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## *Prosperity Region 6*

# Workforce Innovation and Opportunity Act (WIOA) Regional Plan

July 1, 2016 through June 30, 2020

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A private-public partnership administered locally by  
the Macomb/St. Clair Workforce Development Board

## Table of Contents

<b>Executive Summary .....</b>	<b>4</b>
Part I: Regional Planning Process .....	4
Part II: Labor Market and Economic Conditions .....	4
Part III: Service Strategies .....	5
Part IV: Sector Initiatives for In-Demand Industry Sectors and Occupations .....	5
Part V: Administrative Cost Arrangements .....	6
Part VI: Coordination of Transportation and Other Supportive Services .....	6
Part VII: Coordination of Workforce Development and Economic Development Services .....	6
Part VIII: Local Levels of Performance .....	7
Plan Format .....	7
<b>Part I: Regional Planning Process .....</b>	<b>8</b>
<b>Part II: Labor Market Data and Economic Conditions .....</b>	<b>10</b>
Core Partner Involvement .....	10
Employment Needs .....	11
Existing In-Demand Occupations .....	11
Emerging In-Demand Occupations .....	12
In-Demand Middle Skills Occupations .....	13
Healthcare Practitioner and Technical Occupations .....	15
Information Technology Occupations .....	16
Construction and Extraction Occupations .....	17
Installation, Maintenance, and Repair Occupations .....	17
Business and Financial Occupations .....	18
Management and Supervisory Occupations .....	19
Education and Training Alignment with Industries and Occupations .....	19
Workforce Analysis .....	22
Workforce Development Activities .....	27
Strengths and Weaknesses .....	28
Important Industry Sectors in Prosperity Region 6 .....	33
Geographic Factors .....	36

Demographic Characteristics .....	38
<b>Part III: Regional Service Strategies .....</b>	<b>48</b>
<b>Part IV: Sector Initiatives for In-Demand Industry Sectors and Occupations .....</b>	<b>56</b>
<b>Part V: Administrative Cost Arrangements .....</b>	<b>61</b>
<b>Part VI: Coordination of Transportation and Other Supportive Services .....</b>	<b>64</b>
Regional Transportation Services .....	64
Regional Supportive Services Strategies .....	65
<b>Part VII: Coordination of Workforce Development and Economic Development Services.....</b>	<b>66</b>
<b>Part VIII: Local Levels of Performance .....</b>	<b>68</b>
<b>Attachment A: Approval Request .....</b>	<b>69</b>

# Prosperity Region 6

## Workforce Innovation and Opportunity Act (WIOA) Regional Plan

### Executive Summary

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

Prosperity Region 6, which is comprised of Genesee, Huron, Lapeer, Sanilac, Shiawassee, St. Clair and Tuscola counties, and includes two local Michigan Works Agencies (MWAs), has a long history of regional planning and regional collaboration. The two MWAs include Genesee, Shiawassee, Thumb Michigan Works! (GSTMW!) and St. Clair County of the Macomb/St. Clair Michigan Works! (MSCMW!). For over 10 years these MWAs, along with several other MWAs from southeast Michigan, have worked together to identify and take action on opportunities to coordinate how programs and services are provided throughout the greater southeast Michigan area. These efforts have resulted in improving communication, collaboration and consistency of service delivery throughout the greater region, and the successful implementation of many regional workforce development grants and initiatives.

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

Prosperity Region 6 is a relatively large geographic area representing about 7,000 square miles. The most recent Census estimate puts the region's population at 854,851, 8.6% of the state's population. Prosperity Region 6 is also home to 7.8% of the state's business establishments and 6.8% of the state's employed population. The region is of similar population density to the state with an average of 188 individuals per square mile, compared to the state average of 171 individuals per square mile.

Prosperity Region 6's geographic make-up is unique in Michigan. It is home to not only one of Michigan's legacy automotive cities, one of the poorest, but wealthy suburbs, vacation towns, and poverty stricken rural areas as well. The vast differences in the nature of poverty, racial demographics, land area, and economics represent exceptional challenges in the region. The region is not ethnically diverse compared to the rest of the state. The City of Flint, however, does have a high concentration of African American residents as does Genesee County compared to the state, but these are anomalies in the region. The remainder of Prosperity Region 6 has a significantly higher concentration of white residents than the state on average.

The fastest growing jobs and the most hiring in the region is for occupations that require post-secondary training and often a Bachelor's degree. In 2015, nearly 50% of jobs posted online in

Prosperity Region 6 required an Associate's degree or higher, 35% required three or more years of experience, and 55% of jobs advertised pay more than \$35,000 per year.

- Many of the current most in-demand occupations in Region 6 require advanced levels of education. Seven require a Bachelor's while another eight require education beyond a Bachelor's such as a Master's or Doctoral degree. The hourly pay ranges from \$16.26 for Heavy and Tractor-Trailer Truck Drivers to \$95.07 for Physicians and Surgeons.
- A close look at the Region 6 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including: Healthcare Practitioners and Technical, Information Technology, Construction and Extraction, Installation, Maintenance, and Repair, Businesses and Financial, and Management occupations. Moreover, many of the existing in-demand, high-wage occupations in Region 6 require some form of education or training beyond a High School Diploma or equivalent. The education and training available in the region lends itself more to Associate's degrees and below with few Bachelor's degree or higher options.
- Skill gap issues in Prosperity Region 6 range from the lack of talent to fill jobs related to new technology to combating the 90-day hiring cycle at many manufacturing firms.

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

The MWAs and core partners in Prosperity Region 6 have a strong history of working collaboratively to develop and implement regional service strategies, and in several instances have developed cooperative service agreements. Moving forward, Region 6 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 agreements where they make sense. Special emphasis will be given to improving services to special populations, including veterans and the long-term unemployed, and developing even stronger partnerships with Title II and Title IV core partners.

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

The MWAs in Prosperity Region 6 have a long history of implementing regional industry sector initiatives, many in partnership with regions 9 and 10 as well. These have included the Long Term Care, Community Health, and Tourism and Hospitality Regional Skills Alliances. More recently, these included sector initiatives in Health Care, Technology, Advanced Manufacturing and Hospitality. Currently, MWAs in the region are actively convening several regional sector initiatives including the Advance Michigan Defense Collaborative, the Michigan Academy for Green Mobility Alliance, Opportunity Detroit Tech, and the InnoState Project. All of these current

sector initiatives match current in-demand industry sectors and occupations within the region, as determined by data collected by the Workforce Intelligence Network.

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

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

Over the last decade, Region 6 partners have developed a wide variety of administrative cost sharing arrangements. Two cost-sharing arrangements that have been particularly successful are activities driven by the Southeast Michigan Works Agencies Council (SEMWAC) and the Workforce Intelligence Network (WIN). It is the intention of the MWAs in Region 6, as well as those in Regions 9 and 10 to continue to support SEMWAC and WIN activities for collaboration, grant writing, labor market data, and employer convening.

Region 6 also has established administrative arrangements with regions 9 and 10 in a number of other areas, including the long-term unemployed outreach project, national emergency grants, and joint procurement. The region will continue to look for new cost sharing opportunities.

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

Transportation continues to be one of the biggest barriers for job seekers in Prosperity Region 6. The MWAs in Region 6 have and are collaborating with many organizations throughout the region to address this critical issue. Unfortunately, given the current state of transportation services in the region and the lack of funding for transportation-related supportive services there has been very little individual MWAs in Region 6 can do to address the immediate concerns of job seekers needing transportation beyond providing limited transportation-related subsidies to qualified participants.

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

The MWAs in Prosperity Region 6 collaborate with many different economic development organizations on a variety of workforce development-related economic development activities and initiatives. Several 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. MWAs often collaborate with these organizations by helping them develop business recruitment and retention strategies, and by providing businesses labor market information and access to MWA business services, training grants and talent. In return, these

partnerships help ensure that the MWAs in the region are business-driven, and that the workforce system aligns with business needs.

The MWAs in Region 6 are committed to coordinating workforce investment activities with the local economic development partners. MWA leadership has been attending the Regional Prosperity meetings to ensure this coordination working with all the Regional Prosperity partners. MWAs also collaborate with the local EDCs on local, regional and industry specific initiatives, such as the newly forming Manufacturers Coalition(s), being convened in each of the regions service areas.

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

The two MWAs in Region 6 will explore the viability of collectively negotiating and reaching agreement with the Governor and Workforce Development Agency on local levels of performance when and if the Governor provides clear policy guidelines on how such agreements are to be reached. Until that time, the MWAs and their respective Workforce Development Boards and the Chief Elected Officials will individually and independently negotiate and reach agreement with the Governor and Workforce Development Agency on their respective local levels of performance for the performance accountability measures described in Section 116(c) of the WIOA.

### **Plan Format**

The Prosperity Region 6 plan is formatted to follow the Draft Unified State Plan, issued on March 25, 2016. The guidance requirements appear in italics ahead of each of the applicable sections.

## **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.*

Prosperity Region 6, which is comprised of Genesee, Huron, Lapeer, Sanilac, Shiawassee, St. Clair and Tuscola counties, and includes two local Michigan Works Agencies (MWAs), has a long history of regional planning and regional collaboration. The two MWAs include Genesee, Shiawassee, Thumb Michigan Works! (GSTMW!) and St. Clair County of the Macomb/St. Clair Michigan Works! (MSCMW!). In the past year, the Thumb Area Michigan Works!, representing Huron, Lapeer, Sanilac and Tuscola counties merged with Genesee-Shiawassee Michigan Works!. The Thumb Area Michigan Works! had a history of collaborating with Genesee-Shiawassee Michigan Works! prior to the merger.

For over 10 years these MWAs, along with six, now five, other MWAs in southeast Michigan in regions 9 and 10, have worked together to identify and take action on opportunities to coordinate how programs and services are provided throughout the greater southeast Michigan area. These efforts have resulted in improving 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 region's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. The focus of our regional planning efforts has been, and will continue to be, the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

To develop a truly regional plan that represents the greater region, leadership from the two local MWAs in Prosperity Region 6, along with leadership from the MWAs in Prosperity Regions 9 and 10, coordinated development of their respective WIOA regional plans. This is particularly important given that MSCMW! operates in both Prosperity Regions 10 and 6. This decision helps 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.



To ensure that all MWAs participated in the regional planning process and that there is consistency among the three WIOA regional plans, the MWAs from these regions developed a common planning approach. This included agreeing to work with the Workforce Intelligence Network (WIN), which is an entity within the Southeast Michigan Community Alliance (SEMCA), an MWA representing Wayne County except for the City of Detroit, which specializes in providing labor market information and facilitating regional strategies, to help develop all three regional plans.

The planning process undertaken to produce the Region 6 WIOA regional plan included:

#### Phase 1 – Data Collection and Analysis

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

#### Phase 2 – Development of Regional Strategies

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

#### Phase 3 – Public Comment and Final Approval

- Solicitation of public comment as required by each of the four MWAs in the region.
- Public comments incorporated into the regional plan or listed as an addendum.
- Final review and approval by all Michigan Works CEOs and WDBs in the region.

The Prosperity Region 6 partners are confident that this process has resulted in a regional plan that will continue to meet the needs of business and workers and drive workforce solutions; ensure that One-Stop Centers provide excellent customer service to workers, jobseekers and employers, and focus on continuous improvement; and build a workforce system that supports strong regional economies and plays an active role in community, economic and workforce development.

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

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

### **Core Partner Involvement**

To ensure an accurate analysis of regional labor market data economic conditions, the Region 6 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.

The core partners were sent e-mails asking them to identify available data to help understand the nature and special needs of populations they serve, and to provide input on the strengths and weaknesses of workforce development activities in the region and the region’s capacity to provide their special populations with workforce services. The survey questions and summary of their responses can be found in the Workforce Development Activities section that follows.

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, and other comments that were not incorporated into this plan are listed in this plan as required. Core partners who have representatives on Workforce Development Boards 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

Figure 1 highlights the top occupations that are showing high real-time demand today, are projected to continue to grow in the short run (through 2018), and offer a relatively high wage (\$16+ per hour).

