderate-term on-the-job training
53-2031	Flight Attendants	131	163	32	24%	22	\$27.27	High school diploma or equivalent	Moderate-term on-the-job training
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	478	557	79	17%	56	\$22.78	High school diploma or equivalent	Long-term on-the-job training

49-3042	Mobile Heavy Equipment Mechanics, Except Engines	227	269	43	19%	29	\$25.32	High school diploma or equivalent	Long-term on-the-job training
11-3071	Transportation, Storage, and Distribution Managers	227	252	26	11%	21	\$50.08	High school diploma or equivalent	None
29-2032	Diagnostic Medical Sonographers	269	303	33	12%	24	\$31.54	Associate degree	None
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	71	88	17	24%	8	\$44.43	Postsecondary nondegree award	Moderate-term on-the-job training
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,392	3,636	244	7%	418	\$21.96	Postsecondary nondegree award	Short-term on-the-job training
51-1011	First-Line Supervisors of Production and Operating Workers	2,280	2,339	59	3%	238	\$30.69	High school diploma or equivalent	None
23-2011	Paralegals and Legal Assistants	420	478	58	14%	54	\$22.96	Associate degree	None
33-3051	Police and Sheriffs Patrol Officers	1,407	1,468	61	4%	120	\$29.57	High school diploma or equivalent	Moderate-term on-the-job training
49-9062	Medical Equipment Repairers	114	137	22	20%	15	\$29.30	Associate degree	Moderate-term on-the-job training
43-5061	Production, Planning, and Expediting Clerks	688	752	64	9%	80	\$23.63	High school diploma or equivalent	Moderate-term on-the-job training
13-1032	Insurance Appraisers, Auto Damage	33	50	17	52%	5	\$32.09	Postsecondary nondegree award	Moderate-term on-the-job training
33-3021	Detectives and Criminal Investigators	106	122	16	15%	10	\$42.18	High school diploma or equivalent	Moderate-term on-the-job training
15-1231	Computer Network Support Specialists	293	325	33	11%	26	\$27.26	Associate degree	None
43-5011	Cargo and Freight Agents	117	151	34	29%	17	\$22.36	High school diploma or equivalent	Short-term on-the-job training
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,690	2,721	31	1%	278	\$27.33	High school diploma or equivalent	None
47-2031	Carpenters	2,198	2,322	124	6%	228	\$21.01	High school diploma or equivalent	Apprenticeship
29-2034	Radiologic Technologists and Technicians	699	726	27	4%	54	\$29.77	Associate degree	None
17-3021	Aerospace Engineering and Operations	68	78	10	15%	8	\$44.70	Associate degree	None



	Technologists and Technicians								
31-9011	Massage Therapists	305	354	49	16%	42	\$19.93	Postsecondary nondegree award	None
29-2061	Licensed Practical and Licensed Vocational Nurses	1,178	1,213	35	3%	100	\$25.97	Postsecondary nondegree award	None
33-2011	Firefighters	568	605	36	6%	48	\$23.98	Postsecondary nondegree award	Long-term on-the-job training
41-9022	Real Estate Sales Agents	701	753	51	7%	68	\$21.82	High school diploma or equivalent	Moderate-term on-the-job training
49-9044	Millwrights	91	102	12	13%	10	\$32.95	High school diploma or equivalent	Apprenticeship
17-3023	Electrical and Electronic Engineering Technologists and Technicians	208	232	23	11%	23	\$24.81	Associate 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

#### **Skills**

Active Listening

#### **Abilities**

Problem Sensitivity

Biology	Reading Comprehension	Oral Comprehension
Customer and Personal Service	Speaking	Oral Expression
English Language	Critical Thinking	Deductive Reasoning
Psychology	Monitoring	Inductive Reasoning

### *Tools and 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  
Patient Electronic Medical Records  
Microsoft Office  
Time Management  
Quality Control

#### **Certifications**

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

### Information Technology Occupations

#### *Knowledge, Skills, and Abilities*

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

#### **Knowledge**

Computer and Electronics  
Customer and Personal Service  
Mathematics  
English Language  
Design

#### **Skills**

Active Learning  
Reading Comprehension  
Complex Problem Solving  
Critical Thinking  
Troubleshooting

#### **Abilities**

Mathematical Reasoning  
Number Facility  
Oral Comprehension  
Problem Sensitivity  
Deductive Reasoning

### *Tools and 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)  
Project Management  
Software Development  
Oracle Java  
Other Programming Languages

### **Certifications**

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

## Installation, Maintenance, and Repair Occupations

### *Knowledge, Skills, and Abilities*

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

### **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**

Mathematics  
Economics and Accounting  
Customer and Personal Service  
English Language  
Personal and Human Resources

#### **Skills**

Mathematics  
Active Listening  
Critical Thinking  
Judgment and Decision Making  
Reading Comprehension

#### **Abilities**

Oral Comprehension  
Written Comprehension  
Problem Sensitivity  
Deductive Reasoning  
Information Ordering

### *Tools and 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**

#### **Skills**

#### **Abilities**

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

### Tools and Technologies

#### Tools and Technologies

- Spreadsheet Software
- Personal Computers
- Electronic Mail Software
- Word Processing Software
- Notebook Computers

### Education and Training Alignment with Industries and Occupations

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

A close look at the 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. 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.

**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 2020	2020 Jobs	2022 Jobs	2020 - 2022 Change	2020 - 2022 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Program Available
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15-1256	Software Developers and Software Quality Assurance Analysts and Testers	2,612	3,560	3,723	282	8%	403	\$43.61	Bachelor's degree	1 Associate
11-3031	Financial Managers	544	1,201	1,249	78	6%	126	\$55.53	Bachelor's degree	No program
11-9111	Medical and Health Services Managers	1,215	1,237	1,273	75	6%	134	\$49.12	Bachelor's degree	1 Certificate
11-1021	General and Operations Managers	959	5,372	5,567	258	5%	578	\$52.02	Bachelor's degree	1 Associate 1 Bachelor's 1 Certificate
15-1212	Information Security Analysts	272	220	236	25	11%	29	\$46.69	Bachelor's degree	2 Bachelor's
11-9121	Natural Sciences Managers	245	306	321	24	8%	34	\$60.04	Bachelor's degree	No program
11-2021	Marketing Managers	620	497	513	29	6%	57	\$60.67	Bachelor's degree	1 Bachelor's
11-2022	Sales Managers	606	701	729	38	5%	78	\$59.67	Bachelor's degree	1 Associate 1 Certificate
13-1081	Logisticians	241	605	631	51	9%	79	\$39.76	Bachelor's degree	No program
13-1031	Claims Adjusters, Examiners, and Investigators	131	410	479	85	21%	76	\$32.43	High school diploma or equivalent	No program
13-2052	Personal Financial Advisors	147	424	447	38	9%	51	\$41.89	Bachelor's degree	No program
15-2098	Data Scientists and Mathematical Science Occupations, All Other	510	129	135	12	9%	17	\$39.60	Bachelor's degree	1 Associate
17-2112	Industrial Engineers	468	1,811	1,863	81	4%	155	\$42.83	Bachelor's degree	No program
29-1292	Construction Managers	258	882	925	63	7%	95	\$32.19	Bachelor's degree	1 Associate
11-9021	Dental Hygienists	77	564	647	83	15%	81	\$33.88	Associate's degree	1 Associate

**Source:** Economic Modeling Specialists, Intl (Emsi), Pure Michigan Training Connect  
(Data accessed in PMTC June 2022)

- Over half of the existing in-demand occupations in the WIOA Planning Region 9 require some form of education or training available in the region according to MTTC table.
- The in-demand electrician 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 several 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.*

Individuals living in WIOA Planning Region 9 typically possess at least a high school diploma or equivalent. Washtenaw County has the highest rate of advanced educational attainment, with 56.7% of the adult population holding a bachelor’s degree or higher. This is nearly twice the state average of 30.0%. Hillsdale, Jackson, and Lenawee counties are below the state average by at least eight points. Hillsdale is also the only county to have less than 89.9% of their population aged 25 and over to hold a high school degree or equivalent.

**Figure 5a: Educational Attainment**

	Hillsdale County	Jackson County	Lenawee County
Population 25 years and over	31,383	110,411	68,488
High school graduate or higher, number of persons, age 25 years+	28,206	101,282	62,345
High school graduate or higher, percent of persons, age 25 years+	89.9%	91.7%	91.0%
Bachelor's degree or higher, number of persons, age 25 years+	5,942	24,870	14,423
Bachelor's degree or higher, percent of persons, age 25 years+	18.9%	22.5%	21.1%

**Figure 5b: Educational Attainment**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Population 25 years and over	134,751	231,432	576,465	6,853,674
High school graduate or higher, number of persons, age 25 years+	128,754	221,460	542,047	6,257,361
High school graduate or higher, percent of persons, age 25 years+	95.5%	95.7%	94.0%	91.3%
Bachelor's degree or higher, number of persons, age 25 years+	49,198	131,273	225,706	2,055,131
Bachelor's degree or higher, percent of persons, age 25 years+	36.5%	56.7%	39.2%	30.0%

**Source:** 2016-2020 ACS Five-Year Estimates

Labor force participation rate estimates show that Washtenaw and Livingston counties have the highest labor force participation in the region but is only a few percentage points over the state average of 61.5%. The region overall falls above the state average by less than 1%, however Hillsdale, Jackson, and Lenawee counties have participation rates below 60%, with Hillsdale more than five points below the state average.

