

Workforce Innovation and Opportunity (WIOA) Planning Region 9

Regional and Local Plans
July 1, 2024 through June 30, 2028



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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 Michigan Works! Southeast Consortium (dba Michigan Works! Southeast “MWSE”) and is comprised of Hillsdale, Jackson, Lenawee, Livingston, and Washtenaw counties. Since 2011, MWSE has partnered with Michigan Works! Agencies (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 2024-2028 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.

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 871,659 individuals, 8.6 percent of the state’s population. WIOA Planning Region 9 is also home to 8 percent of the state’s business establishments and 8.8 percent of the state’s employed population. The region is made up of a heavier population density in comparison to the state, averaging 260 individuals per square mile, compared to the state average of 177 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 MWA 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. In direct support of pillar 2 of the State of Michigan's Workforce Plan; Opportunity, MWSE plans to enhance the focus on connecting marginalized communities to workforce services.

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

MWSE and the MWAs in WIOA Planning Regions 6, 7 and 10 have a long history of implementing regional industry sector initiatives. Currently, MWSE is actively involved with several regional sector initiatives with these MWAs including The 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 Global Epicenter of Mobility (GEM) grant. 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. One cost-sharing arrangement that has been particularly successful is the Workforce Intelligence Network for Southeast Michigan (WIN). 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 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. 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. However, MWSE is actively seeking and working towards long term transportation solutions.

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. Additionally, MWSE partners with regional organizations to support entrepreneurship and the development of small business. 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 staff 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 August 2, 2024 for a 30-day public comment period. As of September 6, 2024, no comments were received.

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 Michigan Works! Southeast Consortium (dba Michigan Works! Southeast “MWSE”) and is comprised of Hillsdale, Jackson, Lenawee, Livingston, and Washtenaw counties. For over 10 years, MWSE, 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, 7 and 10, coordinated the development of their respective WIOA regional plans. 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 compare data to find trends and employer needs across 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 MWSE Board members as well as 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 2021. The planning process was facilitated by Dr. Diana Wong of Sensi Change, a national consulting firm specializing in organizational and board development. The 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

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, ultimately driving workforce solutions. This will ensure that American Job Centers provide excellent customer service to workers, career 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. The leadership of the Michigan Works! Southeast Workforce board is currently working to update the current strategic plan to match the economic and employment market of today and tomorrow. A renewed focus on vehicle electrification, cyber-security, employment seeker barrier removal and activities to strengthen the regional economy are areas of focus for the updated strategic plan.

MSWE has a history of regional planning and regional collaboration. For eight years, MWSE has partnered with MWAs from WIOA Planning Regions 6, 7 and 10, to identify and act on opportunities to coordinate how programs and services are provided throughout the three WIOA regions. 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 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 career seekers 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. Some responses were incorporated into this regional plan. Other comments that were not incorporated into this plan are listed in this plan as required. Core partners who have representatives on the Michigan Works! Southeast Workforce Development Board had an opportunity to review, contribute input on the draft regional plan, and participate in the final approval of the plan.

Employment Needs

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

Existing In-Demand Occupations

These occupations depict high real-time demand through calendar year 2023, are projected to continue to grow in the short run (through 2025), require at least a high school diploma or equivalent, and offer wages above the state median of \$21.88.

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

SOC	Description	2023 Postings	2023 Jobs	2025 Jobs	2023 - 2025 Change	2023 - 2025 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-2011	Accountants and Auditors	682	2,855	2,941	86	3.0%	264	\$34.00	Bachelor's degree
11-9041	Architectural and Engineering Managers	359	1,021	1,046	26	2.5%	77	\$76.19	Bachelor's degree

SOC	Description	2023 Postings	2023 Jobs	2025 Jobs	2023 - 2025 Change	2023 - 2025 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-1199	Business Operations Specialists, All Other	92	3,250	3,360	110	3.4%	339	\$31.63	Bachelor's degree
53-2012	Commercial Pilots	42	771	834	63	8.1%	120	\$37.78	High school diploma or equivalent
11-3021	Computer and Information Systems Managers	38	1,298	1,359	60	4.7%	115	\$64.59	Bachelor's degree
15-1299	Computer Occupations, All Other	1050	668	697	29	4.4%	58	\$41.46	Bachelor's degree
15-1211	Computer Systems Analysts	273	1,332	1,377	45	3.4%	102	\$44.78	Bachelor's degree
11-9021	Construction Managers	306	499	524	25	5.1%	48	\$46.90	Bachelor's degree
15-2051	Data Scientists	619	407	442	35	8.7%	42	\$47.08	Bachelor's degree
17-2071	Electrical Engineers	756	1,029	1,063	34	3.3%	72	\$47.85	Bachelor's degree
49-9051	Electrical Power-Line Installers and Repairers	62	801	836	35	4.4%	78	\$43.24	High school diploma or equivalent
17-2072	Electronics Engineers, Except Computer	163	283	300	17	5.9%	24	\$47.31	Bachelor's degree
17-2199	Engineers, All Other	181	488	510	22	4.5%	40	\$44.67	Bachelor's degree
29-1215	Family Medicine Physicians	63	243	258	15	6.2%	14	\$95.64	Doctoral or professional degree
13-2051	Financial and Investment Analysts	383	505	535	30	6.0%	47	\$39.00	Bachelor's degree
11-3031	Financial Managers	737	1,497	1,582	85	5.7%	144	\$60.79	Bachelor's degree
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	135	1,089	1,138	50	4.6%	112	\$32.15	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	407	1,176	1,215	39	3.3%	117	\$38.54	High school diploma or equivalent
11-1021	General and Operations Managers	1312	6,895	7,138	242	3.5%	671	\$46.13	Bachelor's degree
11-3121	Human Resources Managers	346	389	406	17	4.4%	38	\$57.95	Bachelor's degree
17-2112	Industrial Engineers	644	1,707	1,772	66	3.9%	128	\$43.92	Bachelor's degree
49-9041	Industrial Machinery Mechanics	122	1,404	1,472	68	4.8%	143	\$28.78	High school diploma or equivalent
15-1212	Information Security Analysts	61	312	342	30	9.5%	34	\$42.22	Bachelor's degree

SOC	Description	2023 Postings	2023 Jobs	2025 Jobs	2023 - 2025 Change	2023 - 2025 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-1081	Logisticians	362	568	606	37	6.6%	64	\$36.17	Bachelor's degree
13-1111	Management Analysts	318	1,678	1,740	63	3.7%	169	\$41.92	Bachelor's degree
11-9199	Managers, All Other	462	920	967	47	5.1%	91	\$58.86	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	548	1,822	1,903	81	4.4%	207	\$30.88	Bachelor's degree
11-2021	Marketing Managers	463	459	480	21	4.6%	47	\$61.27	Bachelor's degree
17-2141	Mechanical Engineers	779	2,663	2,752	89	3.3%	191	\$44.86	Bachelor's degree
11-9111	Medical and Health Services Managers	1074	1,591	1,712	121	7.6%	173	\$51.41	Bachelor's degree
11-9121	Natural Sciences Managers	300	243	262	19	8.0%	27	\$60.68	Bachelor's degree
29-1171	Nurse Practitioners	401	955	1,067	112	11.7%	100	\$59.22	Master's degree
29-1122	Occupational Therapists	199	503	530	27	5.4%	41	\$39.97	Master's degree
13-2052	Personal Financial Advisors	174	547	593	46	8.4%	57	\$41.56	Bachelor's degree
31-2021	Physical Therapist Assistants	176	296	327	31	10.6%	57	\$30.17	Associate's degree
29-1123	Physical Therapists	572	802	860	58	7.2%	60	\$48.63	Doctoral or professional degree
29-1071	Physician Assistants	246	794	845	51	6.5%	66	\$62.02	Master's degree
29-1229	Physicians, All Other	202	1,626	1,674	49	3.0%	69	\$106.22	Doctoral or professional degree
25-1099	Postsecondary Teachers	1061	8,893	9,153	261	2.9%	956	\$51.28	Doctoral or professional degree
13-1082	Project Management Specialists	861	2,053	2,122	69	3.4%	179	\$40.44	Bachelor's degree
29-1141	Registered Nurses	7240	12,996	13,255	260	2.0%	838	\$37.99	Bachelor's degree
11-2022	Sales Managers	714	986	1,018	31	3.2%	87	\$62.23	Bachelor's degree
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	967	2,061	2,120	59	2.9%	223	\$33.77	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1113	3,092	3,208	116	3.7%	333	\$32.84	High school diploma or equivalent
11-9151	Social and Community Service Managers	133	397	419	22	5.5%	42	\$37.19	Bachelor's degree

SOC	Description	2023 Postings	2023 Jobs	2025 Jobs	2023 - 2025 Change	2023 - 2025 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
15-1252	Software Developers	1670	3,801	4,004	203	5.3%	307	\$49.05	Bachelor's degree
29-1127	Speech-Language Pathologists	344	444	479	35	7.8%	41	\$41.47	Master's degree
15-2041	Statisticians	61	192	210	18	9.4%	21	\$42.55	Master's degree
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	135	901	964	63	7.0%	107	\$23.78	Bachelor's degree
11-3071	Transportation, Storage, and Distribution Managers	421	346	365	18	5.2%	36	\$44.97	High school diploma or equivalent

Source: Bureau of Labor Statistics (2022) and Lightcast (2024)

- The current most in-demand occupations in WIOA Planning Region 9 primarily require advanced levels of education, typically a bachelor's degree or higher. However, eight occupations, including Commercial Pilots and Electrical Power-Line Installers and Repairers, require only a high school diploma or equivalent and on-the-job training. The median hourly earnings for these two occupations are \$37.78 for Commercial Pilots and \$43.24 for Electrical Power-Line Installers and Repairers. The hourly pay range is between \$23.78 for Substance Abuse, Behavioral Disorder, and Mental Health Counselors and \$106.22 for Physicians, All Other (Figure 1).

Emerging In-Demand Occupations

Figure 2 presents occupations that are projected to have job expansion over the longer term (until 2033) along with high annual job openings and median wages well above the state median of \$21.88 (Figure 2).

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

SOC	Job Title	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	2033 Jobs	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-2011	Accountants and Auditors	2,855	3,110	255	8.9%	254	\$34.00	Bachelor's degree
11-3012	Administrative Services Managers	626	695	70	11.1%	58	\$49.02	Bachelor's degree
13-1199	Business Operations Specialists, All Other	3,250	3,589	339	10.4%	328	\$31.63	Bachelor's degree
53-2012	Commercial Pilots	771	925	153	19.9%	112	\$37.78	High school diploma or equivalent
13-1041	Compliance Officers	704	807	103	14.6%	68	\$31.98	Bachelor's degree
11-3021	Computer and Information Systems Managers	1,298	1,494	196	15.1%	110	\$64.59	Bachelor's degree
15-1299	Computer Occupations, All Other	668	774	106	15.9%	56	\$41.46	Bachelor's degree
15-1211	Computer Systems Analysts	1,332	1,468	136	10.2%	96	\$44.78	Bachelor's degree

SOC	Job Title	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	2033 Jobs	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
11-9021	Construction Managers	499	582	83	16.6%	46	\$46.90	Bachelor's degree
15-2051	Data Scientists	407	541	134	32.9%	41	\$47.08	Bachelor's degree
11-9033	Education Administrators, Postsecondary	1,202	1,286	84	7.0%	102	\$56.78	Master's degree
49-9051	Electrical Power-Line Installers and Repairers	801	895	94	11.8%	74	\$43.24	High school diploma or equivalent
17-2072	Electronics Engineers, Except Computer	283	336	53	18.7%	22	\$47.31	Bachelor's degree
17-2199	Engineers, All Other	488	555	68	13.8%	37	\$44.67	Bachelor's degree
29-1215	Family Medicine Physicians	243	288	45	18.3%	12	\$95.64	Doctoral or professional degree
13-2051	Financial and Investment Analysts	505	591	86	17.0%	44	\$39.00	Bachelor's degree
11-3031	Financial Managers	1,497	1,790	293	19.6%	140	\$60.79	Bachelor's degree
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,089	1,233	144	13.3%	107	\$32.15	High school diploma or equivalent
11-1021	General and Operations Managers	6,895	7,614	719	10.4%	648	\$46.13	Bachelor's degree
11-3121	Human Resources Managers	389	440	51	13.2%	36	\$57.95	Bachelor's degree
17-2112	Industrial Engineers	1,707	1,885	178	10.4%	118	\$43.92	Bachelor's degree
49-9041	Industrial Machinery Mechanics	1,404	1,622	218	15.5%	139	\$28.78	High school diploma or equivalent
15-1212	Information Security Analysts	312	419	107	34.1%	32	\$42.22	Bachelor's degree
23-1011	Lawyers	1,032	1,144	112	10.9%	53	\$47.78	Doctoral or professional degree
13-1081	Logisticians	568	694	126	22.2%	63	\$36.17	Bachelor's degree
13-1111	Management Analysts	1,678	1,886	208	12.4%	165	\$41.92	Bachelor's degree
11-9199	Managers, All Other	920	1,059	138	15.0%	86	\$58.86	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	1,822	2,095	273	15.0%	204	\$30.88	Bachelor's degree
11-2021	Marketing Managers	459	532	73	16.0%	46	\$61.27	Bachelor's degree
17-2141	Mechanical Engineers	2,663	2,911	248	9.3%	177	\$44.86	Bachelor's degree
11-9111	Medical and Health Services Managers	1,591	2,042	452	28.4%	171	\$51.41	Bachelor's degree
11-9121	Natural Sciences Managers	243	299	56	23.2%	25	\$60.68	Bachelor's degree
29-1171	Nurse Practitioners	955	1,398	443	46.4%	96	\$59.22	Master's degree
29-1122	Occupational Therapists	503	592	89	17.7%	39	\$39.97	Master's degree
15-2031	Operations Research Analysts	180	227	47	26.0%	17	\$39.36	Bachelor's degree