**Figure 1: Region 6's Top 25 Existing/Currently In-Demand Occupations**

SOC Code	Occupation	Postings 2015	2015 Jobs	Short-term Growth	Median Hourly Earnings
11-1021	General and Operations Managers	159	3,355	18	\$ 39.11
11-9111	Medical and Health Services Managers	447	925	35	\$ 38.80
13-1081	Logisticians	82	253	6	\$ 34.77
13-1161	Market Research Analysts and Marketing Specialists	78	354	35	\$ 24.64
15-1121	Computer Systems Analysts	95	595	13	\$ 34.64
15-1132	Software Developers, Applications	189	307	18	\$ 33.25
15-1151	Computer User Support Specialists*	90	1,685	11	\$ 21.03
21-1012	Educational, Guidance, School, and Vocational Counselors	80	471	6	\$ 24.07
29-1051	Pharmacists	125	851	54	\$ 54.00
29-1069	Physicians and Surgeons, All Other	150	838	27	\$ 95.07
29-1071	Physician Assistants	99	269	20	\$ 49.11
29-1122	Occupational Therapists	123	294	13	\$ 33.81
29-1123	Physical Therapists	300	615	38	\$ 38.15
29-1127	Speech-Language Pathologists	241	195	10	\$ 33.69
29-1141	Registered Nurses	1,543	6,826	243	\$ 30.96
29-1171	Nurse Practitioners	114	178	14	\$ 43.22
29-2061	Licensed Practical and Licensed Vocational Nurses*	278	1,098	58	\$ 20.66
29-2071	Medical Records and Health Information Technicians*	153	335	16	\$ 16.62
29-2099	Health Technologists and Technicians, All Other*	109	135	11	\$ 19.04
41-3021	Insurance Sales Agents*	100	1,309	9	\$ 19.05
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	192	333	6	\$ 34.91
43-1011	First-Line Supervisors of Office and Administrative Support Workers*	195	2,119	51	\$ 20.33
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers*	43	507	110	\$ 20.74
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists*	111	447	16	\$ 19.53
53-3032	Heavy and Tractor-Trailer Truck Drivers*	2,198	3,596	186	\$ 16.26

*\*Requires less than a Bachelor's Degree*

**Source:** Bureau of Labor Statistics, Economic Modeling Specialists, Intl (EMSI), Burning Glass Technologies

- These are occupations that display a high level of real-time job postings online, are projected to grow in the short-term (through 2018), and pay a wage above the median average in Region 6.
- A majority of the current most in-demand occupations in Region 6 require advanced levels of education. Seven require a Bachelor's while another eight require education beyond a Bachelor's such as a Master's or Doctoral degree. The hourly pay range is between \$16.26 for Heavy and Tractor-Trailer Truck Drivers to \$95.07 for Physicians and Surgeons, All Other (Figure 1).

#### Emerging In-Demand Occupations

These are occupations that are showing high real-time demand today, are projected to continue to grow in the short run (through 2018), and offer a relatively high wage (\$16+ per hour).

Figure 2 presents occupations that are projected to record solid job expansion over the longer term (until 2025); along with high annual job openings and an above average wage (Figure 2).

**Figure 2:** Region 6's Top 25 Emerging/Future In-demand Occupations

Occupation Title	Employment 2015	Employment 2025	10-Year Percent Change	Annual Openings	Median Hourly Earnings
General and Operations Managers	3,316	3,547	7%	89	\$ 39.34
Medical and Health Services Managers	896	999	11%	34	\$ 39.18
Management Analysts	535	615	15%	18	\$ 36.18
Market Research Analysts and Marketing Specialists	322	433	34%	16	\$ 24.92
Business Operations Specialists, All Other*	1,478	1,589	8%	33	\$ 29.86
Accountants and Auditors	1,538	1,633	6%	59	\$ 27.69
Computer User Support Specialists*	1,669	1,769	6%	38	\$ 21.05
Elementary School Teachers, Except Special Education	3,071	3,220	5%	85	\$ 30.23
Teachers and Instructors, All Other	742	840	13%	24	\$ 16.93
Pharmacists	844	1,005	19%	39	\$ 54.04
Physicians and Surgeons, All Other	791	884	12%	31	\$ 97.09
Physical Therapists	587	685	17%	26	\$ 38.05
Registered Nurses	6,777	7,542	11%	216	\$ 31.05
Licensed Practical and Licensed Vocational Nurses*	1,065	1,254	18%	48	\$ 20.82
First-Line Supervisors of Retail Sales Workers*	2,771	2,976	7%	84	\$ 16.78
Sales Representatives, Services, All Other*	1,112	1,363	23%	60	\$ 21.12
First-Line Supervisors of Office and Administrative Support Workers*	2,088	2,306	10%	74	\$ 20.33
Bookkeeping, Accounting, and Auditing Clerks*	2,442	2,625	7%	43	\$ 16.04
Painters, Construction and Maintenance*	303	386	27%	15	\$ 19.01
Plumbers, Pipefitters, and Steamfitters*	817	891	9%	20	\$ 28.16
Telecommunications Equipment Installers and Repairers, Except Line Installers*	496	762	54%	40	\$ 20.76
Industrial Machinery Mechanics*	683	784	15%	32	\$ 20.89
Telecommunications Line Installers and Repairers*	90	192	113%	14	\$ 24.49
Team Assemblers*	5,554	5,843	5%	137	\$ 20.15
Heavy and Tractor-Trailer Truck Drivers*	3,108	3,702	19%	115	\$ 16.20

\*Requires less than a Bachelor's Degree

**Source:** Economic Modeling Specialists, Intl (EMSI)

- The criteria used were a combination of projected growth (numeric and percent) above the all-occupation average, sizable annual openings, and an above-average hourly wage.
- Most of the future in-demand occupations in Region 6 require education or training less than a Bachelor's. Ten require a high school diploma or equivalent while four require some college (no degree) or a postsecondary non-degree award.

### In-Demand Middle Skills Occupations

Figure 3 represents occupations that show high real-time demand, provides a "livable" wage, and requires training or education beyond high school but less than a Bachelor's. While most of the top current in-demand occupations generally require a Bachelor's or higher education, many Region 6 MWA customers seek shorter-term education or training to find work. Figure 3 provides a snapshot of the middle skills occupations available in Region 6.

**Figure 3: Region 6's Top 30 Currently In-Demand Middle Skills Occupations**

Description	2015 Jobs	2015 Job Postings	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
Medical and Clinical Laboratory Technicians	372	132	17	\$ 14.70	Associate's degree	None
Pharmacy Technicians	1,107	177	43	\$ 12.81	High school diploma or equivalent	Moderate-term on-the-job training
Licensed Practical and Licensed Vocational Nurses	1,065	278	48	\$ 20.82	Postsecondary non-degree award	None
Medical Records and Health Information Technicians	335	153	15	\$ 16.62	Postsecondary non-degree award	None
Health Technologists and Technicians, All Other	129	109	5	\$ 17.63	High school diploma or equivalent	None
Nursing Assistants	3,646	380	113	\$ 12.69	Postsecondary non-degree award	None
Medical Assistants	1,513	164	54	\$ 13.20	Postsecondary non-degree award	None
Veterinary Assistants and Laboratory Animal Caretakers	154	3	4	\$ 10.43	High school diploma or equivalent	Short-term on-the-job training
First-Line Supervisors of Retail Sales Workers	2,771	948	84	\$ 16.78	High school diploma or equivalent	None
First-Line Supervisors of Office and Administrative Support Workers	2,088	195	74	\$ 20.33	High school diploma or equivalent	None
Customer Service Representatives	4,134	864	161	\$ 14.17	High school diploma or equivalent	Short-term on-the-job training
Farmworkers, Farm, Ranch, and Aquacultural Animals	160	3	9	\$ 11.58	Less than high school	Short-term on-the-job training
Carpenters	894	34	22	\$ 21.00	High school diploma or equivalent	Apprenticeship
Construction Laborers	1,556	28	55	\$ 16.51	Less than high school	Short-term on-the-job training
Paving, Surfacing, and Tamping Equipment Operators	89	6	2	\$ 19.38	High school diploma or equivalent	Moderate-term on-the-job training
Operating Engineers and Other Construction Equipment Operators	448	14	16	\$ 21.81	High school diploma or equivalent	Moderate-term on-the-job training
Electricians	1,232	72	34	\$ 28.34	High school diploma or equivalent	Apprenticeship
Plumbers, Pipefitters, and Steamfitters	817	31	20	\$ 28.16	High school diploma or equivalent	Apprenticeship
Automotive Service Technicians and Mechanics	1,520	309	48	\$ 14.34	High school diploma or equivalent	Long-term on-the-job training
Bus and Truck Mechanics and Diesel Engine Specialists	404	111	14	\$ 20.30	High school diploma or equivalent	Long-term on-the-job training
Bus and Truck Mechanics and Diesel Engine Specialists	404	111	14	\$ 20.30	High school diploma or equivalent	Long-term on-the-job training
Industrial Machinery Mechanics	683	13	32	\$ 20.89	High school diploma or equivalent	Long-term on-the-job training
Maintenance Workers, Machinery	128	15	3	\$ 17.84	High school diploma or equivalent	Moderate-term on-the-job training
Maintenance and Repair Workers, General	2,763	479	68	\$ 13.90	High school diploma or equivalent	Long-term on-the-job training
Team Assemblers	5,554	38	137	\$ 20.15	High school diploma or equivalent	Moderate-term on-the-job training
Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	77	18	4	\$ 21.71	High school diploma or equivalent	Long-term on-the-job training
Welders, Cutters, Solderers, and Brazers	792	97	23	\$ 14.97	High school diploma or equivalent	Moderate-term on-the-job training
Sewing Machine Operators	186	9	2	\$ 11.80	Less than high school	Short-term on-the-job training
Inspectors, Testers, Sorters, Samplers, and Weighers	1,235	106	36	\$ 13.40	High school diploma or equivalent	Moderate-term on-the-job training
Production Workers, All Other	347	286	16	\$ 13.26	High school diploma or equivalent	Moderate-term on-the-job training

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.

## Healthcare Practitioner and Technical 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.

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

### *Tools and Technologies and Certifications*

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

<b>Tools and Technologies</b>	<b>Certifications</b>
Quality Assurance	Basic Life Support
Patient Electronic Medical Records	Certification in Cardiopulmonary Resuscitation
Microsoft Office	Advanced Cardiac Life Support
Time Management	Pediatric Advanced Life Support
Quality Control	Nurse Administration

## Information Technology Occupations

### *Knowledge, Skills, and Abilities*

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

#### **Knowledge**

Computer and Electronics  
Customer and Personal Service  
Mathematics  
English Language  
Design

#### **Skills**

Active Learning  
Reading Comprehension  
Complex Problem Solving  
Critical Thinking  
Troubleshooting

#### **Abilities**

Mathematical Reasoning  
Number Facility  
Oral Comprehension  
Problem Sensitivity  
Deductive Reasoning

### *Tools and Technologies and Certifications*

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

#### **Tools and Technologies**

Structured Query Language (SQL)  
Project Management  
Software development  
Oracle Java  
Other programming languages

#### **Certifications**

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



## Construction and Extraction Occupations

### *Knowledge, Skills, and Abilities*

- These occupations require workers to perform tasks involving physical labor at construction sites. Many workers operate hand and power tools of all types: from air hammers to measuring equipment.

#### **Knowledge**

Mechanical  
Building and Construction  
Design  
Mathematics  
English Language

#### **Skills**

Critical Thinking  
Active Listening  
Judgement and Decision making  
Time Management  
Speaking

#### **Abilities**

Arm-Hand Steadiness  
Near Vision  
Problem Sensitivity  
Multi-Limb Coordination  
Oral Comprehension

### *Tools and Technologies*

#### **Tools and Technologies**

Levels  
Power saws/grinders  
CAD software  
Wrenches/Hammers/Screwdrivers  
Personnel Lift

## Installation, Maintenance, and Repair Occupations

### *Knowledge, Skills, and Abilities*

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

#### **Knowledge**

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

#### **Skills**

Repairing  
Critical Thinking  
Operation Monitoring  
Troubleshooting  
Equipment Maintenance

#### **Abilities**

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

## *Tools and Technologies*

### **Tools and Technologies**

Levels  
Blow Torch  
Specialty Wrenches/Screwdrivers  
Drill press or radial drill  
CAM software

## Business and Financial Occupations

### *Knowledge, Skills, and Abilities*

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

#### **Knowledge**

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

#### **Skills**

Mathematics  
Active Listening  
Critical Thinking  
Judgment and Decision Making  
Reading Comprehension

#### **Abilities**

Oral Comprehension  
Written Comprehension  
Problem Sensitivity  
Deductive Reasoning  
Information Ordering

## *Tools and Technologies and Certifications*

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

**Tools and Technologies**

Microsoft Office  
 Business development  
 Risk Management  
 Project management  
 Generally Accepted Accounting Principles

**Certifications**

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

Management and Supervisory Occupations*Knowledge, Skills, and Abilities*

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

**Knowledge**

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

**Skills**

Speaking  
 Active Listening  
 Critical Thinking  
 Reading Comprehension  
 Coordination

**Abilities**

Oral Expression  
 Oral Comprehension  
 Written Comprehension  
 Problem Sensitivity  
 Written Expression

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

Spreadsheet software  
 Personal computers  
 Electronic mail software  
 Word processing software  
 Notebook computers

Education and Training Alignment with Industries and Occupations

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

A close look at the Region 6 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories including: Healthcare

Practitioners and Technical, Information Technology, Construction and Extraction, Installation, Maintenance, and Repair, Businesses and financial, and Management occupations. Moreover, 21 of the top 25 existing in-demand, high-wage occupations in Region 6 require some form of education or training beyond a High School Diploma or equivalent. Figure 4 shows the number of programs available in Region 6 for each of the top 25 existing in-demand occupations.