**Figure 6: Labor Force Participation Rates**

	Hillsdale County	Jackson County	Lenawee County
Total Population 16 years +	36,912	128,324	80,033
In civilian labor force, age 16 years+	20,351	73,907	47,082

In civilian labor force, percent of population age 16 years+	55.1%	57.6%	58.8%
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	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population 16 years +	155,746	307,963	708,978	8,070,619
In civilian labor force, age 16 years+	101,430	197,775	440,545	4,961,054
In civilian labor force, percent of population age 16 years+	65.1%	64.2%	62.1%	61.5%

**Source:** 2016-2020 ACS Five-Year Estimates

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

**Figure 7:** Civilian Labor Force by Demographic Group – 2016-2020- WIOA Planning Region 9

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
<b>Total Population 16+</b>	440,113	419,497	20,616	4.9%
<b>Sex</b>				
Male 16+	230,515	219,372	11,143	5.08%
16-19	10,440	8,641	1,799	20.8%
20-24	27,231	25,432	1,799	7.1%
25-54	138,440	132,901	5,539	4.2%
55-64	41,185	39,462	1,723	4.4%
65 Plus	13,219	12,936	283	2.2%
Female 16+	209,598	200,125	9,473	4.7%
16-19	12,137	10,538	1,599	15.2%
20-24	26,894	25,006	1,888	7.6%
25-54	122,229	117,543	4,686	4.0%
55-64	37,156	36,234	922	2.5%
65 Plus	9,741	9,406	335	3.4%
<b>Race</b>				
White	374,609	355,471	19,138	5.4%
Black / African American	29,177	25,943	3,234	12.5%
Native American	1,186	1,109	76	6.9%
Asian	19,455	18,952	503	2.7%
Native Hawaiian / Pacific Islander	196	189	7	3.7%
Some Other Race	3,035	2,740	295	10.8%
Two or More Races	12,681	11,862	819	6.9%
<b>Ethnicity</b>				
Hispanic	18,149	16,856	1,293	7.7%

**Source:** 2016-2020 ACS Five-Year Estimates



**Figure 8: Labor Force Trends - 2015 – 2021- WIOA Planning Region 9**

Geography	2015	2017	2019	2021	2015–2021 NUMERIC CHANGE	2015–2021 PERCENT CHANGE
WIOA Planning Region 9	427,639	438,516	445,677	427,585	(54.0)	0%
Hillsdale County	21,129	20,926	20,512	19,704	(1,425.0)	(6.7%)
Jackson County	73,385	74,365	74,645	71,993	(1,392.0)	(1.9%)
Lenawee County	47,701	47,139	46,455	44,522	(3,179.0)	(6.7%)
Livingston County	96,123	101,791	105,037	101,855	5,732	6.0%
Washtenaw County	189,301	194,295	199,028	189,511	210	0.1%
State of Michigan	4,760,000	4,911,000	4,969,000	4,776,000	16,000	0.3%
United States	157,130,000	160,320,000	163,539,000	161,204,000	4,074,000	2.6%

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

**Figure 9: Employment Trends - 2015 – 2021- WIOA Planning Region 9**

Geography	2015	2017	2019	2021	2015–2021 NUMERIC CHANGE	2015–2021 PERCENT CHANGE
WIOA Planning Region 9	408,656	421,667	431,249	407,557	(1,099)	(0.3%)
Hillsdale County	20,005	19,906	19,676	18,630	(1,375)	(6.9%)
Jackson County	69,458	70,954	71,919	67,863	(1,595)	(2.3%)
Lenawee County	45,280	44,932	44,693	42,093	(3,187)	(7.0%)
Livingston County	91,736	98,370	101,488	97,621	5,885	6.4%
Washtenaw County	182,177	187,505	193,473	181,350	(827)	(0.5%)
State of Michigan	4,502,000	4,686,000	4,766,000	4,496,000	(6,000)	(0.1%)
United States	148,834,000	153,337,000	157,538,000	152,581,000	3,747,000	2.5%

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

**Figure 10: Unemployment Rates (Percent) – 2015-2021- WIOA Planning Region 9**

Geography	2015	2017	2019	2021	2015–2021 Rate Change
WIOA Planning Region 9	4.4%	3.8%	3.2%	4.7%	(0.2)
Hillsdale County	5.3%	4.9%	4.1%	5.5%	0.2
Jackson County	5.4%	4.6%	3.7%	5.7%	0.3
Lenawee County	5.1%	4.7%	3.8%	5.5%	0.4
Livingston County	4.6%	3.4%	3.4%	4.2%	(0.4)
Washtenaw County	3.8%	3.5%	2.8%	4.3%	0.5
State of Michigan	5.4%	4.6%	4.1%	5.9%	0.5
United States	5.3%	4.4%	3.7%	5.3%	0

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

### Workforce Development Activities

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

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

- *Aging workers leaving the workforce and taking skilled knowledge with them:* MWSE, MWAs in WIOA Planning Regions 6, 7, and 10, and their partners are working together on grants to encourage more apprenticeship programs with employers. This will help younger workers learn from more experienced workers and will ensure that companies do not lose important knowledge.
- *Educational attainment not matching employer needs:* MWSE is encouraging workers and job seekers to pursue career pathways that lead to industry recognized, portable, stackable credentials so that these individuals are able to fill in-demand jobs and increase their earnings.
- *Job seekers and entry-level workers lack the employability skills necessary for successful employment:* MWSE! is collaborating with non-profits and other local partners to train job seekers in employability skills making it more likely that they gain and retain employment. MWSE staff are trained in the "Bring You're a-Game" curriculum which addresses key workforce readiness skills and is offered throughout the region.
- *Workers need to be upskilled for new technologies:* MWSE, the other MWAs in WIOA Planning Regions 6, 7, and 10, and their partners are continuing to engage employers and make available workforce programs and funding provided by the state and federal government that will help them upskill their current workers, increasing retention of workers and increasing wages.

## Strengths and Weaknesses

To help inform this plan, core partners from 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. (WIOA Planning Region 7 has now joined the WIN Consortium and works collaboratively with the partners to identify regional strengths and weaknesses and plan activities accordingly.)

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

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

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

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> <li>• Many groups participate in meetings including Adult Education providers, MWAs, and Community Colleges. This results in the development of lasting partnerships and collaboration.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a large demand for adult services, a problem that is beyond the MWAs capacity to address.</li> <li>• Many schools in the region are not producing graduates with the right skills needed to sustain employment.</li> <li>• Some Adult Education programs are not designed to meet current employer needs.</li> </ul>

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

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> <li>• Examples of shared resources include business services techniques, labor market Information and joint staff training.</li> <li>• As WIOA Title II is implemented, Adult Ed partners are getting more actively engaged in developing regional solutions.</li> </ul>	

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

**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 (Region 7 joined in 2021) 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 2020-2022, 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 2020 employment levels for these industries in the region.

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

NAICS	Description	Postings 2020	2020 Jobs	2022 Jobs	2020 - 2022 Change	2020 - 2022 % Change	Avg. Earnings Per Job
54	Professional, Scientific, and Technical Services	8,196	28,334	30,066	1,733	6%	\$101,336
52	Finance and Insurance	2,541	9,414	10,032	618	7%	\$99,879
23	Construction	1,112	15,702	16,863	1,161	7%	\$66,368
48	Transportation and Warehousing	2,631	7,704	8,273	569	7%	\$86,843
42	Wholesale Trade	3,426	10,822	11,465	643	6%	\$92,616
22	Utilities	1,278	3,231	3,395	164	5%	\$190,463
62	Health Care and Social Assistance	14,522	45,619	47,211	1,592	3%	\$68,876
31	Manufacturing	8,460	38,468	39,579	1,111	3%	\$85,958
99	Unclassified Industry	n/a	835	1,014	180	22%	\$65,292
44	Retail Trade	12,146	35,047	36,289	1,242	4%	\$43,152
55	Management of Companies and Enterprises	472	2,453	2,519	66	3%	\$143,511
81	Other Services (except Public Administration)	1,815	18,785	19,745	960	5%	\$29,918

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 2030, as well as a high number of annual openings through 2030.

**Figure 12: WIOA Planning Region 9 Top Emerging Industries**

NAICS	Description	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	Avg. Earnings Per Job
54	Professional, Scientific, and Technical Services	28,334	32,207	3,873	14%	\$101,336
42	Wholesale Trade	10,822	12,769	1,947	18%	\$92,616
48	Transportation and Warehousing	7,704	9,137	1,433	19%	\$86,843
52	Finance and Insurance	9,414	10,617	1,203	13%	\$99,879
62	Health Care and Social Assistance	45,619	50,964	5,344	12%	\$68,876
51	Information	6,436	7,134	699	11%	\$123,692
22	Utilities	3,231	3,598	367	11%	\$190,463
81	Other Services (except Public Administration)	18,785	21,468	2,684	14%	\$29,918
99	Unclassified Industry	835	1,356	521	62%	\$65,292

**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 871,659, about 8.6 percent of the state’s population. WIOA Planning Region 9 is also home to 8.2 percent of the state’s business establishments and 7.5 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 175 individuals per square mile.

Most workers in the region commute to at least some degree. 59.3 percent of workers travel more than ten miles to their jobs each direction and 31.7 percent travel more than 25 miles each direction, according to data from the LODS survey and Census OnTheMap. This can be exacerbated because parts of the region are heavily concentrated and well connected by highways, but much of Hillsdale County, for example, is devoid of 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, 31.7 percent of residents in WIOA Planning Region 9 commute outside of the region for their primary job, and 12.1 percent commute more than 50 miles each direction for work.



## Demographic Characteristics

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

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

The region is not ethnically diverse compared to the rest of the state, except for Washtenaw County, which has a greater share of non-White residents compared to the region and state averages. Figures 13 a and b highlight this data.

**Figure 13a: Population Demographics**

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,707	158,174	98,310
White	44,856	142,712	94,588
White Percent of Total	98.1%	90.2%	96.2%
Black or African American	542	15,979	3,680
Black or African American Percent of Total	1.2%	10.1%	3.7%
American Indian and Alaska Native	568	1,646	1,303
American Indian and Alaska Native Percent of Total	1.2%	1.0%	1.3%
Asian	295	1,996	818
Asian Percent of Total	0.6%	1.3%	0.8%
Native Hawaiian and Other Pacific Islander	10	152	34
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.1%	0.0%
Two or more races	912	5,803	3,636
Two or more races, Percent of Total	2.0%	3.7%	3.7%
Hispanic or Latino, of any race*	1,100	5,759	8,119
Hispanic or Latino Percent of Total*	2.4%	3.6%	8.3%

**Figure 13b: Population Demographics**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
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Total Population	190,832	368,385	861,408	9,973,907
White	186,620	284,618	753,394	8,082,811
White Percent of Total	97.8%	77.3%	87.5%	81.0%
Black or African American	1,852	51,888	73,941	1,524,001
Black or African American Percent of Total	1.0%	14.1%	8.6%	15.3%
American Indian and Alaska Native	1,811	5,169	10,497	148,080
American Indian and Alaska Native Percent of Total	0.9%	1.4%	1.2%	1.5%
Asian	2,689	39,458	45,256	390,937
Asian Percent of Total	1.4%	10.7%	5.3%	3.9%
Native Hawaiian and Other Pacific Islander	157	367	720	10,109
Native Hawaiian and Other Pacific Islander, Percent of Total	0.1%	0.1%	0.0%	0.1%
Two or more races	3,422	18,278	32,051	376,280
Two or more races, Percent of Total	1.8%	5.0%	3.7%	3.8%
Hispanic or Latino, of any race*	4,851	17,906	37,735	521,203
Hispanic or Latino Percent of Total*	2.5%	4.9%	4.4%	5.2%

Source: 2016-2020 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	35,743	123,897	77,487
Veterans, 2016-2020	3,064	9,622	5,919
Share of Veterans in the State	0.6%	1.8%	1.1%

**Figure 14b: Veteran Population**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Civilian Population 18 Years and Over	150,136	299,687	686,950	7,807,607
Veterans, 2016-2020	9,972	13,323	41,900	532,394
Share of Veterans in the State	1.9%	2.5%	7.9%	100.0%

Source: 2016-2020 ACS Five-Year Estimates

Much of the population in WIOA Planning Region 9 matches the state’s average age demographics. Washtenaw County is the furthest from the state averages, with a higher percentage of individuals aged 18-64 than any other age group.