SOC	Job Title	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	2033 Jobs	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-2052	Personal Financial Advisors	547	694	147	27.0%	53	\$41.56	Bachelor's degree
31-2021	Physical Therapist Assistants	296	415	119	40.2%	60	\$30.17	Associate's degree
29-1123	Physical Therapists	802	1,003	201	25.1%	55	\$48.63	Doctoral or professional degree
29-1071	Physician Assistants	794	981	187	23.6%	63	\$62.02	Master's degree
29-1229	Physicians, All Other	1,626	1,773	148	9.1%	60	\$106.22	Doctoral or professional degree
33-3051	Police and Sheriff's Patrol Officers	1,321	1,481	160	12.1%	125	\$30.93	High school diploma or equivalent
25-1099	Postsecondary Teachers	8,893	10,049	1,157	13.0%	937	\$51.28	Doctoral or professional degree
13-1082	Project Management Specialists	2,053	2,255	203	9.9%	170	\$40.44	Bachelor's degree
11-2022	Sales Managers	986	1,077	91	9.2%	84	\$62.23	Bachelor's degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,092	3,446	354	11.4%	325	\$32.84	High school diploma or equivalent
11-9151	Social and Community Service Managers	397	478	81	20.3%	42	\$37.19	Bachelor's degree
15-1252	Software Developers	3,801	4,530	728	19.2%	295	\$49.05	Bachelor's degree
15-1253	Software Quality Assurance Analysts and Testers	272	323	52	19.1%	24	\$39.46	Bachelor's degree
29-1127	Speech-Language Pathologists	444	575	131	29.5%	40	\$41.47	Master's degree
15-2041	Statisticians	192	257	65	34.0%	20	\$42.55	Master's degree

Source: Lightcast (2024)

- Over half of the future in-demand occupations in WIOA Planning Region 9 require a bachelor's degree, while 11 occupations require an advanced degree. Only six of the top occupations require a high school diploma or equivalent. These occupations include Commercial Pilots, Industrial Machinery Mechanics, Police and Sheriff's Patrol Officers, Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products.

In-Demand Middle Skills Occupations

- Figure 3 represents occupations that had both high demand in calendar year 2023 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 moderate-term education or training or seek on-the-job training opportunities to find work. Figure 3 provides a snapshot of the middle skills occupations growing in WIOA Planning Region 9.

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

SOC	Description	2023 Jobs	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
53-2021	Air Traffic Controllers	38	46	8	22.1%	4	\$47.57	Associate's degree	Long-term on-the-job training
49-3011	Aircraft Mechanics and Service Technicians	357	431	75	20.9%	36	\$29.70	Postsecondary nondegree award	None
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	443	483	40	8.9%	43	\$26.33	High school diploma or equivalent	Long-term on-the-job training
51-7011	Cabinetmakers and Bench Carpenters	149	215	66	44.1%	25	\$22.07	High school diploma or equivalent	Moderate-term on-the-job training
47-2031	Carpenters	1,420	1,573	153	10.8%	139	\$26.35	High school diploma or equivalent	Apprenticeship
35-1011	Chefs and Head Cooks	341	378	38	11.1%	47	\$25.47	High school diploma or equivalent	None
53-2012	Commercial Pilots	771	925	153	19.9%	112	\$37.78	High school diploma or equivalent	Moderate-term on-the-job training
15-1231	Computer Network Support Specialists	286	324	37	13.1%	25	\$25.94	Associate's degree	None
53-7021	Crane and Tower Operators	68	83	15	21.6%	9	\$29.05	High school diploma or equivalent	Moderate-term on-the-job training
29-1292	Dental Hygienists	628	668	40	6.4%	48	\$35.40	Associate's degree	None
33-3021	Detectives and Criminal Investigators	190	210	20	10.4%	17	\$36.07	High school diploma or equivalent	Moderate-term on-the-job training
29-2032	Diagnostic Medical Sonographers	340	391	51	15.0%	24	\$35.84	Associate's degree	None
17-3023	Electrical and Electronic Engineering Technologists and Technicians	332	361	29	8.7%	37	\$33.13	Associate's degree	None
49-9051	Electrical Power-Line Installers and Repairers	801	895	94	11.8%	74	\$43.24	High school diploma or equivalent	Long-term on-the-job training
47-2111	Electricians	1,474	1,592	118	8.0%	146	\$33.30	High school diploma or equivalent	Apprenticeship
43-4061	Eligibility Interviewers, Government Programs	332	366	34	10.1%	34	\$25.74	High school diploma or equivalent	Moderate-term on-the-job training
17-3029	Engineering Technologists and Technicians, Except Drafters, All Other	139	160	21	15.3%	16	\$35.36	Associate's degree	None

SOC	Description	2023 Jobs	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,089	1,233	144	13.3%	107	\$32.15	High school diploma or equivalent	None
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	123	140	17	14.2%	10	\$32.60	Postsecondary nondegree award	Moderate-term on-the-job training
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	1,176	1,278	102	8.7%	112	\$38.54	High school diploma or equivalent	None
41-1012	First-Line Supervisors of Non-Retail Sales Workers	376	411	35	9.2%	36	\$37.62	High school diploma or equivalent	None
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,527	2,625	98	3.9%	258	\$29.13	High school diploma or equivalent	None
33-1012	First-Line Supervisors of Police and Detectives	201	229	28	14.0%	17	\$41.53	High school diploma or equivalent	Moderate-term on-the-job training
51-1011	First-Line Supervisors of Production and Operating Workers	2,086	2,151	65	3.1%	206	\$30.53	High school diploma or equivalent	None
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1,017	1,098	81	7.9%	113	\$27.04	High school diploma or equivalent	None
11-9051	Food Service Managers	678	738	60	8.8%	85	\$28.80	High school diploma or equivalent	None
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	721	794	73	10.1%	71	\$25.02	Postsecondary nondegree award	Long-term on-the-job training
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,131	3,499	367	11.7%	384	\$23.92	Postsecondary nondegree award	Short-term on-the-job training
47-4051	Highway Maintenance Workers	240	279	39	16.2%	27	\$24.63	High school diploma or equivalent	Moderate-term on-the-job training
49-9041	Industrial Machinery Mechanics	1,404	1,622	218	15.5%	139	\$28.78	High school diploma or equivalent	Long-term on-the-job training
41-3021	Insurance Sales Agents	1,088	1,182	94	8.6%	102	\$25.55	High school diploma or equivalent	Moderate-term on-the-job training
29-2061	Licensed Practical and Licensed Vocational Nurses	1,090	1,230	140	12.8%	104	\$28.28	Postsecondary nondegree award	None
49-9062	Medical Equipment Repairers	132	160	27	20.6%	16	\$32.49	Associate's degree	Moderate-term on-the-job training
29-2072	Medical Records Specialists	477	545	68	14.2%	41	\$22.61	Postsecondary nondegree award	None

SOC	Description	2023 Jobs	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	186	238	52	28.2%	23	\$27.63	High school diploma or equivalent	Long-term on-the-job training
31-2011	Occupational Therapy Assistants	141	193	52	36.6%	28	\$29.18	Associate's degree	None
47-2073	Operating Engineers and Other Construction Equipment Operators	679	790	111	16.3%	73	\$28.84	High school diploma or equivalent	Moderate-term on-the-job training
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	14	24	10	74.2%	3	\$40.36	High school diploma or equivalent	Moderate-term on-the-job training
31-2021	Physical Therapist Assistants	296	415	119	40.2%	60	\$30.17	Associate's degree	None
47-2152	Plumbers, Pipefitters, and Steamfitters	1,006	1,083	77	7.6%	97	\$32.69	High school diploma or equivalent	Apprenticeship
33-3051	Police and Sheriff's Patrol Officers	1,321	1,481	160	12.1%	125	\$30.93	High school diploma or equivalent	Moderate-term on-the-job training
43-5061	Production, Planning, and Expediting Clerks	639	717	78	12.2%	77	\$24.64	High school diploma or equivalent	Moderate-term on-the-job training
29-2053	Psychiatric Technicians	910	957	47	5.2%	81	\$30.44	Postsecondary nondegree award	Short-term on-the-job training
29-2034	Radiologic Technologists and Technicians	809	859	50	6.2%	49	\$36.53	Associate's degree	None
29-1126	Respiratory Therapists	548	607	59	10.8%	34	\$31.62	Associate's degree	None
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	2,061	2,232	171	8.3%	218	\$33.77	High school diploma or equivalent	Moderate-term on-the-job training
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,092	3,446	354	11.4%	325	\$32.84	High school diploma or equivalent	Moderate-term on-the-job training
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	248	306	58	23.5%	34	\$24.81	Postsecondary nondegree award	Moderate-term on-the-job training
11-3071	Transportation, Storage, and Distribution Managers	346	393	47	13.5%	34	\$44.97	High school diploma or equivalent	None
41-3041	Travel Agents	118	133	15	12.7%	17	\$29.50	High school diploma or equivalent	Moderate-term on-the-job training

Source: Lightcast (2024)

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

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

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

Healthcare Practitioner and Technician Occupations

Knowledge, Skills, and Abilities

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

Knowledge

Medicine and Dentistry
Biology
Customer and Personal Service
Therapy and Counseling
Psychology

Skills

Active Listening
Reading Comprehension
Speaking
Critical Thinking
Monitoring

Abilities

Problem Sensitivity
Near Vision
Oral Expression
Deductive Reasoning
Information Ordering

Tools, Technologies and Certifications

- Tools and technologies related to healthcare occupations include several that ensure quality in the delivery of health services as well as increasing efficiencies in delivery of care, such as electronic medical records and time management.
- There are many certifications in healthcare occupations as many careers involve licensure. Beyond occupational-specific requirements, important certifications are concentrated in specified areas of patient care.

Tools and Technologies

Medical Software
Microsoft Office
Scheduling Software
Information Retrieval
Categorization Software

Certifications (JPA)

Basic Life Support (BLS)
Cardiopulmonary Resuscitation (CPR)
Advanced Cardiovascular Life Support (ACLS)
Licensed Practical Nurse (LPN)
American Registry Of Radiologic Technologists (ARRT)

Information Technology Occupations (Information Technology Project Managers)

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, information ordering, and deductive reasoning.

Knowledge

Computer and Electronics
Engineering and Technology
Customer and Personal Service
Mathematics
Communications and Media

Skills

Critical Thinking
Active Listening
Complex Problem-Solving
Systems Analysis
Time Management

Abilities

Information Ordering
Deductive Reasoning
Mathematica Reasoning
Problem Sensitivity
Oral Expression

Tools, Technologies and Certifications

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

Tools and Technologies

Data Base User Interface and Query Software
Development Environment Software
Enterprise Resource Planning ERP
Project Management
Web Platform Development

Certifications

Certified Information Systems Security Professional
Project Management Professional Certification
CompTIA A+
Cisco Certified Network
Certified Information System

Installation, Maintenance, and Repair Occupations

Knowledge, Skills, and Abilities

- Occupations found in this category will require workers to possess skills such as repairing, installation, and troubleshooting. These workers must have certain physical characteristics such as dexterity, steadiness and coordination, and possess knowledge about specialized sectors like building and construction, and general public safety and security laws.

Knowledge

Mechanical
Building and Construction
Mathematics
Production and Processing
Public Safety and Security

Skills

Equipment Maintenance
Installation
Repairing
Troubleshooting
Operation Monitoring

Abilities

Near Vision
Manual Dexterity
Arm-Hand Steadiness
Visualization
Multilimb Coordination

Tools and Technologies

Tools and Technologies

Levels
Power Drills
Specialty Wrenches/Screwdrivers
Power Saws
Pipe or Tube Cutter

Certifications

Automotive Service Excellence (ASE) Certification
Commercial Driver's License (CDL)
EPA 608 Technician Certification
HVAC Certification
Chauffeur License

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

Customer and Personal Service
Administration and Management
Economics and Accounting
Administrative
Mathematics

Skills

Active Listening
Critical Thinking
Reading Comprehension
Speaking
Monitoring

Abilities

Oral Comprehension
Written Comprehension
Deductive Reasoning
Problem Sensitivity
Information Ordering

Tools, Technologies and Certifications

- Most of the occupations in this category will need to use office productivity software like Microsoft Office for documents, spreadsheets, publications, and database administration.