The education and training availability was 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 available via the Integrated Postsecondary Education Data Systems (IPEDS) was used instead.

**Note:** The data below does not necessarily encompass all of the education and training opportunities for each occupation in Region 6. Rather, it provides a snapshot based on the data available within the Michigan Training Connect portal and IPEDS.

**Figure 4: Education Opportunities for the Top 25 Existing In-Demand Occupations in Region 6**

Occupation	Postings 2015	2015 Jobs	Short-term Growth	Median Hourly Earnings	Typical Entry Level Education	Programs Available
General and Operations Managers	159	3,355	18	\$ 39.11	Bachelor's degree	8 Associate's 9 Bachelor's 14 Certificates
Medical and Health Services Managers	447	925	35	\$ 38.80	Bachelor's degree	1 Associate's 1 Bachelor's 1 Certificate
Logisticians	82	253	6	\$ 34.77	Bachelor's degree	7 Certificates
Market Research Analysts and Marketing Specialists	78	354	35	\$ 24.64	Bachelor's degree	3 Associate's 2 Bachelor's 20 Certificates
Computer Systems Analysts	95	595	13	\$ 34.64	Bachelor's degree	1 Associate's 2 Bachelor's 3 Certificates
Software Developers, Applications	189	307	18	\$ 33.25	Bachelor's degree	4 Associate's 3 Bachelor's 4 Certificates
Computer User Support Specialists*	90	1,685	11	\$ 21.03	Some college, no degree	1 Certificate
Educational, Guidance, School, and Vocational Counselors	80	471	6	\$ 24.07	Master's degree	No programs
Pharmacists	125	851	54	\$ 54.00	Doctoral or professional degree	1 Associate's 1 Bachelor's
Physicians and Surgeons, All Other	150	838	27	\$ 95.07	Doctoral or professional degree	1 Associate's 1 Bachelor's
Physician Assistants	99	269	20	\$ 49.11	Master's degree	1 Associate's 1 Bachelor's
Occupational Therapists	123	294	13	\$ 33.81	Master's degree	1 Bachelor's
Physical Therapists	300	615	38	\$ 38.15	Doctoral or professional degree	1 Bachelor's 1 Master's 1 Doctoral
Speech-Language Pathologists	241	195	10	\$ 33.69	Master's degree	1 Bachelor's
Registered Nurses	1,543	6,826	243	\$ 30.96	Associate's degree	4 Associate's 3 Bachelor's
Nurse Practitioners	114	178	14	\$ 43.22	Master's degree	No programs
Licensed Practical and Licensed Vocational Nurses*	278	1,098	58	\$ 20.66	Postsecondary non-degree award	1 Bachelor's 2 Certificates
Medical Records and Health Information Technicians*	153	335	16	\$ 16.62	Postsecondary non-degree award	2 Associate's 4 Certificates
Health Technologists and Technicians, All Other*	109	135	11	\$ 19.04	High school diploma or equivalent	4 Associate's 1 Bachelor's 1 Certificate
Insurance Sales Agents*	100	1,309	9	\$ 19.05	High school diploma or equivalent	No programs
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	192	333	6	\$ 34.91	Bachelor's degree	1 Certificate
First-Line Supervisors of Office and Administrative Support Workers*	195	2,119	51	\$ 20.33	High school diploma or equivalent	1 Associate's 2 Certificates
Telecommunications Equipment Installers and Repairers, Except Line Installers*	43	507	110	\$ 20.74	Postsecondary non-degree award	No programs
Bus and Truck Mechanics and Diesel Engine Specialists*	111	447	16	\$ 19.53	High school diploma or equivalent	2 Associate's 2 Certificates
Heavy and Tractor-Trailer Truck Drivers*	2,198	3,596	186	\$ 16.26	Postsecondary non-degree award	13 Certificates

**Source:** Integrated Post-Secondary Data System, Pure Michigan Training Connect  
 (Data accessed in PMTC April 2016)

**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.*

Prosperity Region 6 does not have uniform educational attainment across its diverse counties. The City of Flint and Sanilac County have the lowest levels with 11.3% and 11.6% of residents with a Bachelor’s degree or higher. Compared to the state average of 26.4%, these levels are very low. All of the region’s counties have a lower rate than the state average. The highest educational attainment in the region is in Genesee County where 19.2% of the adult residents have a Bachelor’s degree or higher, still seven percentage points below the state average. Too few individuals are prepared for in-demand jobs as more and more employers require higher skills for employment.

**Figure 5a: Educational Attainment**

	Flint	Genesee	Huron	Lapeer	St. Clair
High school graduate or higher, percent of persons age 25 years+, 2010-2014	82.6%	89.0%	87.5%	90.6%	89.3%
Bachelor's degree or higher, percent of persons age 25 years+, 2010-2014	11.3%	19.2%	14.1%	16.8%	17.3%

**Figure 5b: Educational Attainment**

	Sanilac	Shiawassee	Tuscola	Michigan	
High school graduate or higher, percent of persons age 25 years+, 2010-2014	88.0%	91.1%	88.2%	89.3%	
Bachelor's degree or higher, percent of persons age 25 years+, 2010-2014	11.6%	15.1%	13.5%	26.4%	

**Source:** 2010-2014 ACS Five-Year Estimates

Labor force participation rate estimates show that St. Clair County has closest to the state average rate. The City of Flint is more than eleven percentage points below the state average. Figure 6 highlights these values. All of these rates have been consistently declining with fewer individuals of working age participating in the labor force over time. While this is not a phenomenon unique to Michigan, much of the United States is seeing the same drop in labor force participation, the problem is exacerbated in Michigan where workers are older, the population is not growing rapidly enough, and there is increased employer demand for workers.

**Figure 6:** Labor Force Participation Rates

	Flint	Genesee	Huron	Lapeer	St. Clair
In civilian labor force, percent of population age 16 years+, 2010-2014	50.2%	56.7%	56.7%	59.4%	60.9%

	Sanilac	Shiawassee	Tuscola	Michigan	
In civilian labor force, percent of population age 16 years+, 2010-2014	57.2%	59.9%	57.8%	61.4%	

**Source:** 2010-2014 ACS Five-Year Estimates

Prosperity Region 6 is home to 10.9% of the state’s long-term unemployed population. Of the communities in Prosperity Region 6, Genesee has the largest population of long-term unemployed individuals. Figure 7 provides data on the long-term unemployed population in the region.

**Figure 7:** Long-Term Unemployment Group 2010 - 2015  
Prosperity Region 6

Area	2010 Total Unemployment	2010 > 26 Weeks Unemployed	2010 % of Total Unemployed	2015* Total Unemployment	2015* > 26 Weeks Unemployed	2015* % of Total Unemployed
East Michigan Prosperity Region	59,235	31,568	53.3%	26,865	9,255	34.5%
Genesee	26,272	13,850	52.7%	11,774	4,250	36.1%
Huron	2,075	1,021	49.2%	936	307	32.8%

Lapeer	6,748	3,501	51.9%	3,259	1,010	31.0%
Sanilac	3,083	1,646	53.4%	1,341	468	34.9%
Shiawassee	4,473	2,310	51.7%	2,008	692	34.5%
St. Clair	12,741	7,161	56.2%	5,800	1,875	32.3%
Tuscola	3,843	2,079	54.1%	1,747	653	37.4%
Michigan	589,000	293,000	49.7%	283,600	85,000	30.0%

*\*June 2014 - July 2015 Moving Average*

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

The unemployment rates for youth are significantly larger than the overall unemployment rate in Prosperity Region 6. The unemployment rate in the region is lowest for Asians, for whom the unemployment rate is half that of the regional average. See Figure 8 for labor force participation among these groups.

**Figure 8:** Civilian Labor Force by Demographic Group - 2014 -Prosperity Region 6

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	401,205	346,106	55,099	13.7%
Sex				
<b>Male 16+</b>	207,064	175,894	31,170	15.1%
<b>16-19</b>	9,837	5,994	3,843	39.1%
<b>20-24</b>	19,819	15,169	4,650	23.5%
<b>25-54</b>	138,405	119,512	18,893	13.7%
<b>55-64</b>	31,635	28,426	3,209	10.1%
<b>65 Plus</b>	7,368	6,793	575	7.8%
<b>Female 16+</b>	194,141	170,212	23,929	12.3%
<b>16-19</b>	9,640	6,813	2,827	29.3%
<b>20-24</b>	19,233	15,419	3,814	19.8%
<b>25-54</b>	128,341	113,954	14,387	11.2%
<b>55-64</b>	30,326	27,936	2,390	7.9%
<b>65 Plus</b>	6,601	6,090	511	7.7%
Race				
<b>White</b>	354,759	311,030	43,729	12.3%
<b>Black / African American</b>	34,093	24,977	9,116	26.7%
<b>Native American</b>	1,344	1,015	330	24.5%
<b>Asian</b>	2,885	2,690	195	6.7%



<b>Native Hawaiian / Pacific Islander</b>	78	65	13	16.6%
<b>Some Other Race</b>	2,067	1,749	318	15.4%
<b>Two or More Races</b>	6,209	4,613	1,595	25.7%
Ethnicity				
<b>Hispanic</b>	11,091	8,923	2,169	19.6%

**Source:** U.S. Bureau of the Census, 2010-2014 American Community Survey Five-Year Estimates

**Figure 9: Labor Force Trends - 2010 - 2015 -Prosperity Region 6**

Area	2010	2011	2013	2015	2010 - 2015 Numeric Change	2010 - 2015 Percent Change
<b>East Michigan Prosperity Region</b>	404,612	391,719	393,311	391,801	-12,811	-3.2%
<b>Genesee</b>	188,190	182,851	184,766	184,370	-3,820	-2.0%
<b>Huron</b>	16,642	16,414	16,420	16,706	64	0.4%
<b>Lapeer</b>	41,335	39,883	40,061	39,562	-1,773	-4.3%
<b>Sanilac</b>	20,006	19,510	19,477	19,835	-171	-0.9%
<b>Shiawassee</b>	34,707	33,641	33,235	33,291	-1,416	-4.1%
<b>St. Clair</b>	77,675	74,247	74,172	72,766	-4,909	-6.3%
<b>Tuscola</b>	26,057	25,173	25,180	25,271	-786	-3.0%
<b>Michigan</b>	4,799,000	4,685,000	4,730,000	4,751,000	-48,000	-1.0%
<b>United States</b>	153,889,000	153,617,000	155,389,000	157,130,000	3,241,000	2.1%

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

**Figure 10: Employment Trends - 2010 - 2015 -Prosperity Region 6**

Area	2010	2011	2013	2015	2010 - 2015 Numeric Change	2010 - 2015 Percent Change
<b>East Michigan Prosperity Region</b>	345,377	345,075	352,667	367,626	22,249	6.4%
<b>Genesee</b>	161,918	161,868	166,689	173,718	11,800	7.3%
<b>Huron</b>	14,567	14,810	15,028	15,847	1,280	8.8%
<b>Lapeer</b>	34,587	34,600	35,425	36,624	2,037	5.9%
<b>Sanilac</b>	16,923	17,113	17,417	18,611	1,688	10.0%
<b>Shiawassee</b>	30,234	30,013	30,087	31,497	1,263	4.2%
<b>St. Clair</b>	64,934	64,533	65,518	67,652	2,718	4.2%
<b>Tuscola</b>	22,214	22,138	22,503	23,677	1,463	6.6%
<b>Michigan</b>	4,194,000	4,198,000	4,311,000	4,493,000	299,000	7.1%
<b>United States</b>	139,064,000	139,869,000	143,929,000	148,834,000	9,770,000	7.0%

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

**Figure 11: Unemployment Rates (Percent) – 2010 - 2015 -Prosperity Region 6**

Area	2010	2011	2013	2015	2010 - 2015 Rate Change
<b>East Michigan Prosperity Region</b>	14.6%	11.9%	10.3%	6.2%	-8.5%
<b>Genesee</b>	14.0%	11.5%	9.8%	5.8%	-8.2%
<b>Huron</b>	12.5%	9.8%	8.5%	5.1%	-7.4%
<b>Lapeer</b>	16.3%	13.2%	11.6%	7.4%	-8.9%
<b>Sanilac</b>	15.4%	12.3%	10.6%	6.2%	-9.2%
<b>Shiawassee</b>	12.9%	10.8%	9.5%	5.4%	-7.5%
<b>St. Clair</b>	16.4%	13.1%	11.7%	7.0%	-9.4%
<b>Tuscola</b>	14.7%	12.1%	10.6%	6.3%	-8.4%
<b>Michigan</b>	12.6%	10.4%	8.8%	5.4%	-7.2%
<b>United States</b>	9.6%	8.9%	7.4%	5.3%	-4.3%

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

### **Workforce Development Activities**

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

Skill gap issues in Prosperity Region 6 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 following gaps are top priorities for the MWAs in Prosperity Region 6 to address:

- *Educational attainment not matching employer needs:* MWAs are 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:* MWAs in the region are collaborating with non-profits and other local

programs to train job seekers in employability skills making it more likely that they gain and retain employment.