**Figure 15a: Age Distribution**

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,707	158,174	98,310
Persons under 5 years	2,705	8,938	5,315
Persons under 5 years, Percent	5.9%	5.7%	5.4%
Persons under 18 years	9,951	34,092	20,739
Persons under 18 years, Percent	21.8%	21.6%	21.1%
Persons 65 years and over	8,920	27,925	18,484
Persons 65 years and over, Percent	19.5%	17.7%	18.8%

**Figure 15b: Age Distribution**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	190,832	368,385	861,408	9,973,907
Persons under 5 years	9,612	17,977	44,547	586,326
Persons under 5 years, Percent	5.0%	4.9%	5.2%	5.7%
Persons under 18 years	40,632	68,622	174,036	2,161,763
Persons under 18 years, Percent	21.1%	18.6%	20.2%	21.7%
Persons 65 years and over	32,803	51,337	139,469	1,712,841
Persons 65 years and over, Percent	17.2%	13.9%	16.2%	17.2%

**Source:** 2016-2020 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; 12.6 percent of residents were born outside the U.S., compared to a 6.9 percent average in the state. 14.9 percent of residents speak a language other than English at home, compared to 9.7 percent in the state. For the other counties in WIOA Planning Region 9, the situation is different. The other four counties outside of Washtenaw are significantly below 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 2.7 percent of households in the region have limited English proficiency.

**Figure 16a: Foreign-born Population**

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,707	158,174	98,310
Foreign-born persons	573	3,194	2,070
Foreign-born persons, percent	1.3%	2.0%	2.1%
Population 5 Years and Over	43,002	149,236	92,995
Language other than English spoken at home, number of persons, age 5 years+	1,626	4,794	4,442
Language other than English spoken at home, percent of persons age 5 years+	3.8%	3.2%	4.8%

**Figure 16b: Foreign-born Population**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	190,832	368,385	861,408	9,973,907

Foreign-born persons	5,660	46,401	57,898	686,647
Foreign-born persons, percent	3.0%	12.6%	6.7%	6.9%
Population 5 Years and Over	181,220	350,408	816,861	9,405,581
Language other than English spoken at home, number of persons, age 5 years+	5,768	52,370	69,000	915,744
Language other than English spoken at home, percent of persons age 5 years+	3.2%	14.9%	8.0%	9.7%

Source: 2016-2020 ACS Five-Year Estimates

**Figure 17a: Limited English-Speaking Households**

	Hillsdale County	Jackson County	Lenawee County
Total Households	18,180	62,216	38,693
Limited English-speaking households	62	319	420
Limited English-speaking households, percent of total	0.3%	0.5%	1.1%

**Figure 17b: Limited English-Speaking Households**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Households	72,905	143,040	335,034	3,980,408
Limited English-speaking households	247	3,860	4,908	65,837
Limited English-speaking households, percent of total	0.3%	2.7%	1.5%	1.7%

Source: 2016-2020 ACS Five-Year Estimates

While the region's average for disabled individuals under the age of 65 is lower than the state average, three counties (Hillsdale, Jackson, and Lenawee) come in slightly above the state, while Livingston and Washtenaw counties are more than two percentage points lower than the state average.

**Figure 18a: Disabled Population (Under 65)**

	Hillsdale County	Jackson County	Lenawee County
Total civilian noninstitutionalized population	45,294	150,257	95,021
Persons with a disability	4009	13,223	8,265
Persons with a disability, percent of total	8.9%	8.8%	8.7%

**Figure 18b: Disabled Population (Under 65)**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total civilian noninstitutionalized population	189,898	363,961	840,443	9,866,076
Persons with a disability	11,306	21,123	57,926	843,348
Persons with a disability, percent of total	6.0%	5.8%	6.9%	8.5%

Source: 2016-2020 ACS Five-Year Estimates

WIOA Planning Region 9 is home to 6.9% of the state’s total population, which is proportionate to the state’s share of disabled individuals residing in the region at 7.0%, as indicated in Figure 19.

**Figure 19: Individuals with Disabilities in Michigan by County - 2016 – 2020**

Geography	2016 – 2020 Estimate	2012 – 2016 Share of State
Hillsdale County	6,770	0.5%
Jackson County	22,681	1.6%
Lenawee County	13,943	1.0%
Livingston County	20,509	1.5%
Washtenaw County	34,799	2.5%
<b>Region 9 Counties</b>	<b>98,702</b>	<b>7.0%</b>
State of Michigan	1,400,782	100.0%

**Source:** 2016-2020 ACS Five-Year Estimates

Figure 20 shows that the disabled population in WIOA Planning Region 9 is primarily white aged 18-64 years.

The other demographic numbers are proportionate to the regional totals, except for the Asian community, which makes up 5.3% of the region’s total population, but only 1% of the state’s share of disabled individuals. Black/African American individuals make up 8.6% of the total regional population but hold 6.5% of the state’s share of disabled individuals.

**Figure 20: WIOA Planning Region 9: Individuals with Disabilities  
by Demographic Group (2016-2020)**

Demographic Group	Individuals	Percent Distribution
<b>Total Population</b>	<b>120,479</b>	<b>100.0%</b>
<b>Sex</b>		
Male	59,020	49.0%
Female	61,459	51.0%
<b>Age</b>		
Under 17	9,462	7.9%
18-64	61,808	51.3%
65 +	49,209	40.8%
<b>Race</b>		
White	106,436	88.3%
Black / African American	7,864	6.5%
Native American	540	0.4%
Asian	1,200	1.0%
Hawaiian / Pacific Islander	30	0.0%
Some Other Race	581	0.5%
Two or More Races	3,828	3.2%

Demographic Group	Individuals	Percent Distribution
<i>Ethnicity</i>		
Hispanic	3,578	3.0%

Source: 2016-2020 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	18,180	62,216	38,693
Households with Income of \$0-\$9,999	933	3,654	1,789
Households with Income of \$0 - \$9,999, Percent	5.1%	5.9%	4.6%
Households with Income of \$10,000 - \$14,999	865	2,948	1,371
Households with Income of \$10,000 - \$14,999, Percent	4.8%	4.7%	3.5%
Households with Income of \$15,000 - \$24,999	2,011	6,049	3,354
Households with Income of \$15,000 - \$24,999, Percent	11.1%	9.7%	8.7%
Households with Income of \$25,000 - \$34,999	2,189	6,888	4,483
Households with Income of \$25,000 - \$34,999, Percent	12.0%	11.1%	11.6%
Households with Income of \$35,000 - \$49,999	2,836	8,983	6,024
Households with Income of \$35,000 - \$49,999, Percent	15.6%	14.4%	15.6%
Households with Income of \$50,000 - \$74,999	3,823	12,027	7,608
Households with Income of \$50,000 - \$74,999, Percent	21.0%	19.3%	19.7%
Households with Income of \$75,000 - \$99,999	2,437	8,404	5,657
Households with Income of \$75,000 - \$99,999, Percent	13.4%	13.5%	14.6%
Households with Income of \$100,000 - \$149,999	2,068	8,025	5,537
Households with Income of \$100,000 - \$149,999, Percent	11.4%	12.9%	14.3%
Households with Income of \$150,000 - \$199,999	528	3,147	1,733
Households with Income of \$150,000 - \$199,999, Percent	2.9%	5.1%	4.5%
Households with Income of \$200,000+	490	2,091	1,137
Households with Income of \$200,000+, Percent	2.7%	3.4%	2.9%
Average Household Income	\$64,978	\$72,251	\$71,947
Median Household Income	\$51,535	\$54,511	\$57,314
Per Capita Income	\$26,265	\$29,141	\$28,695

**Figure 21b: Households in Each Income Bracket**

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Households	72,905	143,040	335,034	3,980,408
Households with Income of \$0-\$9,999	1,868	9,304	17,548	254,424
Households with Income of \$0 - \$9,999, Percent	2.6%	6.5%	5.2%	6.4%
Households with Income of \$10,000 - \$14,999	1,437	5,428	12,049	164,841
Households with Income of \$10,000 - \$14,999, Percent	2.0%	3.8%	3.6%	4.1%

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Households with Income of \$15,000 - \$24,999	3,798	9,298	24,510	364,976
Households with Income of \$15,000 - \$24,999, Percent	5.2%	6.5%	7.3%	9.2%
Households with Income of \$25,000 - \$34,999	4,917	10,324	28,801	383,601
Households with Income of \$25,000 - \$34,999, Percent	6.7%	7.2%	8.6%	9.6%
Households with Income of \$35,000 - \$49,999	7,764	14,385	39,992	527,421
Households with Income of \$35,000 - \$49,999, Percent	10.6%	10.1%	11.9%	13.3%
Households with Income of \$50,000 - \$74,999	12,353	22,228	58,039	723,559
Households with Income of \$50,000 - \$74,999, Percent	16.9%	15.5%	17.3%	18.2%
Households with Income of \$75,000 - \$99,999	10,866	18,616	45,980	515,271
Households with Income of \$75,000 - \$99,999, Percent	14.9%	13.0%	13.7%	12.9%
Households with Income of \$100,000 - \$149,999	14,680	23,821	54,131	582,349
Households with Income of \$100,000 - \$149,999, Percent	20.1%	16.7%	16.2%	14.6%
Households with Income of \$150,000 - \$199,999	8,026	12,895	26,329	236,748
Households with Income of \$150,000 - \$199,999, Percent	11.0%	9.0%	7.9%	5.9%
Households with Income of \$200,000+	7,196	16,741	27,655	227,218
Households with Income of \$200,000+, Percent	9.9%	11.7%	8.3%	5.7%
Average Household Income	\$104,974	\$104,918	\$64,673	\$80,803
Median Household Income	\$84,274	\$75,730	\$83,814	\$59,234
Per Capita Income	\$41,039	\$42,855	\$33,599	\$32,854

**Source:** 2016-2020 ACS Five-Year Estimates

WIOA Planning Region 9 has a higher percentage of change in residents receiving Public Assistance compared to the state. In 2021, Region 9 made up 8.6 percent of the state’s total population, with 5.2 percent of the state’s public assistance registrants residing in the region. WIOA Planning Region 9’s workforce system is actively 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.

**Figure 22: Public Assistance Recipients in Michigan by County – 2019-2021**

Geography	2019	2021	2019-2021 Percent Change	2021 Share of the State
WIOA Planning Region 9	15,033	20,058	33.4%	5.2%
Hillsdale County	1,338	1,620	21.1%	0.4%
Jackson County	3,942	5,327	35.1%	1.4%
Lenawee County	2,647	3,020	14.1%	0.8%

Livingston County	1,790	2,395	33.8%	0.6%
Washtenaw County	5,316	7,696	44.8%	2.0%
State of Michigan	300,638	385,878	28.4%	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 public assistance recipients in 2021 were primarily White, female, and aged 22-44. The public assistance recipient demographics are skewed slightly from the region and state demographics, with Black and Hispanic populations receiving assistance at a higher percentage.