- In addition to productivity software, many tools and technologies for business and financial occupations involve risk management and even technical proficiencies like Generally Accepted Accounting Principles.
- Many certifications in this area are occupation specific, such as Certified Public Accountant (CPA) and Series 7, which allow an individual to practice their trade in conformity with state and federal licensure requirements.

Tools and Technologies

Accounting Software
Business Intelligence and Data Analysis Software
Human Resource Software
Financial Analysis Software
Microsoft Office

Certifications

Certified Public Accountant (CPA)
Project Management Professional Certification
Enrolled Agent (EA)
Certified Internal Auditor (CIA)
Chartered Financial Analyst (CFA)

Management and Supervisory Occupations (Chief Executives)

Knowledge, Skills, and Abilities

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

Knowledge

Administration and Management
Customer and Personal Service
Sales and Marketing
Personnel and Human Resources
Economics and Accounting

Skills

Judgment and Decision Making
Complex Problem Solving
Critical Thinking
Coordination
Management of Resources

Abilities

Deductive Reasoning
Oral Expression
Problem Sensitivity
Information Ordering
Written Expression

Tools and Technologies

- Most of the occupations in this category will need to use management software like Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) programs.

Tools and Technologies

Office suite software
Enterprise Resource planning (ERP)
Customer Relationship management (CRM)
Document Management software
Project management software

Education and Training Alignment with Industries and Occupations

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

A close look at the WIOA Planning Region 9 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including: Healthcare Practitioners and Technicians, Information Technology, Installation, Maintenance, and Repair, Businesses and Financial, and Management occupations. Moreover, over half of the top 15 existing in-demand, high-wage occupations in the region require a bachelor’s degree as a minimal level of education. Figure 4 shows the number of programs available in WIOA Planning Region 9 for each of the top 15 existing in-demand occupations.

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

In addition to the programs available in the table below, there are additional large four-year universities and other educational providers in the region. All told, in 2023, 27,659 postsecondary completions were awarded in the five-county region according to IPEDS data. Some top jobs have ample training available beyond the MITC-available data: Just over 12.6 percent were for Health Professions. Just under half, or 41.7 percent, of health care completions were for a credential beyond a bachelor’s degree. This is necessary for certain top jobs, including Physical Therapists, Speech-Language Pathologists, and Physician Assistants, all of which typically require at least a master’s degree. In addition, 14.2 percent of all completions were for Business, Management, Marketing, and Related Support Services, indicating a wider variety of programs are available for these occupations beyond those in the table below.

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

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

SOC	Job Title	2023 Postings	2023 Jobs	2023 - 2025 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
53-2012	Commercial Pilots	834	8.1%	120	42	\$37.78	High school diploma or equivalent	N/A
11-3021	Computer and Information Systems Managers	1,359	4.7%	115	38	\$64.59	Bachelor's degree	5 Associate 1 Bachelor's 9 Certificates
15-2051	Data Scientists	442	8.7%	42	619	\$47.08	Bachelor's degree	1 Associate 2 Certificates
11-3031	Financial Managers	1,582	5.7%	144	737	\$60.79	Bachelor's degree	N/A

SOC	Job Title	2023 Postings	2023 Jobs	2023 - 2025 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
11-1021	General and Operations Managers	7,138	3.5%	671	1312	\$46.13	Bachelor's degree	3 Associate 3 Bachelor's 2 Certificates
17-2112	Industrial Engineers	1,772	3.9%	128	644	\$43.92	Bachelor's degree	N/A
11-9199	Managers, All Other	967	5.1%	91	462	\$58.86	Bachelor's degree	4 Associate 4 Bachelor's 7 Certificates
11-9111	Medical and Health Services Managers	1,712	7.6%	173	1074	\$51.41	Bachelor's degree	1 Associate 1 Bachelor's 2 Certificates
29-1171	Nurse Practitioners	1,067	11.7%	100	401	\$59.22	Master's degree	3 Master's 2 Doctoral or Professional Degree
13-2052	Personal Financial Advisors	593	8.4%	57	174	\$41.56	Bachelor's degree	N/A
29-1123	Physical Therapists	860	7.2%	60	572	\$48.63	Doctoral or professional degree	N/A
29-1071	Physician Assistants	845	6.5%	66	246	\$62.02	Master's degree	3 Master's
25-1099	Postsecondary Teachers	9,153	2.9%	956	1061	\$51.28	Doctoral or professional degree	4 Master's 1 Doctoral or Professional Degree
15-1252	Software Developers	4,004	5.3%	307	1670	\$49.05	Bachelor's degree	3 Associate 1 Bachelor's 7 Certificates
29-1127	Speech-Language Pathologists	479	7.8%	41	344	\$41.47	Master's degree	1 Master's

Source: Lightcast (2024) and Pure Michigan Training Connect (2024)

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

Workforce Analysis

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

Individuals living in WIOA Planning Region 9 typically possess at least a high school diploma or equivalent in each county. Washtenaw County has the highest rate of advanced educational attainment, with 57.4% of the

adult population holding a bachelor’s degree or higher. This is nearly twice the state average of 31.1%. Hillsdale, Jackson, and Lenawee counties in WIOA Planning Region 9 are below the state average by at least eight points.

Figure 5a: Educational Attainment

	Hillsdale County	Jackson County	Lenawee County
Population 25 years and over	31,504	112,132	69,488
High school graduate or higher, number of persons, age 25 years+	28,446	103,172	63,324
High school graduate or higher, percent of persons, age 25 years+	90.3%	92.0%	91.1%
Bachelor's degree or higher, number of persons, age 25 years+	6,163	25,209	15,621
Bachelor's degree or higher, percent of persons, age 25 years+	19.6%	22.5%	22.5%

Figure 5b: Educational Attainment

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Population 25 years and over	138,319	234,408	585,851	6,938,439
High school graduate or higher, number of persons, age 25 years+	132,903	224,474	552,319	6,366,037
High school graduate or higher, percent of persons, age 25 years+	96.1%	95.8%	94.3%	91.8%
Bachelor's degree or higher, number of persons, age 25 years+	52,754	134,586	234,333	2,160,351
Bachelor's degree or higher, percent of persons, age 25 years+	38.1%	57.4%	40.0%	31.1%

Source: 2018-2022 ACS Five-Year Estimates

Labor force participation rate estimates show that Livingston and Washtenaw counties have the highest labor force participation rates in the region, with each county finishing two to three percentage points higher than the state average of 61.5 percent. The remaining counties of Lenawee, Hillsdale, and Jackson have participation rates below 60 percent. Figure 6 displays these values.

Figure 6: Labor Force Participation Rates

	Hillsdale County	Jackson County	Lenawee County
Total Population 16 years +	37,133	130,716	81,200
In civilian labor force, age 16 years+	21,129	74,116	46,690
In civilian labor force, percent of population age 16 years+	56.9%	56.7%	57.5%

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population 16 years +	159,483	311,081	719,613	8,166,427
In civilian labor force, age 16 years+	102,707	198,159	442,800	5,022,353
In civilian labor force, percent of population age 16 years+	64.4%	63.7%	61.5%	61.5%

Source: 2018-2022 ACS Five-Year Estimates

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

Figure 7: Civilian Labor Force by Demographic Group – 2018-2022- WIOA Planning Region 9

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	442,227	420,694	21,533	4.9%
Sex				
Male 16+	234,313	222,435	11,878	5.1%
16-19	11,105	9,416	1,689	15.2%
20-24	27,108	25,001	2,107	7.8%
25-54	140,473	134,512	5,961	4.2%
55-64	41,748	39,973	1,775	4.3%
65 Plus	13,879	13,533	346	2.5%
Female 16+	207,914	198,259	9,655	4.6%
16-19	12,182	10,662	1,520	12.5%
20-24	27,577	25,550	2,027	7.4%
25-54	120,134	115,175	4,959	4.1%
55-64	36,206	35,392	814	2.2%
65 Plus	11,815	11,480	335	2.8%
Race				
White	368,522	351,676	16,385	4.4%
Black / African American	27,968	24,750	3,126	11.2%
Native American	885	854	31	3.5%
Asian	19,887	19,250	585	2.9%
Native Hawaiian / Pacific Islander	159	137	22	13.8%
Some Other Race	4,942	4,629	315	6.4%
Two or More Races	20,435	19,274	1,138	5.6%
Ethnicity				
Hispanic	19,592	18,285	1,309	6.7%

Source: 2018-2022 ACS Five-Year Estimates

Figure 8: Labor Force Trends - 2017 – 2023- WIOA Planning Region 9

Geography	2017	2019	2021	2023	2017–2023 NUMERIC CHANGE	2017– 2023 PERCENT CHANGE
WIOA Planning Region 9	439,671	447,206	427,068	449,597	9,926	2.3%
Hillsdale County	20,925	20,543	19,781	20,699	-226	-1.1%
Jackson County	74,366	74,743	71,930	75,244	878	1.2%
Lenawee County	47,139	46,518	44,574	46,258	-881	-1.9%
Livingston County	102,925	106,170	101,971	106,428	3,503	3.4%
Washtenaw County	194,316	199,232	188,812	200,968	6,652	3.4%
State of Michigan	4,911,000	4,980,000	4,775,000	5,008,000	97,000	2.0%
United States	160,320,000	163,539,000	161,204,000	167,116,000	6,796,000	4.2%

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

Figure 9: Employment Trends - 2017 – 2023- WIOA Planning Region 9

Geography	2017	2019	2021	2023	2017–2023 NUMERIC CHANGE	2017–2023 PERCENT CHANGE
WIOA Planning Region 9	422,859	432,498	407,016	434,235	11,376	2.7%
Hillsdale County	19,914	19,676	18,703	19,821	-93	-0.5%
Jackson County	70,984	71,920	67,825	72,215	1,231	1.7%
Lenawee County	44,951	44,693	42,137	44,324	-627	-1.4%
Livingston County	99,425	102,733	97,724	103,521	4,096	4.1%
Washtenaw County	187,585	193,476	180,627	194,354	6,769	3.6%
State of Michigan	4,686,000	4,777,000	4,501,000	4,812,000	126,000	2.7%
United States	153,337,000	157,538,000	152,581,000	161,037,000	7,700,000	5.0%

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

Figure 10: Unemployment Rates (Percent) – 2017-2023- WIOA Planning Region 9

Geography	2017	2019	2021	2023	2017–2023 Rate Change
WIOA Planning Region 9	3.8%	3.3%	4.7%	3.4%	-0.4%
Hillsdale County	4.8%	4.2%	5.4%	4.2%	-0.6%
Jackson County	4.5%	3.8%	5.7%	4.0%	-0.5%
Lenawee County	4.6%	3.9%	5.5%	4.2%	-0.5%
Livingston County	3.4%	3.2%	4.2%	2.7%	-0.7%
Washtenaw County	3.5%	2.9%	4.3%	3.3%	-0.2%
State of Michigan	4.6%	4.1%	5.7%	3.9%	-0.7%
United States	4.4%	3.7%	5.3%	3.6%	-0.7%

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.