- *Workers need to be upskilled for new technologies:* MWAs and their partners in the region are continuing to encourage employers to use workforce programs and funding provided by the state and federal government that will help upskill their current workers, increasing retention of workers and increasing wages.
- *Aging workers leaving the workforce and taking skilled knowledge with them:* MWAs in the region are working together on several 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.
- *90-day hiring cycle in many lower-skill manufacturing jobs:* MWAs in the region are aware that many manufacturing firms take for granted the number of job seekers in the region. These firms will hire workers into much needed jobs then lay them off within 90 days and repeat the process with a new set of workers. This allows companies to side-step offering benefits to these workers and removes the cost/risk of unemployment claims. The MWAs are working to help firms understand the value of a qualified long-term workforce and helping to ensure that talent is qualified for the open positions.
- *Role of private placement keeps wages low:* Many employers in the region hire workers through private placement agencies rather than using direct hires. When this occurs, an employer may be paying, for example, \$16 per hour for the worker while the worker only takes home \$10 with the rest going to the placement agency. This practice, while easy for employers, increases employer costs and keeps take-home pay lower for the region's workers. The MWAs in the region are working to educate employers about the cost savings of direct hires from the Michigan Works! system and helping to ensure that talent is qualified for the open positions.

### Strengths and Weaknesses

What follows is a summary of the strengths and weaknesses of workforce development activities in the region and the region's capacity to provide needed workforce development activities:

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

- YouthBuild has a strong program in the Detroit area that has been successful at targeting youth ages 18-24 and preparing them for career opportunities in the construction trades. All MWAs in regions 6, 9, 10 participate in the program.
- Title I performance goals are consistently met within the region.

- Local MWAs within the region are working to be more creative with program design and consistently share best practices. Examples of this include:
  - All MWAs in regions 6, 9, and 10 makes title I programs more employer driven and innovative through short-term training and braiding funding.
  - Community colleges are high quality providers across the region. Region 6, 9, and 10 consistently work together with community college networks for programming across the broader region. The MWAs work collaboratively with community colleges to develop employer-driven programming to fill immediate and longer-term employer needs.
  - The Skilled Trades Training Fund (STTF) grant partnerships cross MWA and regional boundaries providing an opportunity for all MWAs in regions 6, 9, and 10 to collaborate and work with large employers that have locations across the broader region.
  - MWAs in the region partner to provide braided funding that increases the effectiveness of adult education programs to aid adult learners with basic skill enhancement.
  - All MWAs in regions 6, 9, and 10 have a shared website where staff can share job descriptions for job seekers and businesses, best practices for working with employers, protocols for daily activities, and more.
  - The MWAs in regions 6, 9, and 10 have formed a business services collaborative group that meets monthly to discuss best practices and create standard protocols for working with employers across the region.
  - Information is shared across MWAs to reduce overlap with employers.
- All of the MWAs in regions 6, 9, and 10 utilize labor market information produced by the WIN partnership in addition to the information produced by the State of Michigan. By using many sources of labor market information and career pathways data, the MWAs are on the cutting edge of providing job seekers with the information needed to make sound career and training decisions.
- The MWA front-line staff along with staff from community colleges and economic development agencies work together quarterly as part of WIN's Learning Network efforts. During these quarterly meetings, MWA front-line staff learn how to utilize labor market information and provide data to job seekers, students, and businesses in the region.

**Identify regional weaknesses of WIOA Title I program activities and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.**

- The MWAs in regions 6, 9, and 10 seek additional training opportunities for front-line staff to learn how to use available data and research with job seekers.
- Increased capacity and funding for successful programs is often lacking, making it difficult to continue a trend of achievement and trust with the local community.
- MWAs are not always able to meet the needs of individuals with barriers:
  - Flexibility in the program is lacking and makes it difficult to serve certain populations.
  - Employer involvement is not always as strong as it needs to be to ensure regular feedback. MWAs seek more feedback from employers to know what is working and what they can improve upon when working with employers.
- Perception is a battle in many local areas. Clients served by MWAs are often stereotyped as unemployable. It makes placing candidates more difficult when the barrier is not the worker but the employer's perception or the job seeker is not willing to accept constructive feedback that will enable their success.
- There is a disconnect between the labor pool and employer demand. Many in-demand jobs require advanced training above an Associate's degree but many workforce program funds cannot pay for this training. An example of this gap is the limit of \$2,500 for dislocated worker training; this amount will only pay for limited education when a job seeker needs much more.
- Transportation issues are a consistent struggle. Workers are not close to job opportunities and do not have the means to move closer to available jobs.
- The majority of current clients now are the hardest to serve. Many MWAs lack the capacity to serve those that need the most because funds cannot be used for basic skills training. "Employability skills" or "soft skills" are often what workers need the most.
- Performance outcomes do not align with where new jobs are being created which makes it a struggle to meet certain requirements each year. Many small and medium sized employers as well as entrepreneurs are creating jobs.
- Current funding flows create unnecessary competition in the system. For example, Detroit has dramatically different needs than Washtenaw County yet the programs and funds are standard across the board. Funding requirements also restrict regional sharing and partnerships on programs. More flexible funding could increase collaboration.

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

- ESL, ELL programming has been helpful for English language learners to get a foot in the door.

- There are many potential strengths but most regional groups and strategies are just getting started.
- The region is very connected. Many groups participate in meetings and there is a lot of programming available. The opportunity lies in creating lasting partnerships and collaboration.
- The adult education partners are reaching out more to MWAs about programming to learn that employment is the goal of training and education not just the diploma. The difference in perception is changing.

**Identify regional weaknesses of WIOA Title II programs and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.**

- Capacity on adult education programming is a consistent issue. There is not enough funding and huge gaps exist for where services are available.
- Program design is not strong. Most adult education programming follows a traditional K-12 model and is largely not designed for adult learners. This makes program and student success more difficult.
- Metrics do not align with reality.
  - The central cities in each region and many in rural areas have an underperforming K-12 system, which creates extensive needs for young adults. If a school system pushes students through the K-12 system, they create more adults without basic skills increasing the need for better adult education.
  - Failing schools are creating a great demand for adult service and it is beyond the MWAs capacity to address. Schools in the region are not producing graduates with the right skills and are creating a greater demand than the system can bear.
- K-12 and adult programming is not designed for current employer needs as it focuses too much on standard grade school learning rather than adult employability skills.

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

- Michigan model of fully-integrated one-stop centers is a strength. Locally provided services, wrap-around services, braided funding, all ensure that MWAs can serve the needs of job seekers as best as possible given constraints.

- The MWAs in the region have created an innovative system for programming that is short and fills job seeker needs. Examples include boot camps, 55+ senior worker programs, creative workshops, in-house classes, and other.
  - Curriculum and program resources for these are shared across the region.
- MWAs in regions 6, 9, and 10 collaborate and share a variety of resources, including but not limited to:
  - Business services techniques and information,
  - LMI research and use of LMI data with front-line staff,
  - Joint staff training,
  - Joint job fairs, shared recruiting employers,
  - Employment services has been responsive to the cyclical nature of the work, and
  - Joint customer service training for front-line staff.

**Identify regional weaknesses of WIOA Title III program activities and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.**

- It is a challenge to serve special populations (individuals with disabilities, veterans, re-entry population, etc.) with limited resources. Meeting the diverse needs of all customers is difficult even with information sharing and resource sharing.
- The expectation for MWA staff to be experts in serving all special populations is unrealistic. The MWAs have some expertise but can collaborate more with other organizations to better serve special populations.
- Identifying workers with the skills needed to meet demand is difficult. Working more with partners will make this more streamlined.

**Identify regional strengths of WIOA Title IV program activities (MRS and Bureau of Services for Blind Persons) and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.**

- Partnerships and braided funding are a consistent success, especially with MRS.

**Identify regional weaknesses of WIOA Title IV program activities and the regional capacity of these program activities to address educational and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.**

- The fact that MRS staff are no longer part of one-stop centers makes partnership more difficult. Working more closely together would benefit both groups.



- MWAs and MRS do not always collaborate enough to serve the diversity of individuals using the system. More collaboration can occur in:
  - Capacity building
  - Information sharing
  - Working with a population that is getting more and more difficult to serve
- MWAs in the region have concerns about duplication of efforts in business services with MRS. The primary concern among the two agencies is that businesses may become overwhelmed by duplicate efforts. This is a call for more strategic thinking with MRS to better partners.

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

The MWAs in regions 6, 9, 10 identified the following:

- Building common metrics across the system will ensure strategic partnerships for success.
- Thinking regionally and better strategizing about how to allocate resources to address real needs will help all MWAs and their partners best aid the hardest to serve job seekers and businesses.
- MOUs with other organizations will create stronger partnerships.
- The MWAs will create boilerplate in MOUs to have consistency with how they partner with different groups across the region.

### **Important Industry Sectors in Prosperity Region 6**

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

Figure 12 highlights the most in-demand industry sectors (4-digit NAICS level) in Prosperity Region 6. In-demand is defined as those industries with the highest number of and growth in job postings during the past two years, that have over 100 people currently employed, and have an average annual wage over \$35,000. This average wage aligns with that used in the regional in-demand and emerging industries in the Michigan's WIOA Unified State Plan. Many workers earn above or below this amount in every industry since there are a variety of occupations in every industry with varying wages depending on tenure and other factors. While the industry average is an important wage factor to consider, the wages paid to workers in each occupation is a more relevant metric for workforce development. See Figures 1, 2, and 3 for more detail on occupations. Also shown are the 2015 employment levels for these industries in the region.

**Figure 12: Prosperity Region 6's Top In-Demand Industries**

NAICS Code	Industry	Job Postings-2014	Job Postings-2015	Growth 2014-2015	Change 2014-2015	2015 Employment	2015 Annual Average Wage
6113	Colleges, Universities, and Professional Schools	760	753	947	25.8%	2,617	\$35,606
5241	Insurance Carriers	520	515	667	29.5%	1,365	\$69,927
5221	Depository Credit Intermediation	558	409	620	51.6%	3,767	\$45,255
6213	Offices of Other Health Practitioners	325	374	435	16.3%	1,628	\$36,311
4841	General Freight Trucking	157	275	633	130.2%	2,197	\$43,682
6211	Offices of Physicians	329	259	388	49.8%	6,348	\$81,769
4461	Health and Personal Care Stores	260	234	553	136.3%	3,473	\$52,813
6214	Outpatient Care Centers	149	160	265	65.6%	1,268	\$47,890
3361	Motor Vehicle Manufacturing	105	137	140	2.2%	3,270	\$66,851
3121	Beverage Manufacturing	69	109	110	0.9%	197	\$41,625
4411	Automobile Dealers	83	103	133	29.1%	3,417	\$47,883
4842	Specialized Freight Trucking	52	92	212	130.4%	839	\$42,934
5416	Management, Scientific, and Technical Consulting Services	90	82	263	220.7%	1,342	\$45,550
2382	Building Equipment Contractors	74	61	81	32.8%	3,415	\$46,323
5151	Radio and Television Broadcasting	15	52	105	101.9%	481	\$54,488
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	69	52	89	71.2%	435	\$40,188
2211	Electric Power Generation, Transmission and Distribution	88	52	75	44.2%	1,844	\$101,888

**Source:** EMSI, BLS, Burning Glass Technologies

Figure 13 highlights the top emerging industries in Prosperity Region 6. Emerging industries are those with a growing concentration of workers, as defined by their location quotient. The industries in Figure 13 had a growing concentration of workers (location quotient) between 2013

and 2015, either growing at a rate greater than one standard deviation above average or growing from less than one to greater than one. By growing to a location quotient greater than one, the industry has above the national average concentration in that respective industry. They also offer an average annual wage over \$35,000.