**Figure 23:** WIOA Planning Region 9 Public Assistance Registrants – December 2021

Demographic Group	Assistance Program Registrants	Percent of Total
<b>Total</b>	24,235	100.0%
<b>Sex</b>		
Male	10,608	43.8%
Female	13,625	56.2%
<b>Age</b>		
14-15	132	0.5%
16-19	1,779	7.3%
20-21	1,131	4.7%
22-44	15,451	63.8%
45-54	4,166	17.2%
55-64	1,575	6.5%
65+	1	0.0%
<b>Race</b>		
White	16,195	66.8%
Black / African American	4,614	19.0%
Native American	216	0.9%
Other	620	2.6%
<b>Ethnicity</b>		
Hispanic	1,232	5.1%

**Source:** Michigan Department of Health and Human Services

## **Part III: Regional Service Strategies**

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

- Existing service delivery strategies that will be expanded, streamlined, or eliminated.
- New service strategies necessary to address regional education and training needs.
- Strategies to address geographic advantages.
- Approaches to improve services to individuals with disabilities, veterans, youth, or other hard to serve populations.



- *Strategies to connect the unemployed with work-based learning opportunities.*
- *Strategies to integrate existing regional planning efforts among core partners.*

**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. In 2021, MWA Region 7 joined this collective effort. The MWAs collaborate on a variety of governmental and foundation grant opportunities which are implemented across MWAs in southeast Michigan. What follows are several examples of regional collaboration:

*Going Pro Training Funds and Incumbent Worker Training:* MWAs in WIOA Planning Regions 6, 7, 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 provides 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 was postponed due to COVID-19 concerns in 2020. In the spring of 2021, MWSE pivoted to a virtual MiCareer Quest South hosted nearly 1,800 students and provided career exploration opportunities with employers from the 5-county MWSE region. As COVID concerns eased in 2022, in-person career exploration events returned and MWSE hosted CT<sup>2</sup>; Careers of Today & Tomorrow. The full-day event provided students with career exploration opportunities in the morning and employers a chance to hire adult job seekers in the afternoon. MWSE will continue to meet the needs of students, adult job seekers and employers through innovative event hosting such as this.

*Strategies that Achieve Results (STAR) Program:* A successful Lenawee County initiative that was discontinued due to COVID impacts. This program coordinated connections with several human service agencies to provide necessary information and access to services that assist job seekers with barrier removal. Future opportunities to revise this program and offer in all Service Centers within the five counties of MWSE has been discussed, along with best practice sharing with Region 6, 7 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.

*MI Bridges Community Partners:* In partnership with the Michigan Department of Health and Human Services (MDHHS), MWSE ensures that visitors to the center are aware of the new MiBridges website, including knowledge of the features and abilities the system offers. With a direct connection to the statewide 2-1-1 referral and information system, MWSE is able to assist Michigan residents with much needed services. Currently, MWSE is engaged as a navigation partner, referral partner, and access partner.

*Futures for Frontliners and MiReconnect:* MWSE has collaborated with local community colleges to provide WIOA services to those eligible for the Futures for Frontliners and MiReconnect students. Both programs provided in-district tuition for students to complete a schooling opportunity within 4 years. MWSE is partnering with students to assist with additional costs, such as out of district tuition, books and supportive services to ensure successful completion of their educational goals. By way of strong partnerships, MWSE has established an online referral system where interested students are directly connected with an MWSE representative as part of the community college inquiry process to ensure WIOA screening is completed.

*G\*STARS/AGS PRIME:* MWSE has been utilizing the G\*STARS system to monitor and track traffic flow and recording services provided across the 5-county region. The system allows for client self-selection and better ease of access for self and basic services. MWSE also utilizes G\*STARS to track and record all BRN activity, as well as jobs filled across the region. These functions will not only allow better accuracy when reporting for the state dashboard report but will provide keen insight to leadership on the day-to-day activities and outcomes of the organization.

In the summer of 2022, MWSE transitioned from G\*STARS to AGS's new PRIME system. All information from the G\*STARS system was migrated over to the AGS PRIME system to allow a seamless transition. The PRIME system is more user friendly and will allow for better ease of services and reporting. A lead tracker module was built within the PRIME system that will provide a central location for all customer leads and community partner referrals. The anticipated improvement to outcome tracking and reporting will enhance the customer experience and allow for greater insight into specialized outreach initiatives.

*Jobs for Michigan's Graduates (JMG):* The Jobs for Michigan's Graduates program is a state affiliate of the national Jobs for America's Graduates (JAG) program. The JAG program is a proven model that assists youth at risk of dropping out of high school and those who have already separated from the traditional school system in completing their secondary school degree and preparing them for further education, military and/or employment. The JAG model teaches career-readiness and general life skills through curriculum, hands-on activities and mentorship. The JMG program aligns with WIOA's 14 program elements, incorporating aspects of leadership development, supportive services, adult mentoring, financial literacy, entrepreneurial skills, career exploration and activities that prepare for transition into post-secondary education. MWSE operates out-of-school JMG programs across multiple counties and has established one in-school program within Jackson County at Northwest Schools.

*Summer Youth Initiatives:* MWSE offers multiple opportunities for youth participants to gain work readiness soft skills, explore career opportunities and pathways, and gain valuable work experience to prepare them for the next steps on their career pathways. MWSE allocates a minimum of 20% of WIOA youth funding to providing work experience opportunities. WIOA youth funds are targeted at young people who are both in and out-of-school, to assist them in their career and education development. Types of services funded include training and youth development programs for young people who have left school, as well as, after-school services and employment support for youth still in school. All youth with disabilities, ages 16-24 who are not attending school, are eligible for out-of-school services. Youth with disabilities up to age 21 are eligible for in-school services if they are low income.

MWSE provides year-round work experience opportunities for youth, however has specially designed youth programming for summer engagement;

- SummerWorks is a 10-week summer employment and mentorship program that pairs local employers with young adults aged 16-24. It connects youth to resources for building professional networks, exploring career opportunities, and developing essential job and leadership skills. By leveraging local resources and networks to provide this opportunity to students within Washtenaw County, specifically those who reside in low-income school districts. Participants are screened for WIOA funding to allow for extended support beyond the 10-week program. A focus on expanding this program throughout the MWSE region is planned for the 2023 year.
- MiInternship is a 4-week virtual internship prep course where participants learn how to succeed in a professional workplace. Those in attendance discover their career interests, develop essential skills, create a professional portfolio, learn virtual interview strategies, and practice new skills with Mock Interviews. The program is designed for youth between the ages of 16-24 and all participants are screened for WIOA eligibility. Multiple cohorts are offered, starting in June, and concluding in the fall. The program is supported with the Young Professionals grant.

*Apprenticeship Success Coordinators:* MWSE's Apprenticeship Coordinator works with business and educators to expand apprenticeships and other work-based experiences in the region. While we have one point of contact internally identified as the ASC, we are working to ensure that all MWSE team members are well-versed in apprenticeships. Internally, we have had department specific trainings with outside experts and conducted an Apprenticeship Overview for the entire organization. By ensuring that all team members are fluent with the benefits that apprenticeships bring to employers and job seekers alike, we envision building a strong reputation for success with apprenticeships.

Continued efforts are being made to expand Jackson Area Manufacturers Association (JAMA) services to employers in Washtenaw and Livingston Counties. Apprenticeship classes are currently being 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.

*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 the council 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, Careers of Today & Tomorrow, Just Build It Construction Expo, etc.
- Enlisting input from private sector representation to ensure that the business community voice is represented and incorporated into the strategy plans.

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 seven MWAs in WIOA Planning Regions 6, 7, 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 several key industry focused 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 four 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: In mid-2022, it was decided that his workgroup would merge with SEMWAC Directors to eliminate redundancy.
- SEMWAC Business Services Coordinating Committee: This committee includes Business Services managers and select staff from all seven 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 continue to work on supporting businesses in a post-pandemic economy

### **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, 7, 9, and 10. SEMCA serves as the WIN 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.

Several WIN initiatives have resulted in cooperative service agreements with all seven Michigan Works! agencies, including SEMCA, the ten community colleges that comprise WIN, and other partners in WIOA Planning Regions 6, 7, 9, and 10.

### **WIN Labor Market Research and Data Services**

WIN has an agreement with Michigan Works! agencies 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 Michigan Works! agencies 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 curriculum development and ensure enhanced marketability for students and graduates upon entering the local workforce. Understanding what skills, certifications, degrees, and occupation needs are required by employers allows the Michigan Works! agencies and community colleges the opportunity to proactively address various industry trends and address the local skill gaps. The data is also 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.

### **WIN Data and Research Learning Network Meetings**

WIN learning network meetings are designed to provide quality data resources and tutorials to community college and Michigan Works! agency representatives throughout greater southeast Michigan. These professional development opportunities allow for Michigan Works! agencies and community colleges to share best practices related to the attraction, development, and retention of talent throughout WIOA Planning Regions 6, 7, 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 labor market reports, hands-on data tutorials for various workforce-related scenarios, and more.

**WIN Regional Training Programs:** WIN provides project management for numerous regional workforce training initiatives. A WIN Regional Workforce Program Matrix is provided in the table below, which is followed by additional program information.

## Employer-Led Collaboratives and State of Michigan Initiatives

**Michigan Alliance for Greater Mobility Advancement (MAGMA):** is a consortium that includes five original equipment manufacturers (OEMs), five tier one manufacturing suppliers, educational institutions, workforce organizations, and state government to address automotive industry skills requirements and training resources, particularly around connected and autonomous vehicles. The initiative was established in 2009 by the State of Michigan Workforce Development Agency (WDA), along with automotive manufacturing employers and educational institutions. Since 2013, WIN has convened and facilitated MAGMA, which aims to better assist Michigan’s rapidly changing automotive industry as it moves towards connected and autonomous vehicles, cybersecurity, embedded software systems, and other emerging technologies. All WIN partners are permitted to attend MAGMA Advisory Council meetings which are held on a quarterly basis with subject matter experts speaking on key topics affecting the region.