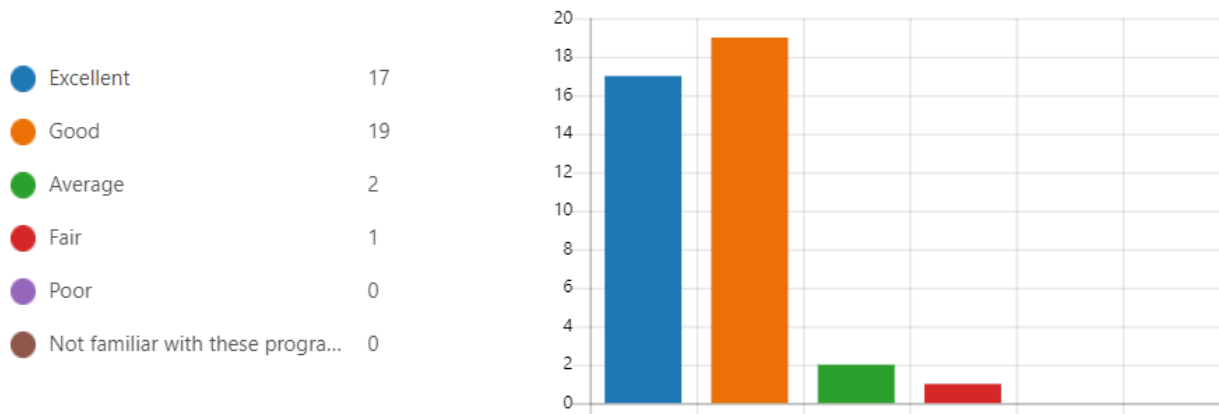
Even though the region's economy has improved significantly since the end of Great Recession, there are still many critical workforce issues within the WIOA Planning Region 9 that still need to be addressed. Based on an analysis of the data the following workforce issues and solutions continue to be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

- *Aging workers leaving the workforce and taking skilled knowledge with them:* MWSE, MWAs in WIOA Planning Regions 9 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 9 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

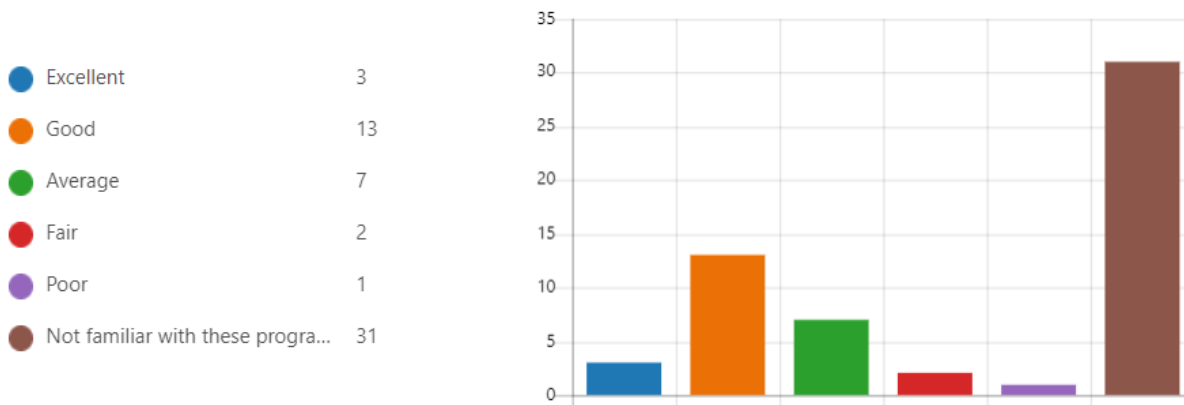
To help inform this plan, core partners from WIOA Planning Regions 9 and 10 were sent a questionnaire to get their input on workforce system strengths and weaknesses and the region’s capacity to provide the needed workforce development activities. Once these comments were received, a team of MWA directors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

Question 1: How would you rate the strength of the Michigan Works! Agency’s WIOA programs and services in your region? This includes services to unemployed and underemployed adults, laid-off workers, and youth programs.



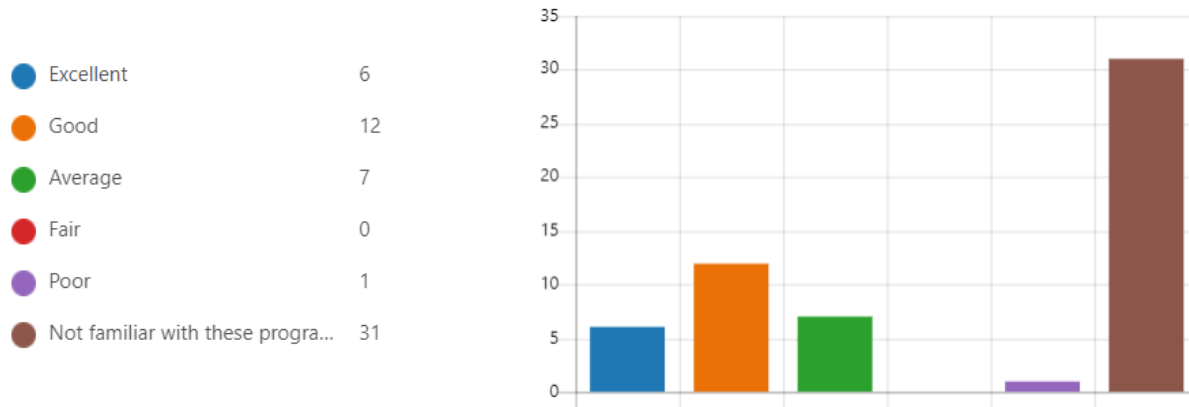
The general sentiment toward Michigan Works! Agency WIOA title I – IV programs were very positive. Most respondents provided a rating of either “Excellent” or “Good” for these programs, although three respondents provided a rating of “Average” or worse.

Question 2: How would you rate the strength of the Job Corps program (Title I) in your region? This includes the program and services delivered by the Job Corps Center in Detroit.



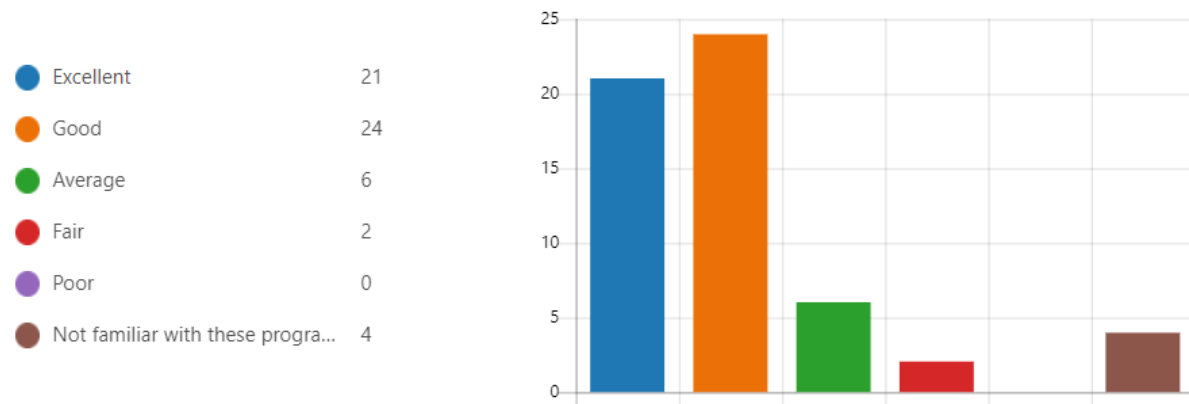
Respondents were much less optimistic, in general, about the strength of the Job Corps program compared to WIOA programs and services. Most of those respondents were either not familiar with these programs, or rated them Good-to-Average, in aggregate.

Question 3: How would you rate the strength of the YouthBuild program (Title I) in your region? This includes the YouthBuild program delivered by Detroit at Work.



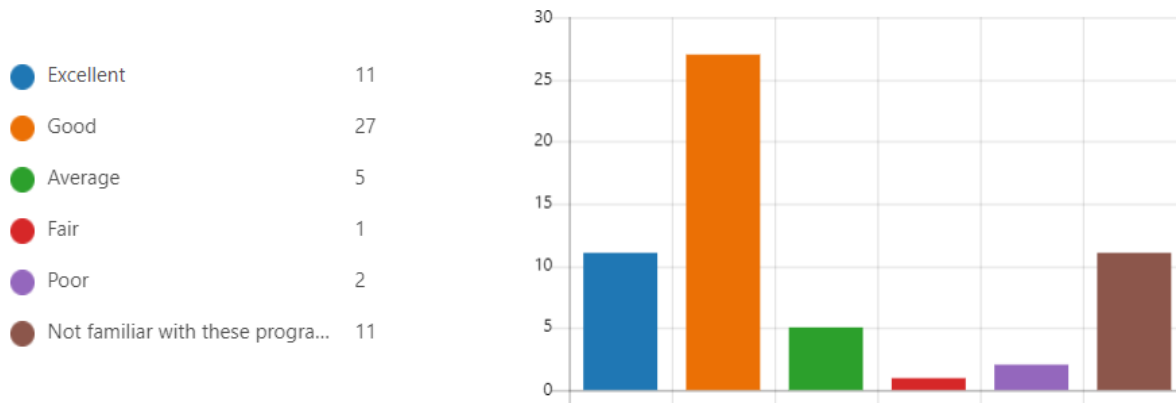
Similar to responses for the Job Corps program, respondents were either unfamiliar with these programs, or rated them anywhere between “average” and “excellent”.

Question 4: How would you rate the strength of the adult education (Title II) programs in your region? This includes adult education programs delivered at local school districts and non-profit organizations in your community, including English as a Second Language (ESL), General Education Development (GED), and high school completion programs.



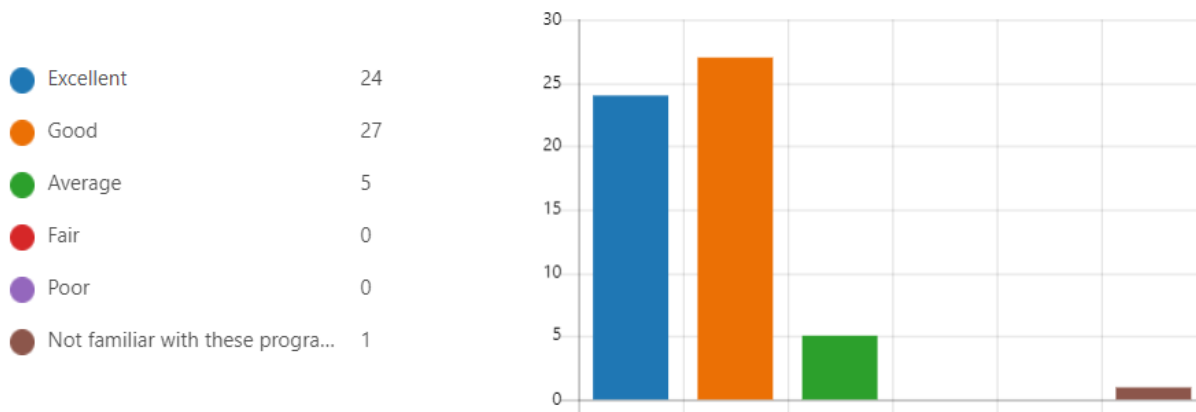
Adult education programs, including ESL and GED programs, were highly rated across the region. Among all the respondents, most rated the strength of programs as “Excellent” or “Good” overall.

Question 5: How would you rate the strength of adult literacy (Title II) programs in your region? This includes literacy providers, non-profit organizations, etc.



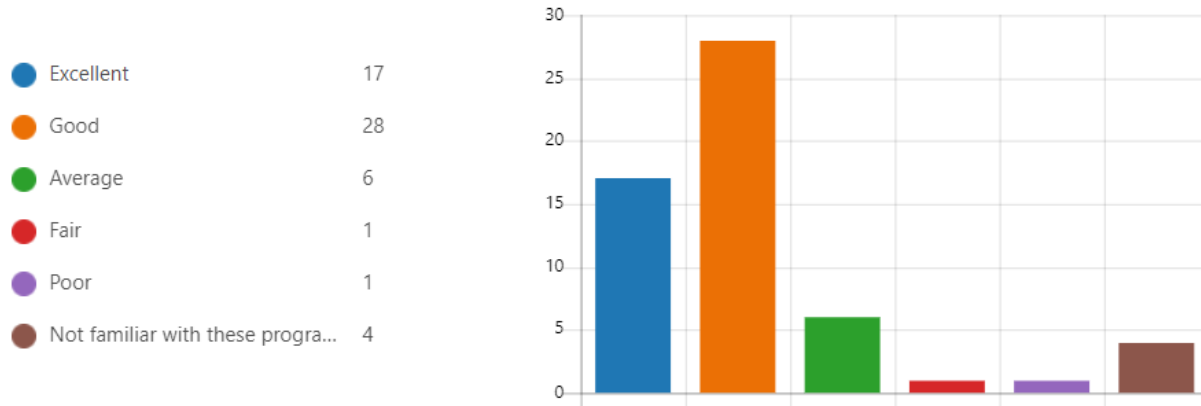
Results for adult literacy were mixed compared with previous responses. Although a significant majority still rated programs “Good” overall, the responses were even, including eight responses in the Poor-to-Average range. Compared to ratings of other services, the data suggests that adult literacy programs have the most room for improvement.

Question 6: How would you rate the strength of the Michigan Works! Agencies’ services to the general public and employers, as funded through Wagner-Peyser Employment Services (Title III)? This includes workshops, computer labs, job fairs, general job search assistance, resource navigation, referrals, and more.



Michigan Works! Agencies’ services were very highly rated in this survey. There were no responses for “Fair” or “Poor” and only five that selected the next lowest option of “Average”.

Question 7: How would you rate the strength of the vocational rehabilitation services (Title IV) in the region? This includes programs and services delivered by Michigan Rehabilitation Services (MRS) and the Bureau of Services for Blind Persons (BSBP).



Vocational rehabilitation services, including Michigan Rehabilitation Services and Bureau of Services for Blind Persons, were rated quite high by respondents. On average, most of those answering the survey selected a rating of “Good”, although several responses were also collected with a rating of “Excellent” or “Average”.

Question 8: Of the programs previously mentioned, identify any regional strengths. This may include the ability to address the workforce needs of individuals and employers, including individuals with barriers to employment. Be program specific.