**Figure 13: Prosperity Region 6 Top Emerging Industries**

NAICS	Description	2013 Location Quotient	2015 Location Quotient	2013-2015 change	2015 Employment	2025 Projected Employment	2015 Average Annual Wage
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	1.44	2.96	1.53	498	607	\$43,261
3363	Motor Vehicle Parts Manufacturing	6.30	7.05	0.75	7,166	5,856	\$61,501
6114	Business Schools and Computer and Management Training	0.39	0.95	0.56	125	207	\$36,478
3262	Rubber Product Manufacturing	3.65	4.20	0.55	1,008	1,380	\$39,702
3315	Foundries	4.07	4.50	0.43	988	1,240	\$46,685
4542	Vending Machine Operators	1.58	2.01	0.43	167	178	\$45,424
3251	Basic Chemical Manufacturing	0.21	0.63	0.42	166	192	\$43,106
3222	Converted Paper Product Manufacturing	0.95	1.18	0.22	569	483	\$50,389
4884	Support Activities for Road Transportation	0.88	1.08	0.21	210	290	\$43,970
6115	Technical and Trade Schools	0.98	1.11	0.13	243	332	\$38,015
3111	Animal Food Manufacturing	0.98	1.03	0.06	103	167	\$43,816

**Source:** EMSI, BLS, Burning Glass Technologies

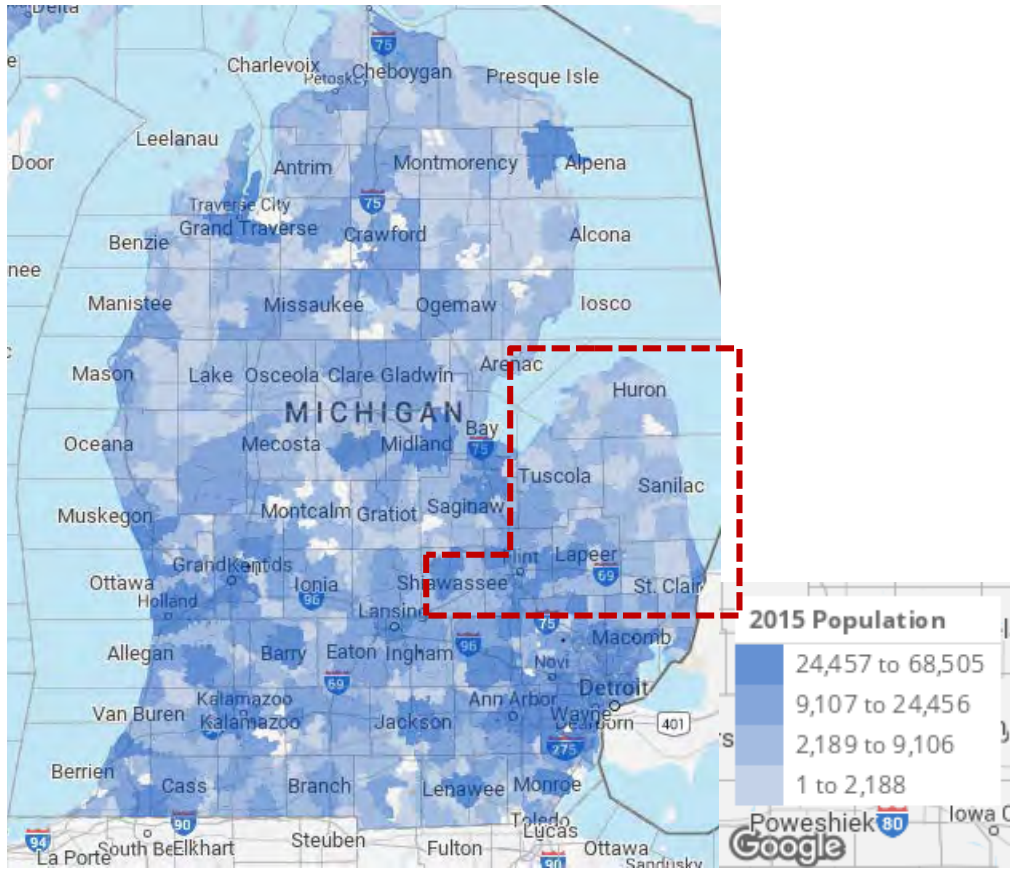
## Geographic Factors

*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.*

The Prosperity Region 6 landscape is very diverse, including thousands of acres of productive farmland, hundreds of miles of shoreline, major international transportation routes, revitalized metro areas, and several vital smaller cities. Despite the region's geographic diversity, its residents and businesses share many of the same opportunities, assets, and challenges that can be more effectively acted upon by a coordinated effort.

Prosperity Region 6 is a relatively large geographic area representing about 7,000 square miles. The most recent Census estimate puts the region's population at 854,851, 8.6% of the state's population. Prosperity Region 6 is also home to 7.8% of the state's business establishments and 6.8% of the state's employed population. The region is of similar population density to the state with an average of 188 individuals per square mile, compared to the state average of 171 individuals per square mile.

**Figure 14:** Prosperity Region 6 Population (2015)



**Source:** U.S. Census LODES survey, OnTheMap

Most workers in the region commute with 56% traveling more than 10 miles to their jobs each direction and 30.9% of those traveling more than 25 miles each direction according to data from the LODES survey and Census OnTheMap. The average travel to work in the region, according to Census data from 2014 varied depending on the county. For workers in Genesee County the average commute was 25.7 miles each direction while workers in Lapeer County travel 33.2 miles each direction on average. Workers in Huron County and in Flint travel the smallest distance at 20.4 miles and 22.3 miles each direction, respectively. The state average is 24.1 miles each direction.

The typical Flint household has 1.5 vehicles available while the typical household in the rest of the region has close to two, according to American Community Survey data. Also of note are the housing ownership and vacancy rates in Prosperity Region 6’s communities. Census data shows that in 2014 over 22% of housing units in the City of Flint are vacant, estimates from city sources note that the rate must be much higher. The vacancy rate in Huron County is 34.2%, more than

double the state average. The lowest vacancy rate in Prosperity Region 6 is in Lapeer County with only 9.3% of the homes vacant. The disparity between the smaller thumb area counties, the City of Flint, and other parts of the region cannot be overemphasized.

Parts of region are heavily concentrated and well connected by highways but not all. Much of the thumb area is not well connected by roads. Population density in the region ranges from nearly 3,000 per square mile in Flint to 38.2 individuals per square mile in Huron County. For workers without regular access to a vehicle, traveling to employment may be difficult as the region lacks a comprehensive transit system and it covers over 7,000 square miles of land. Most available jobs for individuals with lower than average education (typical of job seekers in the region) are located far from where these individuals live. According to OnTheMap data, close to 50% of residents in Prosperity Region 6 commute outside of the region for their primary job and 14.8% 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.*

Prosperity Region 6's geographic make-up is unique in Michigan. It is home to not only one of Michigan's legacy automotive cities, one of the poorest, but wealthy suburbs, vacation towns, and poverty stricken rural areas as well. The vast differences in the nature of poverty, racial demographics, land area, and economics represent exceptional challenges in the region.

Most job opportunities available in close geographic range for residents and those in the region without reliable transportation are not often within reach. This is because 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. In 2015, 30% of jobs posted online in Prosperity Region 6 required a Bachelor's degree or higher yet 46% of jobs pay less than \$35,000 per year.

The region is not ethnically diverse compared to the rest of the state. The City of Flint, however, does have a high concentration of African American residents as does Genesee County compared to the state, but these are anomalies in the region. The remainder of Prosperity Region 6 has a significantly higher concentration of white residents than the state on average.

**Figure 15a: Population Demographics**

	Flint	Genesee	Huron	Lapeer	St. Clair
White	37.4%	75.2%	97.8%	96.4%	94.3%
Black or African American	56.6%	20.6%	0.5%	1.2%	2.6%
American Indian and Alaska Native	0.5%	0.6%	0.4%	0.5%	0.5%
Asian	0.5%	1.1%	0.5%	0.5%	0.6%
Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.0%
Two or More Races	3.9%	2.5%	0.8%	1.3%	2.0%
Hispanic or Latino	3.9%	3.2%	2.1%	4.5%	3.2%

**Figure 15b: Population Demographics**

	Sanilac	Shiawassee	Tuscola	Michigan
White	97.4%	96.8%	96.6%	79.9%
Black or African American	0.5%	0.7%	1.2%	14.2%
American Indian and Alaska Native	0.6%	0.6%	0.6%	0.7%
Asian	0.4%	0.5%	0.4%	2.9%
Native Hawaiian and Other Pacific Islander	0.0%	0.1%	0.0%	0.0%
Two or More Races	1.1%	1.4%	1.2%	2.3%
Hispanic or Latino	3.7%	2.9%	3.3%	4.8%

**Source:** ACS 2014 Estimates

Prosperity Region 6 is also home to 9.4% of the state’s veteran population with the majority in Genesee and St. Clair counties.

**Figure 16a: Veteran Population**

	Flint	Genesee	Huron	Lapeer	St. Clair
Veterans, 2010-2014	5,294	27,807	2,577	6,175	12,029
Share of Veterans in the State	0.8%	4.3%	0.4%	1.0%	1.9%

**Figure 16b: Veteran Population**

	Sanilac	Shiawassee	Tuscola	Michigan
Veterans, 2010-2014	3,031	5,114	4,456	648,273
Share of Veterans in the State	0.5%	0.8%	0.7%	

**Source:** 2010-2014 ACS Five-Year Estimates

Much of the population in Prosperity Region 6 matches that of state’s average age demographics with the exception of the City of Flint and Huron County. The City of Flint has a significantly higher population of young people and children, those under 5 and under 18 while Huron County has a significantly higher population of older individuals, those over 65.

**Figure 17a: Age Distribution**

	Flint	Genesee	Huron	Lapeer	St. Clair
Persons under 5 years, percent, July 1, 2014, (V2014)	na	6.0%	4.7%	4.8%	5.1%
Persons under 5 years, percent, April 1, 2010	8.0%	6.4%	4.9%	5.2%	5.7%
Persons under 18 years, percent, July 1, 2014, (V2014)	na	23.4%	19.6%	22.0%	22.0%
Persons under 18 years, percent, April 1, 2010	27.3%	25.0%	20.7%	24.2%	23.7%
Persons 65 years and over, percent, July 1, 2014, (V2014)	na	15.7%	23.4%	15.9%	16.7%
Persons 65 years and over, percent, April 1, 2010	10.7%	13.7%	21.7%	13.3%	14.5%

*\*data for the City of Flint only collected during the decennial census and not available for all time periods*



**Figure 17b: Age Distribution**

	Sanilac	Shiawassee	Tuscola	Michigan	
Persons under 5 years, percent, July 1, 2014, (V2014)	5.3%	5.2%	5.0%	5.8%	
Persons under 5 years, percent, April 1, 2010	5.8%	5.6%	5.6%	6.0%	
Persons under 18 years, percent, July 1, 2014, (V2014)	22.2%	22.3%	21.4%	22.4%	
Persons under 18 years, percent, April 1, 2010	23.6%	24.1%	23.5%	23.7%	
Persons 65 years and over, percent, July 1, 2014, (V2014)	19.5%	16.4%	18.3%	15.4%	
Persons 65 years and over, percent, April 1, 2010	17.6%	14.3%	15.8%	13.8%	

**Source:** 2010-2014 ACS Five-Year Estimates

Prosperity Region 6 is home to few individuals that were born outside the U.S. and few who do not speak English as the primary language at home. These findings align with the population demographics in the region as well. According to Census data less than a percentage point of the Prosperity Region 6 population has limited English language proficiency compared to the state on average of 1.4%.

**Figure 18a: Foreign-born Population**

	Flint	Genesee	Huron	Lapeer	St. Clair
Foreign-born persons, percent, 2010-2014	1.1%	2.3%	1.5%	2.9%	2.7%
Language other than English spoken at home, percent of persons age 5 years+, 2010-2014	2.8%	3.6%	2.9%	4.2%	3.9%

**Figure 18b: Foreign-born Population**

	Sanilac	Shiawassee	Tuscola	Michigan
Foreign-born persons, percent, 2010-2014	1.1%	1.0%	0.9%	6.2%
Language other than English spoken at home, percent of persons age 5 years+, 2010-2014	4.0%	2.1%	3.0%	9.1%

**Source:** 2010-2014 ACS Five-Year Estimates

**Figure 19: Limited English Proficiency by Regional Prosperity Region - 2014**

Prosperity Region	Total	Percent of Prosperity Region Population
<b>East Michigan Prosperity Region</b>	3,306	0.4%
Michigan	34,665	1.4%

**Source:** U.S. Bureau of the Census, 2010 - 2014 American Community Survey Five-Year Estimates

As Figure 20a and 20b illustrate, all communities in Prosperity Region 6 have a larger presence of the disabled population than the state average. Sanilac, Tuscola, and Huron counties along with the City of Flint, have 14.0% or greater of the under 65 population with a disability.