**Figure 24:** WIN 2022 Matrix of Initiatives

	Closing the Skills Gap	Health Careers Alliance	Michigan Alliance Greater Mobility Advancement	One Workforce Industry Infinity	Michigan Learning & Education Advancement Program (Southeast Michigan)	Michigan Rural Enhanced Access to Careers in Healthcare	EV Academy (formerly MiREV)	Good Jobs Challenge (Pending)
	MIApprenticeship	HCA	MAGMA	OWII	MILEAP	MIREACH	EV Academy	GJC
Grantee/Fiscal Agent	Oakland Community College	WIN Dues	Corporate Dues / One Workforce Industry Infinity & MIREV	SEMCA	SEMCA	State of Michigan	SEMCA	State of Michigan
Period of Performance	2020-2024	Ongoing WIN Priority	Ongoing since 2009	2021-2025	2021-2023	2021-2025	2022-2027	2022-2027
Grant Award	\$4 million	-	Dues	\$10 million	\$2 million	\$2.5 million	\$5 million	\$25 million
WIN Partners	All WIN Partners, excluding Jackson College, Capital Area Michigan Works! & Lansing Community College	All WIN Partners	-	All WIN Partners	DESC, SEMCA, Macomb-St.Clair Michigan Works!, Michigan Works! Southeast, Monroe County Community College & Jackson College	GST Michigan Works!, SEMCA & Michigan Works! Southeast	All WIN Partners	All WIN Partners, excluding, DESC, GST Michigan Works!
Training Reimbursement Funding	\$720,000	-	-	\$4.6 million	Estimate: \$1.4 million	-	-	\$13 million
Case Management / Wraparound Support Funding	-	-	-	\$1 million	Estimate: \$278,000 and WIOA Funding	\$100,000	Misc. Amounts Per Partner	\$3.3 million
Performance Outcome Targets	3,200 Participants Served/ 720 Registered Apprentices	0	0	875 Participants Served	556 Participant Outcomes	100 Participants Served / Obtaining a Certification	673 Participants Obtaining a Certification	2,000 Participant Outcomes
Participants Tracking System & Responsibilities	AGS Prime through SEMCA	-	SEMCA	AGS Prime through SEMCA	Michigan Works! agencies enter data in the One Stop Management Information System (OSMIS)	Michigan Works! agencies enter data in the One Stop Management Information System (OSMIS)	Michigan Works! agencies enter data in the One Stop Management Information System (OSMIS)	TBD
Industry Sectors	Advanced Manufacturing	Healthcare	Advanced Manufacturing	Advanced Manufacturing, Information Technology, Transportation, Logistic and Distribution	All Sectors	Healthcare	Advanced Manufacturing (EV/Mobility)	EV/Mobility, Information Technology, Broadband

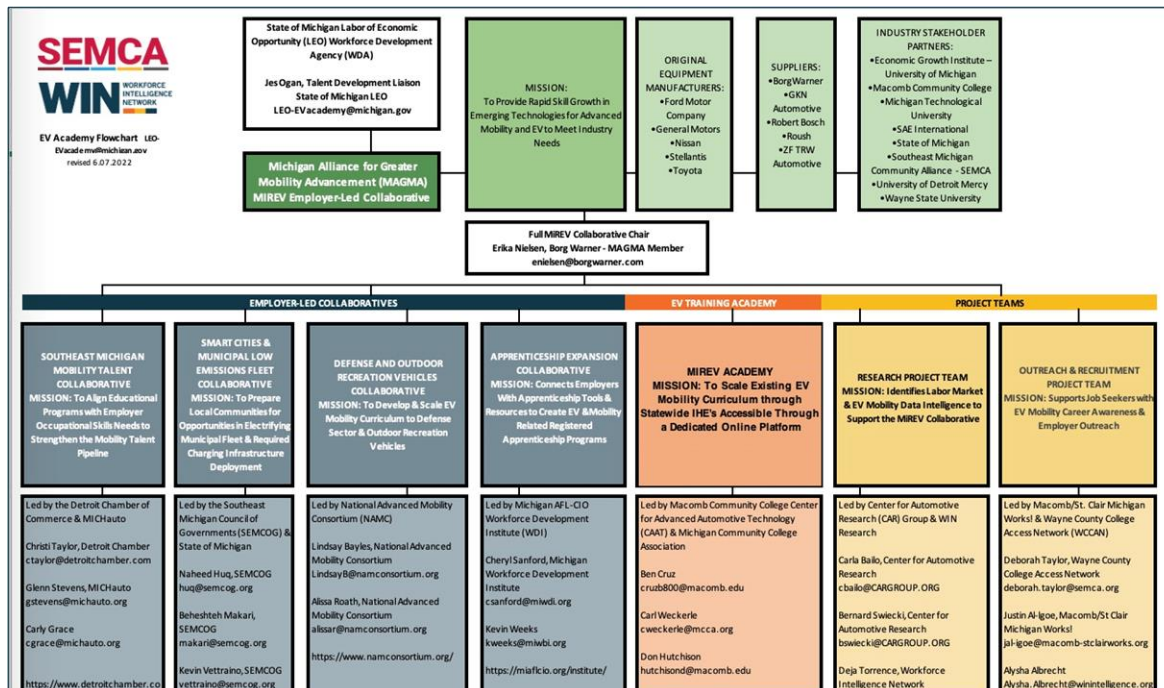
In the first quarter of 2021, SEMCA WIN received the \$10 million U.S. Department of Labor H1-B One Workforce *Building an Industry Infinity Supply Chain* five-year workforce training grant and MAGMA was a large foundation of the grant application which focuses on advanced manufacturing, cybersecurity, and transportation. Some MAGMA members are actively engaged in the Industry Infinity Transportation Collaborative and Industry Infinity Curriculum Development Committee to develop certification training programs for high demand transportation occupations and to regionally scale cybersecurity frontline worker certification training to enable connected automated vehicles.

In 2019, the MAGMA Governing Board identified and developed short course training programs as a key industry need for further developing individuals and teams, equipping them with multi-disciplinary skills necessary for developing next generation connected vehicles and related technologies. The development of these short courses provides a strong foundation for MAGMA to lead the 2022-2027 employer-led Michigan Revolution for Electrification of Vehicles (MIREV) collaborative funded by the State of Michigan Labor and Economic Opportunity, Workforce Development (LEO-WD).

## Electric Vehicle Jobs Academy (formerly known as the Michigan Revolution for Electrification of Vehicles)

In Q4 2021, MAGMA Governing Board unanimously supported taking a lead role with the MIREV state grant application. WIN proposed a comprehensive EV Academy strategy involving over 100 key stakeholder and employer partners involved in six collaboratives, two project teams and an EV Academy for scaling electrified vehicle and mobility-related postsecondary certification training programs on the Michigan Community College Associate (MCCA) Educational Programs in Collaboration (EPiC) shared online learning platform. All WIN Michigan Works! agency and community college partners have an active role in the EV Academy. Michigan Works! agencies participate in the EV Academy Outreach and Recruitment Project Team, the full EV Academy employer-led collaborative meetings, and any of the additional working collaboratives of interest.

**Figure 25: EV Academy Flowchart**



The **Health Careers Alliance for Southeast Michigan (HCA)** is an employer-led collaborative which is co-facilitated by the State of Michigan Labor and Economic Opportunity, Workforce Development (LEO-WD) and focused on the WIN southeast Michigan and capital area 19-county region. In 2021, there was an expansion in the HCA employer-led collaborative member composition to over a dozen healthcare systems and 20 stakeholder partners. In Q3 2021, HCA healthcare employers projected over 21,910 new hires over the next three years.

The goal of the HCA is to support and facilitate healthcare employers in developing a comprehensive approach to workforce planning by using the U.S. Chamber of Commerce Talent Pipeline Management model. Objectives include: 1) Creating a replicable process and methodology for analyzing the healthcare workforce; 2) Analyzing talent flows; 3) Defining and implementing shared performance measures; and 4) Creating a value proposition and delivering certification and training programs.

Medical Assistant, Sterile Processing Technician, and Certified Nursing Assistant project teams were inactive in 2021 due to the continuation of the coronavirus pandemic. Strategies will be undertaken by the HCA to resolve talent shortages in these occupations by designing and registering apprenticeship programs, holding virtual job fairs and career awareness fairs, implementing new recruitment strategies, and identifying additional training funding opportunities to support the healthcare labor force. All WIN community college and Michigan Works! agency partners actively participate in the Health Careers Alliance for Southeast Michigan.

### **Michigan Rural Enhanced Access to Careers in Healthcare (MIREACH): February 1, 2021 – January 31, 2025**

The State of Michigan Department of Labor and Economic Opportunity, Workforce Development (LEO-WD), as the lead applicant, worked collaboratively with WIN and other partners to apply for a \$2.5 million U.S. Department of Labor H-1B Rural Healthcare Grant Program to establish Michigan Rural Enhanced Access to Careers in Healthcare (MiREACH). WIN has a subrecipient agreement with the State of Michigan for the MIREACH grant which was awarded in Q1 2021 to support an employer-led collaborative focused on the healthcare workforce shortages in rural communities across the state. Over the next four years, the grant will support the addition of more than 430 new healthcare workers and incumbent workers advanced into new positions in rural communities throughout Michigan.

The purpose of the U.S. Department of Labor H-1B Rural Healthcare grant program is to alleviate healthcare workforce shortages by creating sustainable employment and training programs in healthcare occupations (including behavioral and mental healthcare) serving rural populations.

In 2021, MIREACH was elevated to a State Council and the Michigan Center for Rural Health (MCRH) was dedicated as a resource to support the MIREACH employer-led collaborative to verify rural healthcare locations for participant training delivered through this grant. MCRH plays a key role in rural health care by assisting in the creation and implementation of partnerships among organizations, health departments, hospitals, government, and academia.

The MiREACH Project Council provides input and recommendations to help the State of Michigan achieve its performance outcomes related to the MiREACH project funded by the U.S. Department of Labor H-1B Rural Healthcare Grant Program. In-demand H-1B healthcare occupations include: Medical Assistants; Certified Nursing Assistants; Registered Nurses; Licensed Practical Nurses; Medical Equipment Preparers (Sterile



Processing Technicians); Surgical Technologists; Home Health Aides and Direct Care Aides; Psychiatric Aides and Technicians; Substance Abuse and Behavioral Disorder Counselors; Rehabilitation Counselors; and Social Workers.

MIREACH is aimed at serving veterans, military spouses, transitioning service members, and underrepresented populations including women, people of color, ex-offenders, individuals with disabilities, incumbent workers and other populations which are required to be 17 years of age or older and not currently enrolled in secondary school within a local educational agency.

MIREACH program activities include:

- **Convening:** Engaging healthcare providers and employers in the adoption and deployment of employment and training services to address specific healthcare needs in rural areas
- **Career Pathway Development:** Establishing new or expanding existing career pathways in the healthcare sector that focus on the skills, competencies, and credentials needed for middle to high-skilled direct patient healthcare occupations
- **Developing Training options:** to prepare individuals to successfully move into middle- to high-skilled employment in healthcare occupations which include work-based learning options.

WIN partners include the Southeast Michigan Community Alliance (SEMCA), GST Michigan Works! and Michigan Works! Southeast.

### **Michigan Learning and Education Advancement Program (MiLEAP): July 2021 – June 2023**

In Q3 2021, the SEMCA Workforce Intelligence Network was awarded the Michigan Learning and Education Advancement Program (MiLEAP) grant by the state of Michigan Labor and Economic Opportunity, Workforce Development (LEO-WD) to support short-term training programs of one-day to two-years which leads to an Industry recognized credential and employment.