Regional Strengths

- **Innovative training** for youth, persons with different abilities, and adults
- **Equitable wages** for staff to increase retention and facilitate success for program participants.
- **Connectivity** with various organizations and services provided.
- **Supportive services** eliminate barriers to employment like childcare and transportation.
- **Adaptability, timeliness, teamwork, and adequate staffing** of programs.
- **Collaboration** between Michigan Works! Agencies (MWA) and Community Colleges.
- **Employer-driven training** through the Going Pro Talent Fund (GPTF).
- **Knowledge and support** of clients’ needs in the region, especially Detroit.
- **Coordination** with other programs/organizations.
- **Apprenticeship opportunities**, including youth apprenticeships.
- **Partnerships** in adult education and Michigan Works!
- **Professional services** to help clients meet their employment and training goals.
- **Employment and Resource Fairs** on a continuing basis.
- **Vocational rehabilitation services** are easy to navigate.
- **Commitment to learning** for students whose first language is not English.
- **Paid work experience** programs.
- **Funding** across many sources to support jobseekers and employers.
- **Well-informed WIOA partners** of community needs.
- **High-quality services** to clients, especially with the increase of refugee numbers.

Regional Strengths

- **Veterans' Services** onsite at the American Job Centers.
- **Young Professionals Program** has consistently produced great candidates who are well-prepared for the workforce.
- **Alignment** of training programs with industry needs.

Question 9: Of the programs previously mentioned, identify any regional weaknesses. This may include the ability to address the workforce needs of individuals and employers, including individuals with barriers to employment. Be program specific.

Regional Weaknesses

- **Communication issues** with Michigan Works offices, including unclear communication and changing rules.
- **Limited information and collaboration** among WIOA partners.
- **Staffing shortages**
- **Lack of ESL and adult literacy programming** in some regions.
- **Lack of flexibility with funding** for training.
- **Need for more outreach and engagement** with agencies, partners, and potential clients.
- **Challenges with regional transportation** and limited **childcare options**.
- **Limited workforce-ready skills** often prevent students' entry into the workforce.
- **Minimum education requirements** for training and pre-apprenticeship programs.
- **Difficulty in making contact** with agencies.
- **Limited community awareness** of available programs.
- **Challenges in assisting justice-involved individuals**.
- **Delays in program start, signing up, and being assessed**.
- **Need for better communication** between all stakeholders and opportunities for collaboration.
- **Not enough multilingual staff** to assist individuals who do not speak English.

Important Industry Sectors in WIOA Planning Region 9

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

Figure 11 highlights the most in-demand industry sectors in WIOA Planning Region 9. In-demand is defined as those industries with the highest number of job postings, high numeric growth between now and 2025, and a high annual wage (over \$45,510). The top thirteen 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 depend 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 2023 employment levels for these industries in the region.

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

NAICS	Description	2023 Postings	2023 Jobs	2025 Jobs	2023 - 2025 Change	2023 - 2025 % Change	Avg. Earnings Per Job
55	Management of Companies and Enterprises	270	3,149	3,483	334	10.6%	\$125,317
54	Professional, Scientific, and Technical Services	10,292	26,744	27,872	1,128	4.2%	\$112,446
48	Transportation and Warehousing	3,038	7,719	8,131	412	5.3%	\$97,285
42	Wholesale Trade	6,401	11,498	12,002	503	4.4%	\$100,269
62	Health Care and Social Assistance	15,903	46,383	48,526	2,143	4.6%	\$72,476
99	Unclassified Industry	N/A	1,459	1,826	367	25.2%	\$59,452
23	Construction	1,438	12,878	13,369	490	3.8%	\$83,621
90	Government	N/A	114,028	115,701	1,672	1.5%	\$86,531
22	Utilities	285	3,511	3,595	84	2.4%	\$189,518
61	Educational Services	13,470	7,988	8,337	349	4.4%	\$47,222
11	Agriculture, Forestry, Fishing and Hunting	172	1,953	2,131	178	9.1%	\$47,155
72	Accommodation and Food Services	8,000	29,076	29,901	825	2.8%	\$27,363

Source: Lightcast, 2024

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 2033, as well as a high number of annual openings through 2033.

Figure 12: WIOA Planning Region 9 Top Emerging Industries

NAICS	Description	2023 Jobs	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	Avg. Earnings Per Job
54	Professional, Scientific, and Technical Services	26,744	29,915	3,171	11.9%	\$112,446
55	Management of Companies and Enterprises	3,149	4,204	1,056	33.5%	\$125,317
62	Health Care and Social Assistance	46,383	53,879	7,496	16.2%	\$72,476
42	Wholesale Trade	11,498	12,919	1,421	12.4%	\$100,269
48	Transportation and Warehousing	7,719	8,832	1,113	14.4%	\$97,285
99	Unclassified Industry	1,459	2,671	1,212	83.0%	\$59,452

NAICS	Description	2023 Jobs	2033 Jobs	2023 - 2033 Change	2023 - 2033 % Change	Avg. Earnings Per Job
90	Government	114,028	119,949	5,921	5.2%	\$86,531
23	Construction	12,878	14,170	1,292	10.0%	\$83,621
52	Finance and Insurance	9,016	9,497	481	5.3%	\$103,353
61	Educational Services	7,988	9,131	1,142	14.3%	\$47,222
11	Agriculture, Forestry, Fishing and Hunting	1,953	2,566	613	31.4%	\$47,155
22	Utilities	3,511	3,607	96	2.7%	\$189,518

Source: Lightcast (2024)

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 nearly one million, 864,824 about 8.6 percent of the state’s population. WIOA Planning Region 9 is also home to 8.0 percent of the state’s business establishments and 7.4 percent of the state’s employed population. The region has a greater population density than the state with an average of 261 individuals per square mile, compared to the state average of 178 individuals per square mile.

Most workers in the region commute to at least some degree. According to data from the LODES survey and Census OnTheMap, 61.0 percent of workers travel more than ten miles to their jobs each direction and 32.7 percent travel more than 25 miles each direction. This can be exacerbated because parts of the region are heavily concentrated and well connected by highways, but not all. Much of Hillsdale County, for example, is not well connected by major highways. Population density in the region ranges from 527 individuals per square mile in Washtenaw down to 77 per square mile in Hillsdale. For workers without regular access to a vehicle, traveling to work can be difficult due to the region’s lack of 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, 41.4 percent of residents in WIOA Planning Region 9 commute outside of the region for their primary job, and 12.5 percent commute more than 50 miles each direction for work.

Demographic Characteristics

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

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

The region is not ethnically diverse compared to the rest of the state, other than Washtenaw County, which has a greater share of minorities than the state total. Other counties in the region are primarily white with a higher concentration of white residents than the state on average. Figures 13 a and b highlight this data.

Figure 13a: Population Demographics

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,698	160,637	99,263
White	43,428	136,045	89,997
White Percent of Total	95.0%	84.7%	90.7%
Black or African American	305	12,611	2,164
Black or African American Percent of Total	0.7%	7.9%	2.2%
American Indian and Alaska Native	67	393	243
American Indian and Alaska Native Percent of Total	0.1%	0.2%	0.2%
Asian	159	1,296	318
Asian Percent of Total	0.3%	0.8%	0.3%
Native Hawaiian and Other Pacific Islander	0	20	40
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.0%	0.0%
Two or more races	1,360	9,079	5,484
Two or more races, Percent of Total	3.0%	5.7%	5.5%
Hispanic or Latino, of any race*	1,204	6,116	8,464
Hispanic or Latino Percent of Total*	2.6%	3.8%	8.5%

Figure 13b: Population Demographics

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	194,302	370,231	870,131	10,057,921
White	184,070	262,172	715,712	7,617,085
White Percent of Total	94.7%	70.8%	82.3%	75.7%
Black or African American	1,149	42,895	59,124	1,363,539

Black or African American Percent of Total	0.6%	11.6%	6.8%	13.6%
American Indian and Alaska Native	548	855	2,106	45,662
American Indian and Alaska Native Percent of Total	0.3%	0.2%	0.2%	0.5%
Asian	1,646	33,933	37,352	327,551
Asian Percent of Total	0.8%	9.2%	4.3%	3.3%
Native Hawaiian and Other Pacific Islander	22	137	219	2,780
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.0%	0.0%	0.0%
Two or more races	5,870	24,684	46,477	543,305
Two or more races, Percent of Total	3.0%	6.7%	5.3%	5.4%
Hispanic or Latino, of any race*	5,224	18,908	39,916	550,427
Hispanic or Latino Percent of Total*	2.7%	5.1%	4.6%	5.5%

Source: 2018-2022 ACS Five-Year Estimates

WIOA Planning Region 9 is also home to 8.2 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	35,909	126,607	78,690
Veterans, 2014-2018	2,885	9,134	5,599
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	154,099	302,427	697,732	7,903,494
Veterans, 2014-2018	10,218	13,097	40,933	498,788
Share of Veterans in the State	2.0%	2.6%	8.2%	100.0%

Source: 2018-2022 ACS Five-Year Estimates

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

Figure 15a: Age Distribution

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,698	160,637	99,263
Persons under 5 years	2,524	8,745	5,107
Persons under 5 years, Percent	5.5%	5.4%	5.1%
Persons under 18 years	9,779	33,839	20,511

	Hillsdale County	Jackson County	Lenawee County
Persons under 18 years, Percent	21.4%	21.1%	20.7%
Persons 65 years and over	9,318	29,241	19,317
Persons 65 years and over, Percent	20.4%	18.2%	19.5%

Figure 15b: Age Distribution

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	194,302	370,231	870,131	10,057,921
Persons under 5 years	9,455	17,267	43,098	552,803
Persons under 5 years, Percent	4.9%	4.7%	5.0%	5.50%
Persons under 18 years	40,104	67,596	171,829	2,149,464
Persons under 18 years, Percent	20.6%	18.3%	19.7%	21.4%
Persons 65 years and over	35,600	54,677	148,153	1,786,825
Persons 65 years and over, Percent	18.3%	14.8%	17.0%	17.8%

Source: 2018-2022 ACS Five-Year Estimates

WIOA Planning Region 9's counties differ dramatically from the state when looking at the foreign-born and non-English speaking population. Washtenaw County is home to many of these individuals; 12.4 percent of residents were born outside the U.S., compared to a 6.9 percent average in the state. Additionally, 14.4 percent of Washtenaw County residents speak a language other than English at home, compared to 9.4 percent in the state. For the other counties in WIOA Planning Region 9, the situation is different. The other four counties outside of Washtenaw have less than half the state average rates for these metrics. However, while a large portion of the population in Washtenaw County is foreign-born and speaks a language other than English at home, only 1.4 percent of households in the region have limited English proficiency.

Figure 16a: Foreign-born Population

	Hillsdale County	Jackson County	Lenawee County
Total Population	45,698	160,637	99,263
Foreign-born persons	563	3,162	2,250
Foreign-born persons, percent	1.2%	2.0%	2.3%
Population 5 Years and Over	43,174	151,892	94,156
Language other than English spoken at home, number of persons, age 5 years+	1,813	4,876	4,690
Language other than English spoken at home, percent of persons age 5 years+	4.0%	3.0%	4.7%

Figure 16b: Foreign-born Population

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Population	194,302	370,231	870,131	10,057,921
Foreign-born persons	5,553	46,056	57,584	694,860
Foreign-born persons, percent	2.9%	12.4%	6.6%	6.9%
Population 5 Years and Over	184,847	352,964	827,033	9,505,118
Language other than English spoken at home, number of persons, age 5 years+	5,994	53,170	70,543	943,593

Language other than English spoken at home, percent of persons age 5 years+	3.1%	14.4%	8.1%	9.4%
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Source: 2018-2022 ACS Five-Year Estimates

Figure 17a: Limited English-Speaking Households

	Hillsdale County	Jackson County	Lenawee County
Total Households	17,606	62,059	38,626
Limited English-speaking households	20	307	430
Limited English-speaking households, percent of total	0.1%	0.5%	1.1%

Figure 17b: Limited English-Speaking Households

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Households	74,841	148,704	341,836	4,009,253
Limited English-speaking households	198	3,877	4,832	67,271
Limited English-speaking households, percent of total	0.3%	2.6%	1.4%	1.7%

Source: 2018-2022 ACS Five-Year Estimates

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

Figure 18a: Disabled Population

	Hillsdale County	Jackson County	Lenawee County
Total civilian noninstitutionalized population	45,393	152,485	96,102
Persons with a disability	4,071	13,361	7,879
Persons with a disability, percent of total	9.0%	8.8%	8.2%

Figure 18b: Disabled Population

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total civilian noninstitutionalized population	193,286	365,305	807,178	9,949,793
Persons with a disability	11,381	22,192	54,813	831,675
Persons with a disability, percent of total	5.9%	6.1%	6.8%	8.4%

Source: 2018-2022 ACS Five-Year Estimates

Figure 19 indicates that 7.2% of the state's disabled population resides in WIOA Planning Region 9. The region is home to 8.6% of the state's overall population. This indicates that the region has a smaller share of the state's disabled population than would be expected based on the population.

Figure 19: Individuals with Disabilities in Michigan by County - 2018 – 2022

Geography	2018-2022 Estimate	2018-2022 Share of State
Hillsdale County	6,881	0.5%
Jackson County	22,714	1.6%
Lenawee County	13,524	1.0%
Livingston County	21,053	1.5%
Washtenaw County	37,078	2.6%
Region 9 Counties	101,250	7.2%
State of Michigan	1,403,198	100.0%

Source: 2018-2022 ACS Five-Year Estimates

Figure 20 shows that the current disabled population in WIOA Planning Region 9 is divided between individuals of working age and over 65. In general, other demographic characteristics reflect the region’s population.