**Figure 20a: Disabled Population (Under 65)**

	Flint	Genesee	Huron	Lapeer	St. Clair
With a disability, under age 65 years, percent, 2010-2014	14.1%	11.4%	14.7%	12.0%	12.3%

**Figure 20b: Disabled Population (Under 65)**

	Sanilac	Shiawassee	Tuscola	Michigan
With a disability, under age 65 years, percent, 2010-2014	15.3%	12.6%	14.2%	10.0%

**Source:** 2010-2014 ACS Five-Year Estimates

Figure 21 below indicates that 10.1% of the state’s disabled population resides in Prosperity Region 6. The region is home to 8.6% of the state’s overall population. This indicates that the region has a greater share of the state’s disabled population than would be expected based on the population.

**Figure 21:** Individuals with Disabilities in Michigan by County - 2012 - 2014 (Continued)

County	2010 - 2014 Estimate*	2010 - 2014 Share of State
Genesee	66,947	4.9%
Huron	5,530	0.4%
Lapeer	11,833	0.9%
St. Clair	25,968	1.9%
Sanilac	6,721	0.5%
Shiawassee	10,577	0.8%
Tuscola	9,658	0.7%
Michigan	1,362,413	

*\*Due to overlapping time periods, do not use this data for comparison purposes.*

**Source:** U.S. Bureau of the Census, 2008-2012, 2009-2013, 2010-2014 American Community Survey Five-Year Estimates

Figure 22 highlighted below shows that the current disabled population in Prosperity Region 6 is of working age. While a slightly higher share of those who are disabled are male, the difference in shares for men and women is not significant. More African American individuals are disabled in the region than the share of the African American population in the region.

**Figure 22:** Individuals with Disabilities by Demographic Group – 2014  
Prosperity Region 6

Demographic Group	2014	Percent Distribution
Total Population	137,234	100.0%
Sex		
Male	68,727	50.1%
Female	68,507	49.9%
Age		
Under 17	11,891	8.7%
18-64	75,482	55.0%
65 +	49,861	36.3%
Race		
White	115,125	83.9%
Black / African American	16,844	12.3%
Native American	757	0.6%
Asian	576	0.4%
Hawaiian / Pacific Islander	24	0.0%
Some Other Race	504	0.4%
Two or More Races	3,404	2.5%
<i>Ethnicity</i>		
Hispanic	3,344	2.4%

**Source:** U.S. Bureau of the Census, 2010-2014 American Community Survey Five-Year Estimates

Income distribution in Prosperity Region 6 differs widely from the state and within the region itself. Lapeer County is an outlier with slightly higher median household income than the state average. All other communities in the region have significantly lower median household income. The City of Flint’s median household income is half that of the state average.

**Figure 23a: Households in Each Income Bracket**

	Flint	Genesee	Huron	Lapeer	St. Clair
Income \$ 0 - \$9,999	19.50%	9.70%	8.30%	5.60%	7.30%
Income \$ 10,000 - \$14,999	9.90%	6.00%	6.60%	3.30%	5.80%
Income \$ 15,000 - \$24,999	17.80%	12.70%	14.50%	9.40%	12.30%
Income \$ 25,000 - \$34,999	13.50%	12.40%	13.00%	10.30%	11.20%
Income \$ 35,000 - \$49,999	14.40%	15.80%	18.00%	16.60%	15.00%
Income \$ 50,000 - \$74,999	13.80%	18.10%	20.70%	21.20%	20.30%
Income \$ 75,000 - \$99,999	5.40%	11.00%	9.90%	14.60%	12.70%
Income \$100,000 - \$124,999	2.90%	6.50%	4.10%	9.10%	7.10%
Income \$125,000 - \$149,999	1.10%	3.20%	1.60%	3.90%	3.60%
Income \$150,000 +	1.20%	4.20%	2.80%	5.40%	4.30%
Average Household Income	\$37,760	\$58,087	\$52,638	\$68,614	\$61,772
Median Household Income	\$26,724	\$43,186	\$41,049	\$54,756	\$47,876
Per Capita Income	\$15,254	\$23,230	\$22,984	\$25,719	\$24,300

**Figure 23b: Households in Each Income Bracket**

	Sanilac	Shiawassee	Tuscola	Michigan
Income \$ 0 - \$9,999	8.50%	7.40%	7.00%	7.90%
Income \$ 10,000 - \$14,999	6.00%	5.80%	5.60%	5.50%
Income \$ 15,000 - \$24,999	14.10%	12.40%	13.30%	11.30%
Income \$ 25,000 - \$34,999	12.80%	12.20%	11.80%	10.60%
Income \$ 35,000 - \$49,999	17.70%	16.10%	17.30%	14.20%
Income \$ 50,000 - \$74,999	21.30%	21.50%	22.00%	19.10%
Income \$ 75,000 - \$99,999	10.60%	11.80%	12.30%	12.50%
Income \$100,000 - \$124,999	4.70%	6.40%	5.80%	7.70%
Income \$125,000 - \$149,999	1.60%	2.80%	2.30%	4.10%
Income \$150,000 +	2.20%	3.10%	2.10%	6.70%
Average Household Income	\$51,538	\$57,621	\$54,332	\$68,429
Median Household Income	\$42,242	\$45,653	\$45,171	\$50,309
Per Capita Income	\$20,664	\$22,539	\$21,289	\$27,140

**Source:** 2014 ACS

Income disparities are a problem in Prosperity Region 6 with many residents living in poverty. In 2014, 10.8% of the state’s public assistance registrants lived in the region. Compared to the region’s overall share of the state population this is a significant number and share of those living on public assistance. The numbers are dropping, due to lifetime benefit limits in the State of Michigan and many individuals have “run out”, so to speak, of time. While the numbers are dropping, Prosperity Region 6’s workforce system is more heavily utilized by the public assistance population creating a strain on resources. The following figures highlight the number of individuals registered to receive assistance from the state that also have a work requirement.

**Figure 24:** Pubic Assistance Registrants in Michigan by County - 2011 - 2014

County	2011	2012	2013	2014	2011 - 2014 Numeric Change	2011 - 2014 Percent Change	2014 Share of the State
<b>Genesee</b>	43,497	39,861	36,738	35,204	-8,293	-19.1%	6.4%
<b>Huron</b>	1,676	1,444	1,420	1,296	-380	-22.7%	0.2%
<b>Lapeer</b>	5,011	4,590	4,050	3,741	-1,270	-25.3%	0.7%
<b>St. Clair</b>	11,323	10,484	9,579	9,441	-1,882	-16.6%	1.7%
<b>Sanilac</b>	3,011	2,636	2,340	2,110	-901	-29.9%	0.4%
<b>Shiawassee</b>	4,979	4,660	4,258	4,085	-894	-18.0%	0.7%
<b>Tuscola</b>	3,863	3,701	3,435	3,215	-648	-16.8%	0.6%
Michigan	703,529	652,703	588,939	547,047	-156,482	-22.2%	

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

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

Figure 25 indicates that the 2014 population on public assistance in Prosperity Region 6 is primarily female aged 22 to 44, and African American. Compared to the general population demographics in the region these groups are over-represented.

**Figure 25:** Public Assistance Registrants - December 2014 - Prosperity Region 6

Demographic Group	Registrants	Percent of Total
Total	59,092	100.0%
<i>Sex</i>		
Male	27,329	46.2%
Female	31,763	53.8%
<i>Age</i>		
14-15	540	0.9%
16-19	5,483	9.3%
20-21	3,275	5.5%
22-44	37,089	62.8%
45-54	10,129	17.1%
55-64	2,560	4.3%
65+	16	0.0%
<i>Race</i>		
White	37,133	62.8%
Black / African American	14,299	24.2%
Native American	348	0.6%
Other	5,674	9.6%
Hispanic	1,638	2.8%

**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.*

The MWAs and core partners in Prosperity Region 6 have a strong history of working collaboratively to develop and implement regional service strategies, and in a several instances have developed cooperative service agreements. Moving forward, Region 6 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 agreements where they make sense. Special emphasis will be given to improving services to special populations, including veterans and the long-term unemployed, and developing even stronger partnerships with Title II and Title IV core partners.

What follows are several examples of how MWAs in the region have been working together to address regional education and training needs, develop approaches to improve services for hard-to-serve populations, and connect the unemployed with work-based learning opportunities:

- In Region 6, MWAs are working together to optimize implementation of the State of Michigan’s Skilled Trade Training Fund (STTF) which provides competitive awards for employer responsive training that enhances talent, productivity, and employment retention. They are working 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.
- SEMCA is spearheading the Long-Term Unemployed Outreach Initiative, which includes several MWAs in Regions 6, 9 and 10. This initiative is developing service strategies for identifying and engaging the long-term unemployed, which is helping this population



increase their awareness about job opportunities in high demand industries, and encouraging them to access services available at Michigan Works service centers.

- The Macomb/St. Clair Michigan Works! is the administrative agency for both Macomb and Thumb Region Prisoner Reentry Initiative, two of the nineteen such programs in the State for the Department of Corrections. Each Prisoner Reentry Initiative is community-driven through a local steering team. For both MWAs, the team is comprised of community stakeholders derived from key service areas identified in the comprehensive plan from all five counties. Through collaboration, offenders are provided services in their local communities that may include: transitional housing, rental assistance, workforce development assistance, work supplies, transportation passes, assistance in obtaining identification, clothing vouchers, hygiene kits, access to healthcare resources, domestic violence programming, cognitive behavioral programming as well as access to Community Resource Specialists who monitor their cases and provide ongoing assistance.
- Region 6 MWAs are jointly implementing several National Emergency Grants (NEGs). MSCMW! serves as the fiscal agent for the Job Driven NEG, and GSTMW! serves as the fiscal agent for the Sector Partnership NEG. Regional planning funds in the SP NEG are being used to fund development of this regional WIOA plan.
- Macomb/St. Clair County Michigan Works! initiated the Older Worker Initiative, called 55+, in southeast Michigan when they received a DOL grant in 2009. This grant helped create a process now being utilized by many MWAs and service centers, where older workers ages 55 and up are identified and introduced to a 55+ navigator who specializes in providing services to this population. They use special assessment tools to identify their interests and abilities, and provide services that have proven beneficial to this age group. Many centers continue to use these navigators and assessment tools.
- The MWAs in Region 6 share a Career Jump Start Liaison who works to promote Career Technical Education, apprenticeships and the State's MAT2 program across the region. The Career Liaison's job is to identify and support activities that align with the Governor's key initiatives, such as creating more and better jobs; keeping young people in Michigan; restoring our cities; enhancing our national and international image; and revitalizing our educational system.

Since Career Jump Start's inception, the Career Liaison has been responsible for connecting high school students, parents, and educators with information about high demand careers and training programs with a focus on building awareness of shorter-

term credentials, Associate's degrees, and apprenticeships where there is documented employer demand. This year, emphasis is being placed on promoting MAT2 in an effort to increase the overall number of qualified student applications for 2015-2016.

The Region 6 Regional Prosperity Initiative, known as "Accelerate", is the culmination of a collaborative planning process for the region. The RPI in Region 6 is spearheaded by the Flint and Genesee Chamber of Commerce and the Genesee Lapeer Shiawassee (GLS) Region V Planning and Development Commission. It has resulted in a coordinated Federal Economic Development Strategy and State Prosperity Plan. These plans tie together the U.S. Economic Development Administration Comprehensive Economic Development Strategy (CEDS) and the Region 6 Prosperity plans into a single, unified plan expressing a shared economic vision for the region.