**The Autonomous Career Navigation System (ACNS)** partners include Macomb-St. Clair, Detroit Employment Solutions Corporation (DESC), Monroe Community College, SEMCA, Michigan Works! Southeast, and Jackson College. The ACNS partners recognize that the skills gap and need for upskilling the workforce has grown since the coronavirus pandemic. The ACNS mission is to create an Autonomous Career Navigation System from secondary to postsecondary to employment by engaging with employers and participants to deliver certification programs for entry-level occupations for career mobility in any industry sector.

The ACNS project design involves community college, workforce agency and non-profit partners working collaboratively to upskill the unemployed, underemployed, Asset Limited Income Constrained Employed (ALICE) population, COVID-19 essential workers, adults on public assistance, and adults in need of a high school diploma or equivalency for career mobility and delivery of training certification programs for targeted occupations in any industry sector.

Michigan Works! agencies (MWA) will control the flow of funds and training delivery to community colleges, working together to achieve performance outcome objectives. ACNS partners will serve a total of 556

unemployed and underserved participants in the two-year period of performance. DESC has the largest number of participant training outcomes to obtain and includes the DESC *Detroit at Work* program which offers certification programs for: Dental Assistant Apprenticeship, Cybersecurity Operations, Networking Engineer, Cybersecurity Specialist, Desktop Support Network Administrator, Project Management Professional with CBAP, Lean or ITIL, Technology Professional 2, CDL-A, MIG Welding, Carpentry & Building Construction, Electrical Wiring Residential, Heating and Cooling, Renewable Energy, Industrial Manufacturing Pathway Training, Welding, CNC Operator Technician, Welding, Controls Technician, Industrial Maintenance Technician, Robot Programmer, Robot Technician, IT Support, Bridges to Career Opportunities (Construction), Contextualized Construction Skilled Trades, CDL-A, HVAC, and Diesel Mechanic. Most of these certification training programs are 7.5 to 16 weeks.

### U.S. Department of Labor Workforce Training Initiatives

On December 31, 2021, the **Advance Michigan Catalyst/America's Promise** grant was completed, and the WIN workforce collaborative was recognized as one of the top performers in the nation due to achieving or exceeding all performance outcomes. WIN helped the local MWA and community college partners secure the \$6 million U.S. Department of Labor (US DOL) America's Promise grant to train 900 individuals with a focus on the unemployed, unemployed and at-risk population groups.

Macomb/St. Clair Michigan Works! (MSCMW!) received \$1,292,001 in Catalyst funds to train 247 unemployed or underemployed workers over a four-year period. MSCMW! partnered with the MTEC Center at Macomb Community College (MCC) to provide this training. The grant concluded with MSCMW! Serving a total of 246 participants. MCC designed five training pathways for this grant, which include Controls Technician, Electrical Maintenance Specialist, Mechanical Maintenance, Robot Programmer, and Robot Technician. The cohorts run 40 hours a week, and the instructional material covers foundational skills, workplace skills, manufacturing essential skills, and program-specific vocational skills. MSCMW! placed a Career Planner at MCC to work specifically with participants enrolled in the grant. The Career Planner is located at the training site to stay connected with students.

Oakland County Michigan Works! utilized \$910,000 of this grant to train 232 individuals. In partnership with Oakland Community College (OCC), Oakland County Michigan Works! launches PLC and Robotics Technician cohorts and provides ongoing case management and placement assistant for graduates. Oakland County Michigan Works! has recently modified its training to include blueprint reading, more hands-on opportunities, and a Power Path screening to identify challenges in attention and stress management, with strategies to address challenges. It has also incorporated employability skills into training.

GST Michigan Works! was awarded \$456,423 to train 61 underemployed and unemployed individuals and 29 incumbent workers. At the conclusion of the grant, GST Michigan Works! trained a total of 69 individuals. Throughout the grant period, GST Michigan Works! has successfully partnered with training institutions such as Mott Community College workforce development to recruit potential grant participants.

Detroit Employment Solutions Corporation (DESC) was awarded \$1,124,000 to train 156 unemployed and underemployed individuals and 53 incumbent workers. The grant ending number of participants served was 139. In partnership with Macomb Community College (MCC), DESC has developed a strategy to recruit and enroll participants, as well as a placement strategy with local manufacturers. Their partnership offers four courses to

participants: Controls Technician, Robot Programmer Evening, Robot Programmer Day, and Maintenance Technician. DESC has also partnered with Ross IES to support a full-time staff member to support program activities and serve as a liaison between Career Centers and training providers.

SEMCA was awarded \$820,000 to train 132 underemployed and unemployed individuals and 19 incumbent workers. At the conclusion of the grant, SEMCA served 207 individuals. SEMCA has partnered with Schoolcraft College to offer CNC Operating Training and with Henry Ford College to offer a Process Boot Camp Training for BASF during Q1 2020. It's partnership with the training institutions and assisting with curriculums has resulted in SEMCA exceeding its training goal. SEMCA also continues to recruit and advertise via social media outlets: Website, Facebook, Twitter, SEMCA TVs, and flyers at each of their American Job Centers.

Michigan Works! Southeast (MWSE) was awarded \$440,000 to train 54 underemployed and unemployed individuals and 18 incumbent workers. At the end of this grant, MWSE served a total of 63 participants. MWSE has partnered with Jackson College, Mott Community College, and Southern Michigan Center for Science and Industry to deliver relevant training. The table below provides data on eight key performance outcome measures.

U.S. Department of Labor America's Promise Catalyst Grant 1/1/2017 – 12/31/2021 Final Outcomes							
<b>Target Population Served</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>OAKLAND</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	131	63	247	54	200	150	845
Outcomes to Date	126	52	246	55	232	176	887
<b>Incumbent Workers</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>OAKLAND</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	10	17	0	8	0	25	60
Outcomes to Date	13	17	0	8	0	31	69
<b>Enrolled in Education</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>Oakland</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	141	80	247	62	200	175	905
Outcomes to Date	116	64	245	63	232	197	917
<b>Completed Education</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>Oakland</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	110	60	186	46	155	132	689
Outcomes to Date	95	45	205	43	188	160	736 (826 in WIPS)
<b>Completed Education with Credential</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>Oakland</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	102	58	187	45	155	110	657
Outcomes to Date	99	44	220	43	188	159	753 (788 creds in WIPS)
<b>Obtained Employment</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>Oakland</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	45	37	151	25	85	50	393



## WIOA Planning Region 9 2020-2024 Four-Year Plan

Outcomes to Date	28	18	189	11	84	114	444 (455 in WIPS)
<b>Incumbent Retained/Advanced</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>Oakland</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	4	5	0	5	0	5	19
Outcomes to Date	0	0	0	0	0	18	18
<b>Total Population Served</b>	<b>DESC</b>	<b>GST</b>	<b>Macomb</b>	<b>MWSE</b>	<b>Oakland</b>	<b>SEMCA</b>	<b>GRANT GOAL</b>
Grant Goal	141	80	247	62	200	175	905
Outcomes to Date	139	69	246	63	232	207	959

**U.S. Department of Labor H1-B One Workforce, Building an Industry Infinity Supply Chain:** Since data continues to show that robotics and automation is among the fastest growing classifications of job growth in the region and a top workforce priority for regional automotive companies, WIN partners obtained the \$10 million Industry Infinity grant for four more years of helping students obtain the high-demand, high skills and confidence needed to be the region’s next robotics technicians. The grant also commits to regional delivery of cybersecurity frontline worker training to enable connected automated vehicles in the southeast Michigan region and to deliver certification training programs for high-demand occupations in the transportation sector. Industry Infinity provides \$4.6 million in training funds and over \$1 million in wraparound services that flow through the Michigan Works! agency partners which braid and leverage WIOA funds with these additional training funds from the US DOL. The Industry Infinity grant also includes a regional Curriculum Development Committee, led by Henry Ford College, and Transportation Collaborative led by the Michigan Department of Transportation to develop and achieve curriculum development outcomes in the key Industry 4.0 pillars of manufacturing, cybersecurity, and transportation.

**Advance Michigan Center for Apprenticeship Innovation/ U.S. Department of Labor Apprenticeship: Closing the Skills Gap grant:** In February 2020, with assistance from WIN, Oakland Community College (OCC) was awarded a \$4 million four-year federal grant, known locally as MI-APPRENTICESHIP, to train 720 apprentices in advanced manufacturing careers across the state of Michigan and to provide the Advance Michigan Center for Apprenticeship Innovation (AMCAI) apprenticeship hub tools, resources, and experts to the region. 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.

In 2021, the Advance Michigan Center for Apprenticeship Innovation (AMCAI) completed all activities for the **U.S. Department of Labor (US DOL) American Apprenticeship Initiative (AAI)** grant. The WIN collaborative of community college and Michigan Works! agency partners earned recognition as one of the top performing

apprenticeship grantees in the nation by the National Governors Association Center for Best Practices by exceeding all target outcomes.

The Closing the Skills Gap MI-APPRENTICESHIP partners leverage the AMCAI apprenticeship hub which includes the miapprenticeship.org website with apprenticeship resources and links including the rapidskillsgenerator.org website and real-time repository of over 540 occupational frameworks for developing Appendix A Work Process Schedules, the Return-on-Investment Calculator (ROI) which shows wage data and helps employers understand the financial benefits of hiring apprentices, the Apprenticeship Resource Tracking (ART) software to enable intermediary standards support for apprenticeship employers, and Equal Employment Opportunity (EEO)/Affirmative Action Plan (AAP) policy templates for intermediaries and sponsors to comply with 29 CFR Part 30 guidelines.

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, 7, 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 Outreach Improvement 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.
- Individuals with Limited Work 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.

- 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:

- Formalizing remediation options to participants in post-secondary activities increasing participant success;
  - Participating in Regional Career promotion activities for K-12 education;
  - 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 visibility of adult education and workforce development partnerships throughout the region promoting the interdependency of each entity.
- Migrant Seasonal Workers (MSW): MWSE will ensure that 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. An MSW Specialist is currently stationed in our Lenawee County AJC office and will travel to our other offices on an as needed basis. MWSE will provide job seekers who are interested in learning more about the kinds of services available to them, with an opportunity to meet one-on-one with an MSW staff person. The Employment Services staff will make a referral to the MSW staff person to ensure these services are met.
  - Veterans: WIOA Planning Region 9 serves a large population of Veterans. MWSE will continue to work with local partners to design and implement targeted strategies to reach this population, remove barriers, address needs, and help find employment. The five-county area has three assigned veterans career advisors that hold office hours on site and are fully incorporated into the local teams. Strong communication and engagement between MWSE staff and state veterans staff have led to successful assistance being provided by visiting veterans to the centers.

- *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 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.

In 2022, a special cohort of MiInternship programming was offered to students enrolled with Disability Connections. Facilitators underwent specialized training to ensure that the curriculum design and delivery was successful for those in attendance.