Figure 20: WIOA Planning Region 9: Individuals with Disabilities by Demographic Group (2018-2022)

Demographic Group	Individuals	Percent Distribution
Total Population	101,250	100.0%
Sex		
Male	49,239	48.6%
Female	52,011	51.4%
Age		
Under 17	7,989	7.9%
18-64	50,895	50.3%
65 +	42,366	41.8%
Race		
White	86,778	85.7%
Black / African American	7,284	7.2%
Native American	383	0.4%
Asian	1,439	1.4%
Hawaiian / Pacific Islander	0	0.0%
Some Other Race	820	0.8%
Two or More Races	4,546	4.5%
Ethnicity		
Hispanic	3,212	3.2%

Source: 2018-2022 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 \$21.88, while other counties in the region are near or below the state average. Income levels are lowest in Hillsdale and Lenawee counties.

Figure 21a: Households in Each Income Bracket

	Hillsdale County	Jackson County	Lenawee County
Total Households	17,606	62,059	38,626
Households with Income of \$0-\$9,999	640	2,720	1,690
Households with Income of \$0 - \$9,999, Percent	3.6%	4.4%	4.4%
Households with Income of \$10,000 - \$14,999	778	2,815	1,033
Households with Income of \$10,000 - \$14,999, Percent	4.4%	4.5%	2.7%
Households with Income of \$15,000 - \$24,999	1,619	5,083	3,376
Households with Income of \$15,000 - \$24,999, Percent	9.2%	8.2%	8.7%
Households with Income of \$25,000 - \$34,999	1,786	5,633	3,306
Households with Income of \$25,000 - \$34,999, Percent	10.1%	9.1%	8.6%
Households with Income of \$35,000 - \$49,999	2,461	8,588	5,380
Households with Income of \$35,000 - \$49,999, Percent	14.0%	13.8%	13.9%
Households with Income of \$50,000 - \$74,999	3,581	11,762	7,600
Households with Income of \$50,000 - \$74,999, Percent	20.3%	19.0%	19.7%
Households with Income of \$75,000 - \$99,999	2,494	8,523	5,413
Households with Income of \$75,000 - \$99,999, Percent	14.2%	13.7%	14.0%
Households with Income of \$100,000 - \$149,999	2,612	9,606	6,289
Households with Income of \$100,000 - \$149,999, Percent	14.8%	15.5%	16.3%
Households with Income of \$150,000 - \$199,999	923	4,134	2,518
Households with Income of \$150,000 - \$199,999, Percent	5.2%	6.7%	6.5%
Households with Income of \$200,000+	712	3,195	2,021
Households with Income of \$200,000+, Percent	4.0%	5.1%	5.2%
Average Household Income	\$75,959	\$82,443	\$81,943
Median Household Income	\$59,425	\$62,581	\$65,484
Per Capita Income	\$30,409	\$33,065	\$32,976

Figure 21b: Households in Each Income Bracket

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Total Households	74,841	148,704	341,836	4,009,253
Households with Income of \$0-\$9,999	1,373	9,110	15,533	202,166
Households with Income of \$0 - \$9,999, Percent	1.8%	6.1%	4.5%	5.0%
Households with Income of \$10,000 - \$14,999	1,241	4,801	10,668	165,381
Households with Income of \$10,000 - \$14,999, Percent	1.7%	3.2%	3.1%	4.1%
Households with Income of \$15,000 - \$24,999	3,349	8,415	21,842	301,401
Households with Income of \$15,000 - \$24,999, Percent	4.5%	5.7%	6.4%	7.5%
Households with Income of \$25,000 - \$34,999	4,089	8,939	23,753	327,120

	Livingston County	Washtenaw County	WIOA Planning Region 9	State of Michigan
Households with Income of \$25,000 - \$34,999, Percent	5.5%	6.0%	6.9%	8.2%
Households with Income of \$35,000 - \$49,999	7,018	14,244	37,691	484,737
Households with Income of \$35,000 - \$49,999, Percent	9.4%	9.6%	11.0%	12.1%
Households with Income of \$50,000 - \$74,999	11,416	21,918	56,277	689,069
Households with Income of \$50,000 - \$74,999, Percent	15.3%	14.7%	16.5%	17.2%
Households with Income of \$75,000 - \$99,999	10,382	18,212	45,024	539,098
Households with Income of \$75,000 - \$99,999, Percent	13.9%	12.2%	13.2%	13.4%
Households with Income of \$100,000 - \$149,999	15,830	25,304	59,641	660,499
Households with Income of \$100,000 - \$149,999, Percent	21.2%	17.0%	17.4%	16.5%
Households with Income of \$150,000 - \$199,999	9,426	15,349	32,350	312,858
Households with Income of \$150,000 - \$199,999, Percent	12.6%	10.3%	9.5%	7.8%
Households with Income of \$200,000+	10,717	22,412	39,057	326,924
Households with Income of \$200,000+, Percent	14.3%	15.1%	11.4%	8.2%
Average Household Income	\$119,911	\$118,384	\$105,891	\$92,835
Median Household Income	\$96,135	\$84,245	\$79,517	\$68,505
Per Capita Income	\$47,253	\$49,568	\$50,301	\$37,929

Source: 2018-2022 ACS Five-Year Estimates

WIOA Planning Region 9 does not have a high share of residents living in poverty compared to the state, on average. In 2023, 5.3 percent of the state’s public assistance registrants lived in the region. This share is low relative to the 8.6 percent of state’s population in the region. The numbers are dropping, due to lifetime benefit limits in the State of Michigan and many individuals exiting the system. The following figures highlight the number of individuals registered to receive assistance from the state that also have a work requirement.

Figure 22: Public Assistance Recipients in Michigan by County – 2021-2023

Geography	2021	2023	2021-2023 Percent Change	2023 Share of the State
WIOA Planning Region 9	20,378	22,194	8.9%	5.3%
Hillsdale County	1,628	1,767	8.5%	0.4%
Jackson County	5,381	6,131	13.9%	1.5%
Lenawee County	3,088	3,292	6.6%	0.8%
Livingston County	2,414	2,447	1.4%	0.6%
Washtenaw County	7,867	8,557	8.8%	2.0%
State of Michigan	393,338	420,873	7.0%	100.0%

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

Source: Michigan Department of Health and Human Services

Figure 23 indicates that the 2023 population on public assistance in WIOA Planning Region 9 was primarily female and aged 22 to 44. This is similar to the state percentage and other surrounding regions. Compared to the general population demographics in the region, these groups are over-represented.

Figure 23: WIOA Planning Region 9 Public Assistance Registrants – December 2023

Demographic Group	Assistance Program Registrants	Percent of Total
Total	22,194	100.0%
Sex		
Male	10,119	45.6%
Female	12,075	54.4%
Age		
14-15	106	0.5%
16-19	1,511	6.8%
20-21	1,050	4.7%
22-44	14,129	63.7%
45-54	3,943	17.8%
55-64	1,449	6.5%
65+	6	0.0%
Race		
White	14,029	63.2%
Black / African American	4,836	21.8%
Native American	221	1.0%
Other	614	2.8%
Ethnicity	1,253	5.6%
Hispanic	22,194	100.0%

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, 7 and 10 often work together with each other and with partners to address regional education and training needs, develop approaches to improve services for hard-to-serve populations, and connect the unemployed with work-based learning opportunities. The MWAs collaborate on a variety of governmental and foundation grant opportunities which are implemented across MWAs in southeast Michigan. What follows are several examples regional collaboration:

Going Pro Training Funds and Incumbent Worker Training: MWAs in WIOA Planning Regions 6, 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. In addition to using WIOA funding, incumbent worker training is also supported with regional industry specific grants. This allows MWSE to meet the needs of more employers in the region by leveraging diverse funding.

MI Career Quest events: *MI Career Quest Southeast* is an annual event that requires extensive 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.

Locally, Michigan Works! Southeast partners with local school districts, cradle to career committees and community colleges to host career exploration events. These events include hands-on activities, in-person conversations with industry experts and access to labor market information to help career seekers develop a career pathway. MWSE will continue to meet students, adult career seekers and employers' needs through innovative event hosting like this.

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 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 can assist Michigan residents with much needed services. Currently, MWSE is engaged as a navigation partner, referral partner, and access partner.

MiReconnect: MWSE has collaborated with local community colleges to provide WIOA services to those eligible for MiReconnect. MiReconnect provides in-district tuition for students aged 21 and older to complete their first degree or short-term credential. MWSE is partnering with students to help 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.

AGS PRIME: MWSE has been utilizing the AGS Prime 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 AGS to track and record 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.

A lead tracker module was built within the PRIME system that provides a central location for all customer leads, employer inquiries and community partner referrals. The 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 is in the process of establishing an in-school model at Jackson High.

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 in and out of school to help 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. As identified, youth are a target population for increasing labor force participation in region 9. MWSE recognizes this and will be intentionally seeking additional funding to support youth initiatives.

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 across the five-county region, 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.
- MilInternship 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. To support awareness of in-demand industries, each week the participants can engage with a local employer. Students have pre-designed questions to learn about the employer's industry and the employer has the chance to engage directly with their future workforce. The program is designed for youth between 16-24 and all participants are screened for WIOA eligibility. Supported by the Young Professionals grant, cohorts are offered throughout the year.

Apprenticeship Success Coordinators: MWSE has two Business Services Specialists who work with business and educators to expand apprenticeships and other work-based experiences in the region. Apprenticeship training is a tool that career seeker services and business services must mutually understand. Internally, we have held department specific training courses with outside experts and conducted an Apprenticeship Overview for the entire organization. By ensuring that all team members are fluent in the benefits that apprenticeships bring to employers and career seekers alike, we envision building a powerful reputation for success with apprenticeships.

Partnerships continue to grow and develop around apprenticeship training and intermediary services. The Jackson Area Manufacturer's Association (JAMA) has expanded services to Washtenaw and Livingston counties, now providing services across the entire Region 9 area. Both community colleges in the region, Jackson College and Washtenaw Community College, are providing intermediary services and helping support the growing interest in apprenticeship training.

Michigan Works! Southeast intends to provide intermediary services to employers who are seeking support in this area. Currently, we have two approved training programs; Marine Technician and Licensed Practical Nurse. When applicable, apprentices are enrolled in WIOA programming for wrap-around services and extended support to ensure successful completion of their apprenticeship program. Industry specific grants through WIN allow employers to be reimbursed for the extraordinary costs related to a DOL registered apprenticeship program, increasing their interest in pursuing such training programs.

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. The CEAC has two co-chairs; one from the private sector and one from education. The co-chairs each lead one of the two sub-committees that members of the CEAC chose; Barriers to Employment and Education and Workforce Development. 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.

Workforce Intelligence Network for Southeast Michigan (WIN)

WIN Data Committee Meetings: WIN convenes representatives from all Michigan Works! agencies and community college partners to define and update the 11 occupation groups for generating quarterly and annual labor market intelligence which informs curriculum development and regional training strategies, as well as discuss required regional research studies.

WIN Regional Training Programs: WIN provides project management for numerous regional workforce training initiatives and employer-led collaboratives. A matrix of employer-led collaboratives and regional training initiatives is provided in the table below, which is followed by additional program information.