Accelerate creates an economic roadmap for unified actions in the region leading to new jobs, international marketing opportunities, and investment. These actions will both strengthen and diversify the regional economy. The roadmap will also help guide the coordinated efforts by local communities across the seven counties in a manner that will positively impact the region as a whole. The following table describes the goals and objectives developed by the Region 6 Regional Prosperity Initiative:

<b>Goals</b>		<b>Objectives</b>
Education	Develop and retain a talented workforce so regional businesses can compete on a global basis.	<p>Identify current and future workforce needs of employers.</p> <p>Provide a range of non-traditional education opportunities to high school students and graduates.</p> <p>Create a regional system that connects workers and employers with programs, best practices, and networks.</p> <p>Promote and develop education/training opportunities. Influence legislation, policy, and budget to promote practices and systems that help produce a talented workforce.</p>
Infrastructure	Develop, create, and maintain an efficient infrastructure that will enable the region to compete in a global marketplace.	<p>Identify gaps in the infrastructure for the region.</p> <p>Prepare a long-term capital improvement plan for infrastructure including water, sewer, energy, and fiber.</p> <p>Improve transportation and broadband access to areas of the region that are underserved.</p> <p>Enhance access to healthcare and wellness programs.</p>
Regional Collaboration	Strengthen existing and create new collaborative partnerships to operate effectively as one voice for regional economic success.	<p>Develop an information initiative for local citizens, businesses, developers, companies, and residents.</p> <p>Ensure that the Accelerate Plan continues to move toward implementation and does not “sit on a shelf.”</p> <p>Solicit participation from all partners in the region.</p> <p>Pursue new funding sources to support regional projects. Identify opportunities for efficiency and impact within regional programs.</p>
Tourism	Develop tourism to enhance the regional economy.	<p>Continue to market tourism within and outside the region, including parks and recreation facilities and programs.</p> <p>Improve lodging and convention facilities throughout the region to support the tourism industry.</p> <p>Measure the effectiveness of marketing and promotion efforts.</p> <p>Improve access to technical assistance and financing for tourism-related businesses.</p>
Economic Development	Develop an ecosystem for creating, attracting, expanding, and retaining businesses throughout the region.	<p>Quantify available and qualified workforce; establish and improve upon training programs.</p> <p>Create industry targeted strategies including advanced manufacturing, information technologies, medical technologies, value-added agriculture, etc.</p> <p>Better prepare the region for business inquiries by enhancing marketing materials, promotion, and business prospect/client responsiveness.</p> <p>Enhance the support network for start-up businesses.</p>
Quality of Life	Create a unique identity and sense of community for the region.	<p>Enhance the viability of downtown centers throughout the region.</p> <p>Encourage redevelopment and renewal in downtowns using private investment and philanthropy.</p> <p>Improve the physical image of the region, especially along key corridors and community entryways.</p> <p>Promote the region to former Michiganders and immigrants looking to raise a family.</p> <p>Enhance the image of the region both internally and externally.</p>

In 2015, Region 6 established the Talent District Career Council (TDCC) which is a regional approach to the former Education Advisory Groups (EAGs). It is comprised of representatives of educational institutions, employers and labor organizations from all seven counties. The TDCC serves in an advisory capacity to all the Workforce Development Boards for all the Michigan

Works Agencies within the region on educational issues including career development programs and career pathways with high schools, community colleges, career and technical education, adult education, prisoner reentry programs, corrections education, veteran programs and college access networks. They also advise on Adult Education, Perkins, and 61b Early College funding.

Region 6 Adult Education Providers have been working closely together to coordinate activities between Title I and Title II. During program year 2014-2015, Region 6 enrolled 523 individuals in to Adult Education programs. Reported outcomes for the Region included: 41% obtained a GED or High School diploma, 26.8% entered employment, 34.5% entered post-secondary education and over 76% retained employment. All but one of these statistics is higher than the state performance measure.

Also in Region 6, the Adult Education Advisory Committee is in the process of developing Adult Education regional goals. Regional professional development is the first of these goals to include training regarding alignment to WIOA; reporting practices; and differentiated instruction to help serve students with barriers to educational enhancement. The second goal is regional marketing strategies to increase the awareness of adult education in East Michigan Region 6. These efforts will allow the region to better serve the population by linking all providers and partner agencies through one site.

Two large-scale initiatives that have been particularly successful are the Southeast Michigan Works Agencies Council (SEMWAC) and the Workforce Intelligence Network (WIN). In both of these cases there are cooperative service agreements that articulate the types of services and activities that will be shared and the obligations of the partners.

SEMWAC is comprised of six MWAs from Regional Prosperity Regions 6, 9 and 10. Together leadership from these MWAs have conducted regional planning activities and implemented many successful regional initiatives aimed at securing and implementing regional grants, building stronger partnerships, and improving communication, collaboration and consistency of service delivery throughout the larger region. Moving forward, SEMWAC will continue to work together to pursue regional grant opportunities, and develop and implement regional service delivery strategies.

What follows are descriptions of several existing SEMWAC regional initiatives that will be continued, and some new service strategies that will help address regional workforce development needs:

- In 2009, the Business Services Network (BSN) was established to help bring business services representatives together from workforce and economic development agencies,

educational institutions and nonprofit organizations from throughout the region. Together these individuals have participated in joint training opportunities, shared best service delivery practices, and helped develop a common business service delivery model being utilized throughout the region. This model encourages leadership and business service representatives from workforce and economic development, education and other institutions to coordinate business outreach activities and collaborate when identifying and meeting employer training, employment and other business needs.

- The SEMWAC Business Services Workgroup comprised of MWA business services staff from Prosperity Regions 6, 9 and 10, has developed and helped implement business service strategies for engaging employers, recruiting new talent, improving access to job ready talent and sharing job leads. This group was also responsible for spearheading development of a regional approach to delivering OJT services and provided EEO training which has helped many businesses improve their hiring practices. Moving forward, this workgroup will work on strategies for engaging large employers and convening successful sector initiatives.
- The 21st Century Rapid Response Workgroup worked with the State's Rapid Response office to develop a common approach to providing rapid response services throughout Regions 6, 9 and 10. This is particularly important in southeast Michigan where many large employers have multiple locations throughout all three regions, and where many of their employees live in different MWA service areas from where they work. Service strategies this workgroup developed include having representatives from several MWAs conducting joint meetings with employers and joint meetings with employees being laid off. In addition, common materials and a video were produced aimed at informing laid off workers about unemployment benefits and available employment services and training and employment opportunities.
- Recently, SEMWAC partners have agreed to start sharing administrative, program and service delivery policies, procedures, forms and other documents on an in-house online document sharing website. This will help with implementation of WIOA, help facilitate MWAs utilization of best practices, and may lead to opportunities for improving services across the region and establishing meaningful cooperative service agreements.

WIN is comprised of six MWAs and ten Community Colleges from Prosperity Regions 6, 9 and 10. WIN was established in 2010 with seed money from the New Economy Initiative, a consortium of 10 large foundations in southeast Michigan. WIN's goals are to:

- Provide current and actionable labor market intelligence to allow for greater regional talent system effectiveness;
- Strengthen and sustains an employer-driven talent system that serves as a resource hub and connection point for regional businesses, industries, and other stakeholders; and

- Improve institutional, local, state, and federal talent development policy through research, thought leadership, and innovative practice.

Several WIN initiatives have resulted in cooperative service agreements between SEMCA, WIN's fiscal agent, and MWAs, Community Colleges and other partners in Regions 6, 9 and 10. What follows are descriptions of several service strategies developed and in most cases managed by WIN.

- WIN has an agreement with all MWAs and Community Colleges in Prosperity Regions 6, 9 and 10 to provide Real Time and other Labor Market Information on a quarterly and as needed basis. This information is utilized by MWAs to inform job seekers and employers about job trends; and by Community Colleges to inform instructors on what types of training and education is needed to meet current and future employment and skill gaps. It is also being utilized by economic development partners to inform businesses about the quality of southeast Michigan's employment pool, including what their qualifications and skills sets are, and how to access training for existing employees. Moving forward, WIN and its partners will continue to explore additional opportunities to utilize this valuable information to attract and retain employers and provide them with a reliable source of qualified employees.
- WIN is currently facilitating implementation of MI Bright Future, a youth-focused, work-based initiative. The overall goal is to address the long-term workforce needs in Michigan, especially in high-demand occupations, by supporting the development of an informed, educated, skilled and experienced talent pipeline. MI Bright Future is a partnership of K-12, workforce development, post-secondary partners, and chambers of commerce. MI Bright Future helps MWAs and their educational partners promote important in-demand careers to students who may otherwise choose to leave the state in search of job opportunities. MI Bright Future is a web-based platform that enables companies to choose their level of engagement with schools and students, that can be accessed from anywhere with an internet connection. Several schools in Macomb County and St. Clair County are currently piloting MI Bright Future.
- WIN has also helped initiate several industry sector initiatives that are resulting in new regional service strategies. Some of these initiatives are described more fully in the sector strategies section below. One in particular, the Advance Michigan Defense Collaborative has resulted in the creation of a Defense Industry Transition Center that provides services to recently separated veterans and people displaced from expired defense contracts. This center is co-located with a One Stop Center in Macomb County and provides virtual services to qualified participants in centers in Region 6.

There are many other cooperative service agreements and informal arrangements between MWAs and between MWAs and their partners in the region. 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.

In addition, there have been and will continue to be many informal arrangements among MWAs and among MWAs and their partners that will continue to bear fruit. This includes:

- MWAs serving participants from each other MWA areas, when they walk in or when they are referred by staff at another MWA to take advantage of a special program or funding that only that MWA offers.
- MWA business services staff sharing job orders across MWAs, and working together on regional job fairs, employer forums, educational opportunities or other special programs.
- MWAs and their partners who collaborate on regional grants, developing and implementing sustainability plans that continue to serve customers after their grant or initiative ends.

Prosperity Region 6 will continue to collaborate on the service strategies described above, and explore opportunities for the coordination of service strategies in the following areas:

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

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

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

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

The MWAs in Prosperity Regions 6, 9 and 10 have a long history of implementing regional industry sector initiatives. These have included the Long Term Care, Community Health, and Tourism and Hospitality Regional Skills Alliances. More recently, these included sector initiatives in Health Care, Technology, Advanced Manufacturing and Hospitality. Currently, MWAs in the region are actively convening several regional sector initiatives including the Advance Michigan Defense Collaborative, the Michigan Academy for Green Mobility Alliance, the InnoState Project and the Advanced Energy Storage Systems Initiative. All of these current sector initiatives match current in-demand industry sectors and occupations within the region, as determined by data collected by the Workforce Intelligence Network.

In addition, there are many other current public-private partnerships in the region that support sector strategies that are being led by county economic development agencies and community partners. Some of these include the Greater Flint Health Coalition, the Michigan Emerging Skills Alliance, and the Eastern Michigan Manufacturing Alliance.

All of these sector initiatives engage employers from throughout the region, and as a result have regional workforce implications. MWAs in the region are very active in 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.

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. The MWAs in the region partner with these schools helping with recruitment and funding training as resources allow.



What follows is a description of 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.

*Advance Michigan Defense Collaborative:* Macomb /St. Clair MW! is the fiscal agent for this \$7 million grant. Macomb/St. Clair Michigan Works! and WIN convenes and staffs this initiative. What follows is a description of some of the activities being implemented:

- Development of a connectivity plan based on an asset map and strengths assessment, that will result in strategies and an action plan to move an overall connected economic development strategy forward.
- The Defense Industry Transition Center provides services to recently separated veterans and people displaced from expiring defense contracts. This center is co-located with a One Stop Center in Macomb County and provides virtual services to qualified participants in other centers throughout the region.
- The regional Connected Life Collaborative, which is developing a plan for a Connected Life Lab aimed at entrepreneurship and commercialization around connected products.
- Development of two to three new cyber range facilities and Merit Secure Sandbox testing centers in the region. These ranges will be assessable to businesses, educators and other non-governmental organizations.
- Piloting a university-based Detroit Regional Cyber Training Center.

This sector initiative will also engage in other activities that will support this initiative including:

- Development of a regional defense supply chain map;
- Participation in a national network of 13,500 members with commercialization interest and expertise;
- Enhancement of the state's bid targeting system (BTS) to better connect suppliers to business opportunities;
- An economic impact analysis of the Michigan defense industry and a defense skills-gap analysis; and
- Development of action plans and staffing support for the Michigan Automated Systems Collaborative and Opportunity Detroit Tech initiatives.

*Michigan Academy for Green Mobility Alliance (MAGMA):* SEMCA is the fiscal agent for this highly successful sector initiative. WIN convenes and staffs this initiative. It is led by a board comprised of representatives from the automotive industry, educational institutions, and MWAs.

- This sector initiative has been addressing automotive manufacturers and their suppliers' needs of engineering and technical talent to support hybrid and electric vehicle design

and manufacturing. The purpose of MAGMA is to ensure the automotive industry has the trained workers they need to grow and prosper in the emerging green economy. The skill development and training provided through MAGMA is in direct response to specific knowledge and skill demands of employers in the automotive manufacturing industry. In response to industry's requirements, education and training institutions support MAGMA by developing learning opportunities that are targeted, innovative, flexible, and have a strong focus on hands-on practical experience.

*The InnoState Project:* SEMCA is the fiscal agent for this sector initiative. It is being convened by WIN staff. Employers from the automotive, aerospace, defense and other advanced manufacturing industries are being served by this initiative.

- InnoState was formed to supplement the region's traditional parts-making economy with a fast-growing community of firms (hereafter, the Cluster) pursuing a different business model. The project team represents regional organizations well positioned to support the cluster's development and growth, including the Workforce Intelligence Network (WIN), the Detroit Regional Chamber Foundation (DRCF), Michigan Manufacturing Technology Center (MMTC) and the National Center for Manufacturing Sciences (NCMS).
- The overall objective for Innostate is for southeast Michigan to become a global destination for firms looking to develop actual products and processes that could buffer the region in economic downturns as well as adding diversity to the regions manufacturing base.
- InnoState has worked with over 112 companies with a track record or strong interest in doing manufacturing for customers who are new product developers, and has helped connect them to product developers and modeling/optimization tool providers.

Although this grant is ending soon, the infrastructure and training and support services developed by the project partners will continue to service this sector for years to come.

*The Advanced Energy Storage Systems Initiative (AESSI):* This initiative, which was convened and staffed by Macomb/St. Clair Michigan Works!, ended in 2015. This initiative served many automotive companies and automotive suppliers, as well as many local fire departments.