- *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 visited 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 concluded 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 were offered a comprehensive array of services designed to prepare participants for careers in high wage, high demand fields. While the number of participants was low, those who completed their training went on to secure stable employment.

Clean Slate programming provided MWSE with an opportunity to expand its already established “Expungement Fairs” from Washtenaw and Jackson counties to the remaining three counties within the region. MWSE staff and community partners assisted over 300 individuals with their application to have their criminal record expunged in the 2021 program year. A partnership with Legal Services of South-Central Michigan led to an embedded registration form on MWSE website that allowed for direct linkage to Michigan Works! services and screening for a variety of workforce development programming, including WIOA services.

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

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

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

**MWA:** Michigan Works! Southeast, along with the MWAs in WIOA Planning Regions 6, 7 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. A recipient of MiYARN funding, JAMA partners with MWSE for WIOA screening of pre-apprenticeship candidates, allowing the opportunity to braid funding and provide a well-rounded support system for youth participants.

*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.

*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.

*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. MEWDC is a recipient of MiRAIN funding for tree-climbers and lineworker apprenticeships. Through this partnership, MWSE is able to screen candidates for WIOA eligibility and braid funding when appropriate.

*Foundations of Caring:* MWSE partnered with Washtenaw Community College and a group of employers from the home healthcare industry. Through much conversation, a program was created to train & employ healthcare candidates utilizing WIOA customized training concept. Candidates attended two weeks of customized classroom training, followed with two weeks of on the job experience. The end result was a guaranteed position with one of the participating employers. This sector strategy for helping develop and fill open entry level home healthcare positions has proven successful and is a model for other industry sectors to emulate.

Manufacturing Day: MWSE promotes the national Manufacturing Day event by encouraging local manufacturing businesses to develop and list their events on [www.mfgday.com](http://www.mfgday.com), as well as encouraging local education partners to visit [www.mfgday.com](http://www.mfgday.com) to find events to participate in.

Talent Tours: MWSE offers talent tours introduce participants to available career paths in their region by offering a behind-the-scenes look into in-demand businesses and industries. Tours are on-site at the employer's business providing hands-on experience. These tours highlight an average day on the job. Talent tours help participants understand employer education and training requirement necessary to secure employment. Impacts include relationship building, establishing a talent pipeline, talent retention and the opportunity to see real life application of coursework.

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, 7 and 10 on its initiatives, and developing Region 9 initiatives that address the needs of industries and businesses in the region.

## Part V: Administrative Cost Arrangements

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

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

Over the last decade, MWSE along with MWAs in WIOA Planning Regions 7, 9 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 Agency Council (SEMWAC) and the Workforce Intelligence Network (WIN). It is the intention of all seven MWAs in these regions to continue to support SEMWAC and WIN activities.

As described in previous sections of this plan, SEMWAC is comprised of seven MWAs from WIOA Planning Regions 6, 7, 9, and 10. Each MWA contributes a designated amount of funds proportionate to their size as determined by their funding allocations. SEMCA acts 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 on 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 shares best practices.
- Convening regional staff workgroups that research and develop shared service strategies. Most recently, this included the 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 Rapid Response, On-the-Job, Equal Employment Opportunity, and Customer Services training for staff from all seven MWAs.

WIN is comprised of seven MWAs and ten community colleges from WIOA Planning Regions 6, 7, 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 19-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 9 has also established administrative arrangements in a number of other areas and will continue to look for new cost sharing opportunities. Many of these initiatives are described in detail in Part III of this Regional Plan.

- Joint Procurements: MWSE and the other MWAs in Regions 6, 7 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: MWSE makes 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.

### Part VI: Coordination of Transportation and Other Supportive Services

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

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

#### **Regional Transportation Services**

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

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

- Help the RPI Region maintain or expand its competitiveness within the Midwest, U.S., or global markets.
- Include non-highway or automobile infrastructure and/or programs.
- Help attract and retain young people to the region.
- Modernize existing infrastructure systems in the region.
- Have a multijurisdictional impact.
- Improve access to jobs, services, and goods.
- Be politically feasible (i.e., able to garner political support and funding).
- Minimize environmental impacts.
- Help engage the region's business community.
- Offer an opportunity to be a model for other regions and states.

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

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

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

- The Ann Arbor Area Transportation Authority provides MWSE customers that are enrolled in our programs with discounted bus transportation.
- Lenawee Transportation transports program enrolled customers by way of the Job Access Readiness Reverse Commute, to and from work, along with any employment related activities. Lenawee Transportation is current working towards becoming a transit authority.
- 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 20 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.

## Part VII: Coordination of Workforce Development and Economic Development Services

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

*Regions may consider:*

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

**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, GoingPro Talent Fund, 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:
  - Michigan Works! Southeast Consortium
  - The Enterprise Group
  - Jackson Area Manufacturing Association
  - Economic Development Partnership of Hillsdale
  - Jackson College
  - Lenawee Now

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

## Part VIII: Local Levels of Performance

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

MWSE, along with its Workforce Development Board and the Chief Elected Officials will individually and independently negotiate and reach agreement with the Governor and the Michigan Department of Labor and Economic Opportunity – Workforce Development on its respective local levels of performance for the performance accountability measures described in Section 116(c) of the WIOA.

## Part VIII: Local Plan

*Local plans serve as four-year plans to develop, align, and integrate service delivery strategies and to support the state's vision and strategic and operational goals. The Local Plan sets forth the strategy to; Direct Investments in economic, education and workforce training programs, apply job-driven strategies in the One-Stop system, enable economic, education, and workforce partners to build a skilled workforce through innovation and alignment, as well as incorporate the Local Plan into the Regional Plan per 20 Code of Federal Regulations (CFR) 679.540.*

### Analysis of Regional Labor Market & Board Strategy

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

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

*Local board's strategic vision and goals for preparing an educated and skilled workforce*

#### 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 all people can live, work, and prosper.

#### Purpose Statement

Creating connections to a better future.

#### 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.

*Added Value during 2020 Strategic Plan update*

**Diversity, Equity and Inclusion:** A commitment to value diversity within the organization with staff but also in serving job seekers, employers, and each community in the region. The organization is focused on playing a role in addressing societal structural issues, inequalities, and working to remove barriers with a concentration on equity and inclusion in services and across the communities.

### Strategic Objectives

*New strategic goals were developed during the 2020 Strategic Plan update process. These goals are identified below;*

Goal 1. **Collaboration**: Align and effectively partner with economic development, education, labor, and community organizations to build and maintain a regional talent pool.

Goal 2. **Employer Partnerships**: Cultivate employer partnerships by pro-active outreach and quality, data-driven services to ensure the workforce are fully competent and career ready.

Goal 3. **Outreach and Recruitment**: Intentionally communicate services and value to our communities resulting in further engagement and employment of under-served and marginalized populations.

Goal 4. **Resource Diversification**: Resource Diversification: Diversify, leverage, and align resources to meet regional talent needs and priorities.

Goal 5. **Board Development**: Foster board development to identify and advocate for improvements that could lessen barriers for jobseekers, business growth, and employment.

The Workforce Board has established work plans for each of its five 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 Executive Director and the management team all have their own balanced scorecards that align with and support the board's vision and goals.

*Local board's strategy to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals*

As part of the board's strategy to engage partners it has entered into Memorandums of Understanding with all partners who carry out core programs and with other key partners, 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.

### Description of the Workforce Development System in the Local Area

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 Michigan Works! Southeast Consortium (MWSE) 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. Four of the five service centers have been at their current locations for many years and are well-established in the communities where they reside. In 2021, the Livingston service center relocated to an increased metro location within Howell. This move allowed MWSE to service the customer in a more convenient manner. All five Service Centers lease space for their current location.

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

- WIOA Adult, Dislocated Worker and Youth
- Wagner-Peyser Employment Services
- Partnership, Accountability Training and Hope (PATH)
- Trade Adjustment Assistance (TAA)
- Food Assistance Employment & Training (FAE&T)
- Job for Michigan Graduates – 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.

### Local Board working with Entities Carrying Out Core Programs

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 at MWSE 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.

MWSE 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, MWSE 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.

### Strategies and services to support a local workforce development system

The Michigan Works! Southeast 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 Michigan Works! Southeast 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 Michigan Works! Southeast 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.

### Coordination of local workforce investment activities with regional economic development activities

In addition to the efforts previously described, Michigan Works! Southeast Consortium 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.

### Description of the One-Stop Delivery System in the Local Area

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 MWSE Consortium. 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.

MWSE Consortium 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. As COVID concerns improve, we hope to greatly expand the use of MOC-1 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 Michigan Works! Southeast 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.

### Adult and Dislocated Worker Employment and Training Activities

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 Michigan Works! Southeast 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
- Workplace behaviors
- Career exploration
- Labor Market Information
- Career interest assessments
- Access to computers, phones, faxes, job search/job posting boards online, etc.

#### *Training activities:*

- Classroom training
- On-the-Job Training
- Apprenticeship
- Work-experience/Job Shadow
- Transitional jobs (added in 2022)
- Customized training (added in 2022)

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.

Currently, 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 A: 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 B: 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. As a result of the identified need for job seekers, MWSE began offering a “Money Matters” workshop to all interested customers in early 2021. Engaging employers in mock interviews is something that MWSE continues to develop. Due to increased hiring needs, many employers

have not been willing to devote time to mock interviews, choosing to invest their time in larger group activities with job seekers.

### Description of the design framework for youth programs

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.

### 14 program elements

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 need MWSE provided services. In 2021, MWSE worked to develop formal agreements with all community mental health agencies as the ability to provide such services is outside the scope of MWSE employees.

### Local definition of Part B of Basic Skills Deficiency

Please see [Attachment A: WIOA Eligibility Policy](#) for this definition.

### Description and assessment of the type and availability of youth workforce investment activities

All programs available through the Michigan Works! Southeast 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 MWSE Consortium 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 MWSE Consortium 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. The MWSE Consortium 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. Strong partnerships with partners such as DisAbility Connection, helps to provide tailored services to youth with disabilities. 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.

#### Definition of “requires additional assistance”

“Requires additional assistance” is defined in [Attachment A: WIOA Eligibility Policy](#).

#### Information regarding any waivers being utilized by the local area

As mentioned above, the The MWSE Consortium 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%.

#### Coordination of relevant secondary and post-secondary education programs

The MWSE Consortium 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. State programs such as Futures for Frontliners & MiReconnect will be instrumental in helping connect communities to degreed programs. MWSE has formulated strong relationships with the MiReconnect Navigators within the 5-county region, further ensuring the success of the student by connecting them to valuable resources designed to support their education goals. Working with the Workforce Intelligence Network, the MWSE Consortium 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.

### Supportive services and needs related payments.

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 C: Supportive Service Policy](#) for details on these policies.