	Closing the Skills Gap	Health Careers Alliance	Michigan Alliance Greater Mobility Advancement	One Workforce Industry Infinity	EV Jobs Academy	Apprenticeship Building America
		HCA	MAGMA	OWII	EVJA	ABA
Period of Performance	2020-2025	Ongoing WIN Priority	Ongoing since 2009	2021-2025	2022-2027	2022-2026
Grant Award	\$4 million	-	Dues	\$10 million	\$13.4 million	\$5.8 million
Geography	Southeast Michigan, with no-cost tools and resources that can be used Statewide	Statewide in Michigan	Statewide in Michigan	Southeast Michigan	Statewide in Michigan	Southeast Michigan, with no-cost tools and resources that can be used Statewide
WIN Partners	All WIN Partners, excluding Jackson College, Capital Area Michigan Works! & Lansing Community College	All WIN Partners	Original Equipment Manufacturers, Suppliers & All WIN Partners	All WIN Partners	All WIN Partners	All WIN Partners, excluding, Jackson College, Mott Community College, Wayne County Community College, Lansing Community College and GST
Training Reimbursement Funding	\$720,000	-	-	\$4.6 million	\$8.4 million	\$150,000 employer incentives only
Case Management / Wraparound Support Funding	-	-	-	\$1 million	Misc. Amounts Per Partner	Not allowed
Performance Outcome Targets	3,200 Participants Served/ 720 Registered Apprentices	0	0	875 Participants Served	673 Participants Obtaining a Certification	200 Apprentices & 350 Pre-Apprentices
Industry Sectors	Advanced Manufacturing	Healthcare	Advanced Manufacturing	Manufacturing, Information Technology, Transportation, Distribution &	Advanced Manufacturing (EV/Mobility)	All Sectors, traditional and non-traditional

Figure: WIN Matrix of Employer-Led Collaboratives and Training Initiatives

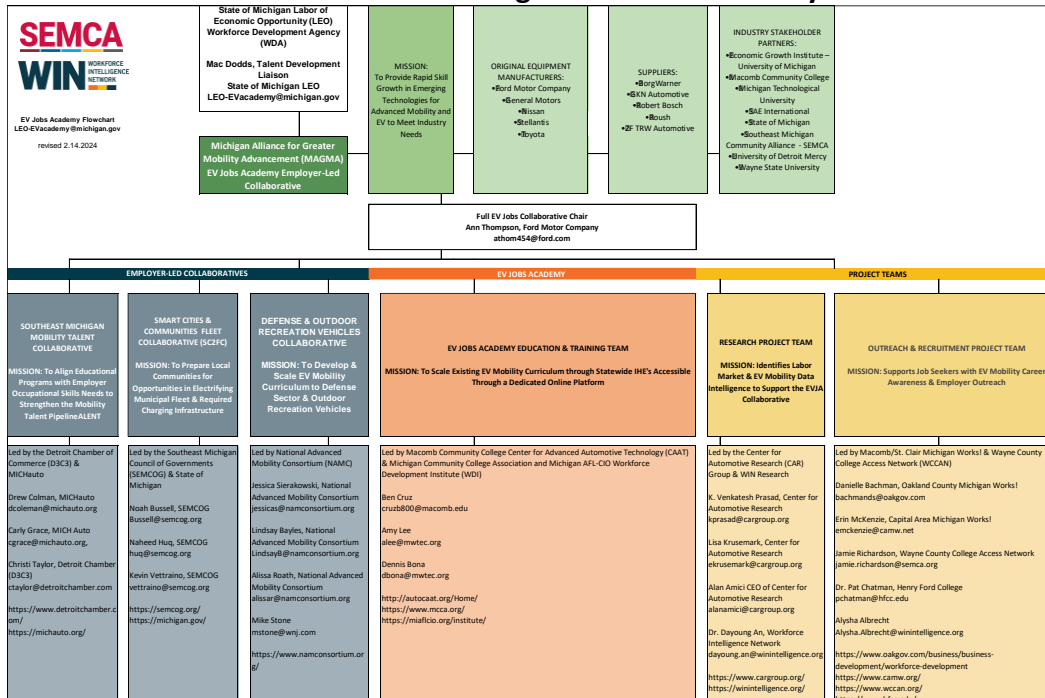
Employer-Led Collaboratives and State of Michigan Initiatives

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 for emerging technologies in connected, autonomous, lightweight, hybrid, electric, alternative fuel, and other advanced vehicle technologies. 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. 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. SEMCA WIN has applied for a one year no cost extension to accommodate a wait list for incumbent worker training. 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 identification of occupational skills needs and short course programs provided a strong foundation for MAGMA to lead the 2022-2027 EV Jobs Academy employer-led collaborative funded by the State of Michigan Labor and Economic Opportunity, Workforce Development (LEO-WD).

The Electric Vehicle Jobs Academy (formerly known as the Michigan Revolution for Electrification of Vehicles) was unanimously supported by the MAGMA Governing Board taking a lead role with the EV Jobs Academy proposal in Q4 2021. 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 Workforce Training and Education Consortium (MWTEC) 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 Jobs Academy employer-led collaborative meetings, and any of the additional working collaboratives and project teams of interest.

Figure: EV Jobs 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, the HCA employer-led collaborative project management activities to develop new healthcare registered apprenticeship programs was written into the U.S. Department of Labor (USDOL) Apprenticeship Building America grant. 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.

HCA employers often lead or participate in innovative workforce development strategies that serve employer needs statewide. The HCA membership consists of large urban multi-state, and statewide employers, as well as small independent rural healthcare employers.

Since the coronavirus pandemic HCA surged in new employer engagement and new RAPs. The USDOL Registered Apprenticeship for Surgical Technologists was developed which culminates in industry-standard nationally certified professionals and apprenticeship certification in Sterile Processing at the discretion of each employer partner and a new Practical Nurse (LPN) program is being developed by a large group of employers, and community college nursing educators, with advisement from the Michigan Licensing and Regulatory Affairs (LARA) State Board of Nursing, and the Michigan Department of Health and Human Services (MDHHS) Office of Nursing Education Programs. This new program, designed for the working adult while reducing time and place barriers, will be made available through the Michigan Workforce Training and Education Collaborative (MWTEC), and available to employers throughout the state for a USDOL Registered Apprenticeship.

Both the Surgical Technologist and the LPN Registered Apprenticeship programs serve as examples of innovative strategies for employee retention whereby employers can advance incumbent nursing assistants, medical assistants, and other healthcare workers into critical need positions of higher wages. These programs lead to untapped populations of full-time working adults who could not otherwise shift careers and pursue healthcare education and training programs if it were not for the registered apprentice earn-as-you-learn model. Employers are eager to roll out similar programs as collaborative solutions to collective needs. The active employer and stakeholder partners in the Health Career Alliance are contained in the figure below.

Health Careers Alliance Employer Led -Collaborative

PROVIDERS/STAKEHOLDER WORKFORCE TALENT

EMPLOYERS

Advantage Living Centers
 Amada Senior Care
 American Indian Health & Family Services
 Ascension MyHealth Urgent Care
 Ciena Group
 Corewell Health
 Harbor Beach Community Hospital
 Honor Community Health
 Henry Ford Health
 Hillsdale Hospital
 Hills and Dale General Hospital
 Hurley Hospital
 Huron County Medical Care Facility
 IHA
 Lapeer County Medical Care Facility
 McLaren Health
 Marlette Regional Hospital
 Michigan Medicine—Univ. Of Michigan
 Oak Street Health
 Prestige Healthcare Management
 ProMedica
 Trinity Health
 Scheurer Health
 Sparrow Health System
 Tuscola County Medical Care Community
 Tuscola Behavioral Health System

Capital Area Michigan Works!
 City of Detroit, Mayor's Office
 Detroit Employment Solutions Corporation
 Detroit Regional Chamber— Regional Healthcare Talent Collaborative
 GST Michigan Works!
 Macomb St. Clair Michigan Works!
 Michigan Works! Southeast
 Oakland County Michigan Works!
 Southeast Michigan Community Alliance (SEMCA)
 Focus HOPE
 Health Care Association of Michigan
 Michigan County Medical Care Facilities Council
 Michigan Department of Health & Human Services Office of Nursing Programs
 Michigan Health Council
 Michigan Health & Hospital Association
 Michigan Primary Care Association
 Michigan Labor and Economic Development Workforce Development Agency Sector Strategies for Healthcare
 Michigan Dept. of Education Career Readiness Unit Health Careers
 Michigan Rehabilitation Services
 Oakland County Economic Development
 Talent Development Coalition
 Melanie Brim Consulting, LLC
 Metrics Reporting
 Consulting Management Associates, LLC

PROVIDERS - EDUCATION

Downriver Career Technical Consortium
 Heart to Heart Healthcare Training
 Henry Ford College
 Jackson College
 Michigan Workforce Training & Education Collaborative
 MW-TEC (EpiC Consortium)
 Mott Community College
 Lansing Community College
 Macomb Community College
 Monroe County Community College
 Oakland Community College
 Oakland Schools
 Michigan Office of Career and Technical Education
 Robichaud High School CTE
 St. Clair County Community College
 Schoolcraft College
 University of Detroit Mercy
 Washtenaw Community College
 Wayne County Community College District



U.S. Department of Labor Workforce Training Initiatives

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 to help 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.

Figure: One Workforce Industry Infinity Program Metrics

One Workforce Industry Infinity Program Data through March 31, 2024 – AGS Prime			
Participant Employment and Training Metrics	Projected	Actual	% to Goal
Total Participants Served	850	1,141	134%
Total Participants Enrolled in Education and Training Activities	745	1,102	148%
Total Participant Completers of Education and Training Activities	650	772	119%
Total Participants Who Complete Education/Training Activities and Receive a Degree or Other Type of Credential	650	690	106%
Total Number of Unemployed and Underemployed Participants Completing Education and Training Activities and Obtain Employment	375	429	114%
Total Number of Incumbent Worker Participants Who Complete Training Activities and That Advance Into a New Position	200	41	21%

Advance Michigan Center for Apprenticeship Innovation (AMCAI)/ 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. A one-year no-cost extension was awarded to extend the period of performance to February 2025. The performance outcomes achieved through April 19, 2024 are contained in the table below.

Figure: USDOL Closing the Skills Gap Performance Outcomes

Performance Outcomes	Number Required by Grant	Number Achieved (04/19/2024)	Percent To Goal (04/19/2024)
Total Participants Served	3,200	3,336	104%
Total Participants Enrolled in Education/Training Activities	720	1,120	156%
Total Participants who Complete Education/Training Activities	720	364	51%
Total Participants who Complete Education/Training and Receive a Degree or Credential	720	69	10%
Total Number of Unemployed and Underemployed Participants who Complete Training and Obtain Employment	285	146	51%
Total Number of Incumbent Worker Participants who Complete Training Activities and Advance into a New Position	435	100	23%
Total number of newly created apprenticeship programs, including newly created Registered Apprenticeship programs	166	259	156%
Total number of existing apprenticeship programs, including Registered Apprenticeship Programs, that are expanded	120	147	123%
Total Number of Employers Engaged	179	543	303%

The **Closing the Skills Gap MI-APPRENTICESHIP** partners leverage the Advance Michigan Center for Apprenticeship Innovation (AMCAI) apprenticeship hub which includes the miapprenticeship.org website containing apprenticeship expert contact information, the Return-on-Investment Calculator (ROI) which shows wage data and helps employers understand the financial benefits of hiring apprentices, and Equal Employment Opportunity (EEO)/Affirmative Action Plan (AAP) policy templates for intermediaries and sponsors to comply with 29 CFR Part 30 guidelines.

Figure: U.S. Department of Labor Apprenticeship Building America Outcomes

Overall Progress for the Apprenticeship Building America Grant	Performance as of September 30, 2023	Performance as of March 31, 2024	Total Performance Assigned
Total Reportable Individuals		211	---
Total number of RAPs developed	17	29	75
Total number of RAPs expanded	35	115	75
Total number of pre-apprenticeships developed (as applicable)	5	8	15
Total number of pre-apprenticeships expanded (as applicable)	0	3	10
Total Stakeholders Engaged	182	291	100
Total number of employers receiving incentive funding, including total amount of funds to be awarded in incentive funding		11	40
Total number of new sponsors	15	27	59
Total number of individuals enrolled in a RAP that was developed using ABA grant funds (i.e., Reportable Individuals)	74	94	200
Total number of individuals enrolled in a pre-apprenticeship that was developed using ABA grant funds	6	37	350

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 additional talent pool Populations:

MWSE has given special emphasis to regional collaboration around meeting the needs of special populations. This has become particularly important as career 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 to proactively address basic skills deficiencies, including literacy and limited English language skills. Those seeking completion of their high school education are an untapped talent pool that can be developed to meet the needs of local hiring employers.

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.
- Providing adult education services in non-traditional locations, such as fast-food facilities (Taco Bell, Adrian, MI), local county jails and within a Jackson County manufacturing facility.
- *Migrant Seasonal Workers (MSFW):* MWSE will ensure that MSFWs will be provided with access to the same employment services, benefits, protections, counseling, testing and job and training referral services received by the universal population. An MSFW Specialist is currently assigned to our Lenawee County AJC office and will travel to our other offices on 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 MSFW staff person. The Employment Services staff will make a referral to the MSFW 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 and Hillsdale office staff completely into the local American Job Centers to facilitate referrals and braiding of funds. Currently, there is an assigned staff member of MRS in our Livingston location as well.

MilInternship programming is offered to students enrolled with Disability Connections at the start of the summer. Facilitators attended specialized training to ensure that the curriculum design and delivery was successful for those in attendance. This partnership has resulted in many of the participants successfully obtaining employment and improving their soft skills related to employment.

- *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 one local county jail, two state prisons and one federal prison in our region.

MWSE staff and community partners continue to assist individuals with their application to have their criminal record expunged, building on the success of the Clean Slate programming from 2021.

Justice involved adults and youth are a focus area for Michigan Works! Southeast. A variety of services will continue to be provided to incarcerated and recently released individuals, including adult education, career preparation and soft-skill development. Access to labor market information and tips for successful employment searching is also provided, regardless of the facility type (local, state, or federal facility). Providing foundational information on the services that WIOA can provide upon release has been instrumental in supporting the justice involved individual with their employment needs. Career advisors supporting this work identify local resources for the released individual and provide contact information, helping connect them to services before they are released.

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 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 include 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).

Currently, several industry sector initiatives are being convened by the Workforce Intelligence Network (WIN). These initiatives include the Michigan Alliance for Greater Mobility Advancement (MAGMA), Health Careers Alliance, and EV Jobs Academy. These initiatives match current in-demand industry sectors and

occupations within the region, as determined by data collected by the WIN and described in Part II of this plan.