- AESSI provided a wide variety of training opportunities for dislocated workers and employees in Region 6, 9 and 10. Courses were developed with employer input by Wayne State University (WSU) and Macomb Community College (MCC).
- Types of training included electric vehicle certificate training, production operator training, CNC certificate training, and first responder training.
- Companies whose employees benefitted from this training included: Bosch, LG Chem, Chrysler, DENSO, alt E, Navitas, Roush, and Isuzu.

- Municipalities whose employees benefited from first responder training include several Macomb County and Genesee County Fire Departments, the Hartland Fire Department, and the Ann Arbor and University of Michigan Fire Departments.

Even though this grant ended in 2015, WSU and MCC continue to provide this training to their students and to incumbent workers throughout the region.

*The Greater Flint Health Coalition (GFHC):* GST Michigan Works! helped establish and continues to fund this sector initiative. GFHC is now a 501(c)3 designated non-profit healthcare coalition, and is a true partnership between healthcare providers and purchasers, consumers, government leaders, insurers, and educators.

- GFHC convenes and facilitates collaboration among major local healthcare employers, community-based organizations, educational institutions, the local workforce development system, and residents
- Its goal is to improve the strength and competitiveness of the healthcare industry by improving job placement and career advancement opportunities and creating sustainable careers for local citizens.
- It addresses the worker and skills shortage for entry, mid-skill, and high-level healthcare occupations by providing educational financial assistance, participant support services, case management, and career exploration programs built upon healthcare employer needs and demands.
- It also operates a comprehensive healthcare sector workforce development program that provides sector-based entry-level training as well as career ladder training for Genesee County and City of Flint adults, dislocated workers, incumbent workers, and youth. It is now exploring expanding operations to other counties in Region 6.

*Michigan Emerging Skills Alliance:* MEMSA is the employer-driven alliance that develops, promotes, and delivers strategic workforce solutions for current industry and emerging markets MEMSA has recently expanded to include five employment sectors including Manufacturing, Health Care, Energy, Information Technology and Agriculture.

- The goal of MEMSA is to help employers find an industry trained workforce with the skill sets required for 21st Century jobs. MEMSA began as a Genesee and Shiawassee County initiative and hopes to expand to the entire Region 6 service area.
- MEMSA assists employers with retooling their talent base, provides job training geared to the job needs of area employers, promotes the economic health and welfare of local business and workers, and helps give Michigan a competitive advantage over other states.

*The Eastern Michigan Manufacturing Association (EMMA):* This group was established to provide a forum for the manufacturing community to get together to discuss local and regional issues affecting them, identify solutions to problems, and to develop collaborative programs and services designed to improve the local business environment.

## **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, Region 6 partners 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 the MWAs in Region 6, as well as those in Regions 9 and 10 to continue to support SEMWAC and WIN activities.

As described above, SEMWAC is comprised of six MWAs from Prosperity Regions 6, 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. Some of the services provided by SEMWAC to the regions include:

- Planning and facilitating regular meetings with MWA Directors and with MWA Administrative Managers.
- Facilitating annual regional planning that helps determine joint goals and priorities.
- Convening the Business Services Network which brings business service representatives together from across the SEMWAC service area to network and share best practices.
- Convening regional staff work groups that research and develop shared service strategies. Most recently this included development of communications, business services and customer service strategies. The Business Services Workgroup is currently developing strategies for working with large employers and convening sector initiatives.
- Providing joint staff development training. Most recently SEMWAC facilitated development of or provided OJT training, EEO training and Customer Services training for staffs from all six MWAs.

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

- Providing Real Time and other Labor Market Information on a quarterly basis to individual MWAs, Prosperity Regions and the WIN service region as-a whole.
- Convening conferences and writing reports. Most recently this included convening a Career Pathways Conference and a Disrupters Conference, and publishing reports on Innovation and Disruption and on Understanding Jobs and Talent in southeast Michigan.
- Providing public relations services by contracting with a public relations firm to develop and implement communications strategies, and contracting with Crain's to help write and disseminate newsletters and news copy for publication in Crain's and other news outlets.
- Convening industry sector initiatives. Currently WIN is convening sector initiatives in, Advance Manufacturing, Defense, and Technology.
- Researching and writing regional grant proposals and managing grant initiatives. Currently WIN is managing and/or providing staffing for the Investing in Manufacturing Partnership, Lightweight Innovation for Tomorrow (LIFT) and Advance Michigan Defense Collaborative, which is being administered by Macomb/St. Clair Michigan Works!.
- Spearheading the MI Bright Future initiative aimed at introducing K-12 students to work-based training opportunities in high demand industries and occupations.

Region 6 also has established administrative arrangements in a number of other areas, and will continue to look for new cost sharing opportunities. Other current initiatives include:

- *National Emergency Grant Initiatives:* MSCMW! serves as the fiscal agent the Region 6 Job Driven NEG and GSTMW! serves as the fiscal agent for the Region 6 Sector Partnership NEG. Some regional planning funds in the SP NEG are being used to fund development of this regional WIOA plan.
- *Joint Procurements:* The MWAs in Region 6 have jointly procured services through their administrative arrangements with SEMWAC and WIN, including procurement of consultants, facilitators, project managers, Crain's, and public relations firms. They have also been able to jointly negotiate pricing to reduce 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.
- *The Long-Term Unemployed Outreach Initiative:* MWAs in Regions 6, 9 and 10 have pooled funds to have SEMCA work with a public relations firm to assess the needs of long-term unemployed, and to develop and implement strategies for increasing awareness about job opportunities in high demand industries and employment services available at Michigan Works service centers.
- *In-Kind Contribution Arrangements:* All of the MWAs in Region 6 make in-kind contributions to support regional initiatives, primarily by subsidizing staff time for their

involvement in the initiatives described in this section and the sector initiative section. This is especially true for fiscal agents who dedicate administrative resources as well.

There are many other cost sharing agreements and informal arrangements between MWAs and between MWAs and their partners in the region. In Region 6 these include:

- Arrangements between MWAs to serve participants from each others' counties;
- Agreements with St. Clair County Community College to provide training services to participants of both GST and Macomb/St. Clair Michigan Works!;
- Agreements with Mott Community College to provide employment services and employment service-related training;
- Agreements between nonprofit organizations and MWAs for providing employment and program delivery services.
- Arrangements with the Michigan Works Association to provide advocacy, education and professional development services for the MWAs and their respect staffs.
- Arrangements with the Veterans Services Division to house Disabled Veteran Outreach Program staffs on site to work with disabled veterans.

## **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 biggest barriers for job seekers in Prosperity Region 6. The MWAs in Region 6 have and are collaborating with many organizations throughout the region to address this critical issue. Unfortunately, given the current state of transportation services in the region and the lack of funding for transportation-related supportive services there has been very little individual MWAs or Region 6 can do to address the immediate concerns of job seekers needing transportation beyond providing limited transportation-related subsidies to qualified participants. However, there are several promising regional transportation planning and development initiatives underway, which should help begin to address this need over the next four years.

The Region 6 Regional Prosperity Initiative has included in its strategies a plan to develop the region's infrastructure including identifying gaps in the infrastructure in the region, preparing a long-term capital improvement plan for infrastructure, and improving access to transportation to areas of the region that are underserved. Currently, DHHS does provide volunteer drivers to help PATH customers with rides to job interviews and other appointments.

The Mass Transit Authority (MTA) in Genesee County provides transportation services to surrounding counties including Lapeer, Saginaw, Livingston and Oakland Counties. The MTA recently completed its 5-year plan, where it lays out plans for expanding services and offering more alternatives to riders. Currently, the 5-year plan states that a majority of its riders are using their services to commute to work and back.

The Blue Water Area Transit in Port Huron, currently provides service to Northern Oakland County and is working with the MWAs and other key partners to expand transportation routes



to other counties. Other transportation authorities in the region provide local bus and curb-to-curb services with limited out of county services available upon request.

### Regional Supportive Services Strategies

The counties in Region 6 have a wealth of organizations that provide a wide variety of supportive services, most of whom work with the MWAs in the region and their service centers. These MWAs contract with many of these supportive services providers, provide subsidies to qualified participants and referrals to all participants.

To date, there has been very limited coordination of supportive services with individual MWAs working with their respective participants and network of providers. Moving forward, the MWAs in Region 6 along with their many partners will 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.

Community Ventures (CV) is a State program that operates in collaboration with GSTMW! in Region 6. Community Ventures is an innovative economic development initiative that promotes employment and social enterprise in the state's most distressed urban areas. CV supportive services strategies include providing wrap-around services that assist with job retention and removal of barriers to employment (e.g., job coaching, transportation, etc.).

Included in the Community Ventures efforts in Region 6 is the creation of an Employer Resource Network (ERN), which is a private-public consortium whose purpose is improved workforce retention through employee support and training. The ERN 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.

MWAs in Region 6 along with their many partners will 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 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.*

The MWAs in Prosperity Region 6 collaborate with many different economic development organizations on a variety of workforce development-related economic development activities and initiatives. Several 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. MWAs often collaborate with these organizations by helping them develop business recruitment and retention strategies, and by providing businesses labor market information and access to MWA business services, training grants and talent. In return, these partnerships help ensure that the MWAs in the region are business driven, and that the workforce system aligns with business needs.

The MWAs in Region 6 are committed to coordinating workforce investment activities with the local economic development partners. MWA leadership have been attending the Regional Prosperity meetings to ensure this coordination working with all the Regional Prosperity partners. MWAs also collaborate with the local EDCs on local, regional and industry specific initiatives, such as the newly forming Manufacturers Coalition(s), being convened in each of the regions service areas.

In addition, to local economic development GSTMW! and MSCMW! work closely with MSU Extension, Small Business Development Center (SBDC) Small 'Agribusiness' Consultants, Conservation Districts and GVSU's SPROUT Lab, to provide connections to "AG-Entrepreneurs" interested in starting a cottage food business, farming, agriculture inventions, expansion of small farm or farm market vendor businesses through the Agriculture Sector networking and workshop opportunities offered by the agency and its partners. Other offerings for entrepreneurial and microenterprise services are available through MSU Extension, community and private colleges and universities.

The Macomb/St. Clair Michigan Works! works closely with the “Workforce Task Force” in St. Clair County which was established to serve the workforce and economic needs of St. Clair County. In addition to representatives of MSCMW!, this group includes representatives of the Economic Development Alliance of St. Clair County, St. Clair Community College, and the Michigan Economic Development Corporation.

The I-69 International Trade Corridor is a strategic commercial gateway between the Midwestern United States and Ontario, Canada. Region 6 MWAs along with the Economic Development Alliance of St. Clair County, the Lapeer Development Corporation, the Flint and Genesee Chamber of Commerce, and the Shiawassee Economic Development Partnership are working together to help the corridor become a focus of economic development in the region.

Both GSTMW! And MSCMW! plan to increase coordination with economic development, help attract and retain businesses; create more customized trainings for new and expanding employers; include business service professionals on worker and employer retention calls; and add more STTF employer meetings and information sessions to increase use of this program. Key to achieving these goals is developing and maintaining strong working relationships with all economic development agencies and organizations 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.*

The two MWAs in Prosperity Region 6 will explore the viability of collectively negotiating and reaching agreement with the Governor and Workforce Development Agency on local levels of performance when and if the Governor provides clear policy guidelines on how such agreements are to be reached. Until that time, the MWAs and their respective Workforce Development Boards and the Chief Elected Officials will individually and independently negotiate and reach agreement with the Governor and Workforce Development Agency on their respective local levels of performance for the performance accountability measures described in Section 116(c) of the WIOA.

**Attachment A: Approval Request**

1. Prosperity Region:	2. Prosperity Region Number:
3. Plan Title(s):  Prosperity Region 6 WIOA Regional Plan for Program Years (PYs) 2016 thru 2019	
4. Policy Issuance Number:  16-XX	5. Plan Period:  July 1, 2016 - June 30, 2020

THE CHIEF ELECTED OFFICIALS AND WORKFORCE DEVELOPMENT BOARDS (WDBs) HEREBY REQUEST APPROVAL  
OF THIS DOCUMENT

Authorized Chief Elected Official: GST Michigan Works!	Date
Authorized Chief Elected Official: Macomb/St. Clair Michigan Works!	Date
WDB Chairperson: GST Michigan Works!	Date
WDB Chairperson: Macomb/St. Clair Michigan Works!	Date

BWT-344 (5/09)

The Workforce Development Agency (WDA), in compliance with applicable federal and state laws, does not discriminate in employment or in the provision of services based on race, color, religion, sex, national origin, age, disability, height, weight, genetic information, marital status, arrest without conviction, political affiliation or belief, and for beneficiaries only, citizenship or participation in any federally assisted program or activity.