The MWSE Consortium 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. Transportation is a top service provided, including the use of public transportation and when appropriate, ability to secure private transportation. Support for customers who are engaged in online learning has increased post-COVID. 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 D: Needs related payments policy](#) for details.

### Coordination of the provision of transportation and other appropriate supportive services

Each County has a local bus/transportation system, but it is a local system with no options across the county lines. 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. Previously, Lenawee County, had an agreement with Lenawee Transportation to use JARC and MDOT funding to fund a van to transport job seekers to/from the Service Center. This agreement ended in 2022 due to insurance liability concerns on behalf of the transportation agency.

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.

### Local per participant funding cap, if applicable.

Currently, there are no plans for funding caps for participant training. Classroom and work-based training amounts will be dependent on the assessment of the participant by the career advisor. Information on current education level, desired career, availability of applicable training and employer demand will determine the accepted funding level for each training plan. MWSE does have an unofficial target of \$5,000/per exit to employment for the WIOA program.

### Maximizing coordination, improving service delivery, and avoiding duplication of services.

The one-stop system in the Michigan Works! Southeast Consortium 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 Michigan Works! Southeast Consortium 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 July 2020, Wagner-Peyser staff became direct staff of the Consortium (All Consortium employees are considered "Merit-based staff"). The Michigan Works! Southeast Consortium 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.

### Plan for delivering employment services in accordance with the Wagner-Peyser

*Identification of a point of contact.*

Roland Hill, Policy & Contract Administrator  
Michigan Works! Southeast  
304 Harriet St.  
Ypsilanti, MI 48197  
Telephone Number: 734-714-9814  
E-mail address: [rhill@mwse.org](mailto:rhill@mwse.org)

*Description of how MWA is providing employment services.*

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

*Wagner-Peyser funded services will be provided at no cost.*

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

*Labor exchange services will be provided using the three tiers of services.*

Job Seekers will be assisted in the Resource room of each Service Center while employers will be referred to the local Business Services Coordinator. Job seekers will be assessed and evaluated for staff-assisted services. Employers will discuss their needs with the Business Services Coordinator, who will develop an appropriate service strategy.

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 being provided virtually or in-person. Staff are available to provide services via phone, video conference or in person; whichever option is best for the customer to be served. 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. As of July 2022, the tracking system for visits and activities in the center will be referred to as AGS Prime.

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 into 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.

*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.

*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: 5

Jackson: 4

Hillsdale: 3

Lenawee: 4

*Unemployment Insurance (UI) Work Test will be administered.*

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.

*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. When required or found to be appropriate, a second RESEA appointment will be scheduled and held. These services can be provided in-person or virtually.

*MWA will participate in a system for clearing labor between the states.*

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

*Veterans will be provided access to the same employment services received by the general population.*

Please see [Attachment E: VET Preference and DVOP Referral Policy](#)

*Migrant and Seasonal Workers (MSWs)*

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 another Michigan Works! Service Centers and/or space will be made available for an Agricultural Employment Specialist to meet.

*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.

[Navigators being utilized in the local area to provide targeted support and resources.](#)

In April 2021, with the receipt of Wagner-peyser Clean Slate Pilot program funding, a Clean Slate navigator was assigned to each of the five service centers. These navigators focus on providing services to those who need assistance with their set-aside application process. Connecting individuals to local partner agencies, attorneys and ensuring all steps in the process are completed describe their primary goals.

[WIOA Title 1 coordinates with adult education and literacy activities under the WIOA Title II.](#)

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.

[Cooperative agreements which define how all local service providers carry out the requirements.](#)

The Michigan Works! Southeast 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 MWSE 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 Michigan Works! Southeast Consortium 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 Michigan Works! Southeast Consortium 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.

## Description of the entity responsible for the disbursement of grant funds (Grant Recipient).

As of October 1, 2019, The Southeast Michigan Consortium has served as its fiscal agent (previously contracting with another entity to handle this). In 2021, an official name change of the consortium was approved; Michigan Works! Southeast Consortium. Under the Public Act 7 agreement that created the Michigan Works! Southeast 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.

## Description of the competitive process that will be used to award the sub-grants and contracts.

As required by Federal rules and regulations, the Michigan Works! Southeast Consortium 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.

## Local levels of performance negotiated with the Governor and CEO(s)

The local WIOA and Wagner-Peyser performance measures negotiated for PY 22 and PY 23 are shown in the chart below. MWSE has met all WIOA performance measures since its founding.

<b>Michigan Works! Southeast</b>				
<b>Performance Measure</b>	<b>PY22 MWA Negotiated</b>		<b>PY23 MWA Negotiated</b>	
	<b>Target</b>		<b>Target</b>	
<b>WIOA ADULT</b>				
Employment Rate 2nd Quarter	92.6		92.6	
Employment Rate 4th Quarter	87.5		87.5	
Median Earnings 2nd Quarter	\$7,582		\$7,582	
Credential Rate 4th Quarter	79.7		79.7	
Measurable Skill Gains	42.4		42.4	
<b>WIOA DISLOCATED WORKER</b>				
Employment Rate 2nd Quarter	94.7		94.7	
Employment Rate 4th Quarter	90.5		90.5	
Median Earnings 2nd Quarter	\$9,021		\$9,021	
Credential Rate 4th Quarter	85.9		85.9	

Measurable Skill Gains	48.0	48.0
<b>WIOA YOUTH</b>		
Employment Rate 2nd Quarter	82.2	82.2
Employment Rate 4th Quarter	80.5	80.5
Median Earnings 2nd Quarter	\$4,717	\$4,717
Credential Rate 4th Quarter	73.2	73.2
Measurable Skill Gains	37.0	37.0
<b>WAGNER-PEYSER</b>		
Employment Rate 2nd Quarter	69.4	69.4
Employment Rate 4th Quarter	68.6	68.6
Median Earnings 2nd Quarter	\$6,826	\$6,826

### Actions the local board will take toward becoming or remaining a high-performing board.

For this section local boards shall include:

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

The Michigan Works! Southeast Workforce Development Board (WDB) was created from three previous workforce boards each covering a different MWA. The Michigan Works! Southeast 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. In 2020, the WDB board updated their strategic plan and established five new working committees that align with their newly established strategic goals. 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 individuals 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.

### How training services will be provided through the use of individual training accounts.

This section includes;

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

The Michigan Works! Southeast Consortium 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.

### Process used by the local board to provide a 30-day public comment period for the plan.

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 MWSE 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. For 2022 modifications to the plan, a 30-day comment period was provided for stakeholders and the community to provide feedback. The plan was posted on July 18, 2022 and as of August 24, 2022, no comments were received.

### Implementation and transition to an integrated, technology-enabled intake and case management

The Michigan Works! Southeast Consortium 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. In July 2022, MWSE transitioned to AGS Prime for customer tracking. The long-term intent is to create a customer self-registration tool. 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.

### Description of the local priority of service requirements.

See [Attachment E: VET Preference & DVOP Referral Policy](#), [Attachment A: WIOA Adult Priority of Service](#).

### Coordination of workforce investment activities and Rapid Response (RR) activities.

The Michigan Works! Southeast Consortium 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.

MWSE staff will assist companies experiencing Mass layoffs and filing WARN notices. MWSE 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 provide 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 Contract and Policy Administrator will be the contact for all NEG and SAG grants. The Business Service Manager will be the contact for JACs.

Description of RR activities.

Please see [Attachment F: Rapid Response Policy](#)



## **ATTACHMENTS A-F:**

### Attachment A: WIOA Eligibility Policy

**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:

1<sup>st</sup> person: 300-00-0001

2<sup>nd</sup> 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).

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

**Type of Test**

**Test name**

**Personality**

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

**Career**

Job Career Accelerator  
My Next move (Onet)  
Career Ready 101

**Soft Skills**

A Game

**Work Skills**

WorkKeys  
KeyTrain  
WK Talent Assessment

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

**WIOA 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
  - o Basic Skills Deficiencies- The individual computes or solves problems, reads, writes, or speaks English at or below the eighth grade level or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. 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 Program Administrator 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 Program Administrator 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.

**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 Misty Shulters at [mshulters@mwse.org](mailto:mshulters@mwse.org)

## Attachment B: TABE Test Requirement

**To:** Career Advisors

**Subject:** **TABE TEST REQUIREMENTS**

**Original Policy:** January 1, 2017

**Refer to Policy:** MWSE WIOA Eligibility policy

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 Misty Shulters, [mshulters@mwse.org](mailto:mshulters@mwse.org)

## Attachment C: Supportive Service Policy

**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 Administrator.

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 Misty Shulters at [mshulters@mwse.org](mailto:mshulters@mwse.org)

## Attachment D: Needs Related Payment Policy

**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 13<sup>th</sup> week after the most recent layoff that resulted in determination of eligibility as a dislocated worker, or if later, by the end of the 8<sup>th</sup> 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 Misty Shulters at [mshulters@mwse.org](mailto:mshulters@mwse.org)

## Attachment E: VET Preference and DVOP Referral Policy

**Date:** July 1, 2016

**To:** All Michigan Works! program providers

**Subject:** **Veterans Preference and DVOP referral**

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

**Original Policy:** July 1, 2016

**Last modification:** N/A

**Rescissions:** None

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

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

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

### Definitions:

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

- **Veteran –**

1. An individual who served in the active military for at least 181 straight days (outside of training) and who was discharged or released from such service under conditions other than dishonorable. This includes a medical discharge. This may include National Guard or Reserve members who have been discharged from active duty service but not necessarily from other reserve commitments such as training.

- **Eligible Spouse-** Generally, an eligible spouse of a Veteran will have a letter from Veteran's Affairs stating her eligibility

Spouse of:

1. Any veteran who died of a service-connected disability;
2. Any member of the armed forces on active duty who, at the time of the spouse's application, is listed in one or more of the following categories and has been so listed for more than 90 days: a) missing in action, b) captured in the line of duty by a hostile force, or c) forcibly detained or interned in the line of duty by a foreign government or power;
3. Any veteran who has a total disability resulting from a service-connected disability; or
4. Any veteran who died while a disability so evaluated was in existence.

### Policy:

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

For programs that do not target specific groups (WIA/WIOA Adult program), the 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.
- Veterans and eligible spouses are to be ensured access to any workshops and appointments with case managers. If a workshop is full, they will be prompted on the website to contact the workshop facilitator, identify themselves as a

Veteran or Eligible spouse and then will be provided a seat at the workshop. Any available case manager should be asked to meet with a Veteran, if requested.

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

### DVOP (Disabled Veteran Outreach Program):

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

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

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

### **IF THERE ARE FUNDING LIMITATIONS:**

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

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

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

**Inquiries:** Questions regarding this policy should be directed to Misty Shulters at [mshulters@mwse.org](mailto:mshulters@mwse.org)

## Attachment F: Rapid Response Policy

**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](mailto: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 lessen 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/ui](http://www.michigan.gov/ui).

### 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](http://www.michigan.gov/uia).

### 6. 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.

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