WIN partners responded to State of Michigan sector strategies initiatives and developed the employer-led collaborative (ELC) strategies and outcome targets for the Health Careers Alliance for Southeast Michigan and the EV Jobs Academy. ELCs bring community colleges, workforce agencies, private training providers, non-profits, economic development agencies, government and industry together. ELCs are focused on employers sharing common pain points about talent challenges, information about technology trends, and changing occupational skills needs so that institutions for higher education and training providers can develop certification training and degree programs that meet their needs. WIN has been convening the Michigan Alliance for Greater Mobility Advancement (MAGMA) since 2013 and MAGMA, a consortium of five automotive OEMs, five tier 1 suppliers, and nine industry stakeholder partners, agreed to lead the EV Jobs Academy employer-led collaborative.

The ELC work plan activities follow the U. S. Chamber of Commerce Talent Pipeline Management (TPM) methodology using supply chain principles to engage with business and public policy leaders to transform education and workforce systems to be employer-led and demand-driven. The TPM approach helps in-demand industry employers work together to develop talent pipelines for specific occupations. WIN and several WIN Michigan Works! partners have obtained the U.S. Chamber of Commerce Talent Pipeline Management certification. Once employers identify which occupations are highest in demand they “back map” how job seekers receive the training and services they need, partner with specific educational and workforce development providers to develop curricula and credentials that meet employer demand, then streamline the process to speed up moving people into employment.

During the first year of the initiative, EV Jobs Academy partners conducted employer surveys, research and analytics; curriculum asset mapping; and development of career profiles for career awareness activities by Michigan Works! career planners working with jobseekers; delivery of training and education programs; tracking and reporting outcomes and success stories; and engaged new employer and stakeholder partnerships which continue to grow.

Michigan Works! agencies in WIOA Planning Regions 6, 9, and 10 have been actively convening and participating in regional industry sector initiatives for nearly 20 years. These include multiple sector initiatives in Health Care, Technology, Advanced Manufacturing, Defense, and Hospitality.

These ELC sector initiatives often engage employers throughout southeast Michigan and statewide. WIN provides project management for ELCs and performs quarterly, and annual labor market analysis and data pulls as necessary. Michigan Works! agencies contribute significantly to the performance of ELCs by providing jobseeker and employer recruitment, employment services, funding for training, wrap-around services, placement services, and administrative support. Michigan Works! agencies also leverage millions of dollars of funds from other federal and private sources, and in many cases, provide extensive in-kind staff support.

Other public-private partnerships in the region that support sector strategies are being led by county economic development agencies and community partners. In addition, community colleges and other

educational institutions and training organizations utilize Employer Advisory Councils to identify and address training needs of in-demand occupations.

WIN has developed standardized collateral materials for employer-led collaboratives, including one-pagers, presentations, and the Michigan Workforce Career and Resource Guide, which are used for talent and employer recruitment and career awareness building,

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.

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. Most recently, JAMA and The Shop Rat Foundation underwent a partnership where both organizations are co-located in a 26,000sqft training facility. The Shop Rat Foundation focuses on building career awareness, exploration and now training for youth interested in career pathways in the manufacturing sector.

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 continues to develop career pathways in this emerging sector, including a new career program called Power Up Your Future. This program utilizes WIOA funding, as well as non-state and federal workforce funding to support the growth of a talent pool in the EV 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 designing solutions to address 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.

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, as well as encouraging local education partners to visit www.mfgday.com to find events to participate in.

Talent Tours: MWSE offers talent tours to 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 requirements 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. Local employer collaboratives vary across the five-county region, meeting the unique demands for each county. MWSE business services professionals are engaged to such collaborative groups and provide tailored service strategies to meet the needs of participating employers. Additionally, MWSE will continue 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 recently became a transit authority, expanding opportunities for rural transportation funding.

- 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.
- Jackson’s City Cab service provides transportation 24/7 for jobs and training.
- Key Opportunities provides limited bus services to MWSE participants in Hillsdale County.

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 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 One Stop 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 a strategic thought partner for JobStar Network, a Business Resource Network (BRN) in Jackson County. The network’s 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. MWSE supports the BRN’s with employer recruitment and when applicable, participant resources for barrier removal.

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 be 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

These strategic goals were developed during the 2021 Strategic Planning process. New goals are being explored currently and the framework will remain roughly the same as the goals below:

Goal 1. **Collaboration:** Align and effectively partner with employers, 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 leadership has identified areas that they believe MWSE can focus on for the next 2-4 years that still fit into the goals mentioned above. Those areas are focusing on Industry 4.0 growth areas (EV, Cyber-Security, Fin-Tech, advanced manufacturing, robotics, etc.) increased opportunity for individuals and families to move into the middle class by way of barrier removal and assisting in degree and credential obtainment and lastly supporting our business community through talent solutions. 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- Ann Arbor
- 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. Three 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. In 2023, our

Washtenaw AJC relocated to a more centralized location within the county. All five Service Centers lease space for their current location.

MWSE Workforce Development Board 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 within Region 9 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 MWSE 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 programs, 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 WDB also promotes programs and services that support career pathways in the K-12 system. The WDB 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 colleges and flexible trainers that can and have created curriculums based on feedback from employers. These programs' development has led to accelerated training involving both work 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 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.

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, economic developers will refer business to our services if they need 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 placing job seekers in high-demand fields 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. Mobility, EV and professional services. As technology in the workforce continues to evolve, MWSE is staying at the forefront to meet the demand.

MWSE continuously improves service delivery to ensure that knowledge of and access to services is made available to the highest number of individuals and employers possible. Enhancing re-employment services to unemployment insurance recipients to better connect individuals to their next career is vital. Screening

all RESEA and UIA participants for possible Dislocated Worker funding eligibility has been made part of the service delivery strategy in all five American Job Centers.

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 will continue to expand the use of technology to serve job seekers. 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. Services are primarily offered in-person; however, we will 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 region. MOC 1 is a fully equipped computer lab with satellite connections. The Consortium will also seek out partner organizations, such as libraries and other public, centralized locations, where 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
- Returning citizens
- Homeless or facing foreclosure
- Older individuals (ages 55 or older);
- Applicants who are unemployed
- Applicants who are employed but at wages below \$12/hour

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

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 “How Dollars Make Sense” workshop to all interested customers in early 2021. MWSE will continue this workshop, as well as partnerships with Community Action Agency and local financial institutions to provide

financial education to MWSE customers. 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

Basic Skills Deficiencies refer to an individual's inability to perform tasks such as computation, problem-solving, reading, writing, or speaking English at or above the eighth-grade level. This means that the person lacks the necessary skills to function effectively in their job, family, or society.

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 disconnected youth age 16-24. JMG participants don't have to be enrolled into high school completion or HSE program. They can be disconnected graduates and participate in services. 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 Youth program to remove barriers in order for participants to participate in WIOA activities/employment/education purposes as well as provide paid work experience opportunities. 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 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.

Information regarding any waivers being utilized by the local area

As mentioned above, 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 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.

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 the supportive service and ensure that it is reasonable, allowable, necessary and justifiable in order for the participant to receive the support service.

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.

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. P 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 has an average 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.

Sunshine Plato, Program Administrator
Michigan Works! Southeast
1040 S Winter St. Suite 1014
Adrian, MI 49221
Telephone Number: 517-266-5627
E-mail address: splato@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 AGS system to track visits and activities to the Centers.

Employers accessing Employment Services may be directed to a Business Services staff person. A hard copy of any open position to be posted may be collected, in addition to having it entered 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: 2

Hillsdale: 2

Washtenaw: 4

Lenawee: 3

Jackson: 3

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.

MWSE staff identifies veterans and other eligible spouses at each point of entry by encouraging them to self-identify. All customers who self-identify as veterans or eligible spouses will immediately be notified by MWSE staff; they may be qualified to receive additional services from a DVOP Specialist. The notification includes the following:

- As a veteran or eligible spouse, the customer is entitled to receive Priority of Service.
- As a veteran or eligible spouse, the customer may be eligible to receive personalized employment services from a DVOP Specialist.
- DVOP Specialist services are in addition to other services.

If a veteran or eligible spouse customer is interested in pursuing DVOP services, proceed to paragraph below. If not, continue to provide the customer with all other appropriate services and programs as with any other customer, and in accordance with the requirements of Priority of Service.

Veterans' Priority:

MWSE ensures that ES providers comply with the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of U.S. Code 4215. The Jobs for Veterans Act Public Law 107-288 requires that all U.S. veterans and eligible persons must receive priority in vocational guidance, training, and job placement services in accordance with the order of priority established by Public Law 107-288, Title 38 of U.S. Code.

Veteran's priority/preference and other veterans' issues are further described in LEO-WD's ES Manual. MWSE abides by the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of the U.S. Code, which states that veterans be given priority of service over non-veterans for the receipt of employment, training, and placement services provided under any covered program if the individual otherwise meets the requirements for participation in the program.

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.

Each AJC in our five-county region has at least one Customer Service Assistant who acts as a navigator of resources for all customers. These team members are trained on the preliminary eligibility of programmatic funding, are knowledgeable on local partner resources and understand labor market conditions. In their roles, they connect customers with the services most applicable to their employment and training 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).

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)

30 – Michigan Works! Southeast	
WIOA Adult	MWA Negotiated Target PYs 2024/2025
Employment Rate 2nd Quarter After Exit	90.4
Employment Rate 4th Quarter After Exit	87.5
Median Earnings 2nd Quarter After Exit	\$8,500
Credential Rate 4th Quarter After Exit	83.5
Measurable Skill Gains	60.0
WIOA Dislocated Worker	
Employment Rate 2nd Quarter After Exit	94.7
Employment Rate 4th Quarter After Exit	92.0
Median Earnings 2nd Quarter After Exit	\$9,100
Credential Rate 4th Quarter After Exit	85.9
Measurable Skill Gains	72.6
WIOA Youth	
Employment Rate 2nd Quarter After Exit	83.8
Employment Rate 4th Quarter After Exit	82.5
Median Earnings 2nd Quarter After Exit	\$5,060
Credential Rate 4th Quarter After Exit	73.2
Measurable Skill Gains	48.7
Wagner-Peyser	
Employment Rate 2nd Quarter After Exit	74.6
Employment Rate 4th Quarter After Exit	71.8
Median Earnings 2nd Quarter After Exit	\$8,000

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 12, 2024. The plan was posted for the 30-day public comment period as of August 2, 2024 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 website with notices of the plan comment period being sent via email and virtual newsletter submissions. As of September 6, 2024, no comments were received. Partner organizations were surveyed to get their feedback on the plan, and their input was incorporated into the plan.

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

The Michigan Works! Southeast Consortium uses AGS system to help track job seekers upon intake. This log-in system keeps accurate records of what activities job seekers are using at the Service Centers. The state’s OSMIS system is used to track all participant activities. Discussions around a self-intake system that supports connection to appropriate funding streams based on participant entry are being held.

Description of the local priority of service requirements.

Michigan Works! Southeast has implemented Priority of Service for Veterans, Eligible Spouses and Family Caregivers. All programs, services and activities administered through the Michigan Works! Southeast will implement procedures and processes to ensure that the priority of service to veterans, eligible spouses and family caregivers. For universal access services - veterans will have first priority in receiving services that require no eligibility as a condition to receive services. For example, where a group of individuals are being scheduled for a general program information session, or workshop, a veteran would receive priority over a non-covered individual for the next available offering. For targeted programs, services and activities - individuals receiving veterans' priority of service must first meet all statutory eligibility and program requirements.

At each point of entry to all programs and services, opportunities shall be available for veterans, eligible spouses and family caregivers to identify themselves. At these points, veterans, eligible spouses and family caregivers shall be made aware of: Their entitlement to priority of service; The full array of employment, training and placement services available; and the applicable eligibility requirements for programs and services.

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.

Description of RR activities.

Rapid Response takes an ongoing, comprehensive approach to planning, identifying, and responding to layoffs, and preventing or minimizing their impacts whenever possible. To ensure high quality and maximum effectiveness, successful Rapid Response strategies must include at least the following: A. layoff aversion as a required activity; B. convening, facilitating, and brokering connections, networks, and partners; C. strategic planning, data gathering, and data analysis designed to prepare for, anticipate, and manage economic transition; D. informational and direct reemployment services for workers; and E. solutions for businesses in transition; growth and decline. Using the demand driven approach and the local business service teams, employer engagement through industry cluster initiatives and professional and civic organizations must focus on relationship development. These relationships serve as vehicles for information sharing and increasing the awareness of local, regional and state resources that support positive talent development and business viability.

Rapid Response can consist of the following:

- Coordination of Rapid Response Activities
- Lay-off Aversion Strategies and Activities
- Dislocated Worker Surveys (DWS)
- Rapid Response Service Delivery
- Joint Adjustment Committee (JAC)
- National Dislocated Worker Grants (NDWGs)