
**WIOA Planning Region 6
Local Plan
Mid-Cycle Modification
July 1, 2016 through June 30, 2020**



Approval Request Form

1. MWA Name and Number:

GST Michigan Works!

13

2. Plan Title(s): WIOA Local Plan for Program Years 2016 thru 2019

3. Policy Issuance Number: 16-02 Change 1

4. Plan Period: 7/1/16-6/30/20

The Chief Elected Official(s) and Workforce Development Board hereby request approval of this document. Please insert the printed name for each signature provided below.

Signature of Authorized Chief Elected Official

Date:

Printed Name: Cheryl Clark

Signature of Workforce Development Board Chairperson

Date:

Printed Name: Leanne Panduren

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SECTION II

LOCAL PLAN REQUIREMENTS

Local plans serve as four-year action plans to develop, align, and integrate service delivery strategies and to support the state’s vision and strategic and operational goals. The local plan sets forth the strategy to:

- Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers.
- Apply job-driven strategies in the One-Stop system.
- Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs.
- Incorporate the local plan in to the regional plan per 20 Code of Federal Regulations (CFR) 679.540.

Section 108(b) (1) through (22) of the WIOA requires local boards and CEOs to develop and submit a comprehensive four-year local plan that is consistent with the State Plan and based on an analysis of regional labor market data. The local plan shall include:

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

The regional analysis prepared as part of the regional plan. (*See Section I, #2*)

All of the following data and analysis is representative of WIOA Planning Region 6, which consists of Genesee, Huron, Lapeer, Sanilac, Shiawassee, and Tuscola counties.

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: MI Rehabilitation Services and MI Bureau of Services for Blind Persons

During the initial planning phase, core partners were sent e-mails asking them to identify available data to help understand the nature and special needs of populations served, and to

provide input on the strengths and weaknesses of workforce development activities and the region’s capacity to provide their respective populations with workforce services. The survey questions and responses can be found in the Part II: Workforce Development Activities section.

When the draft regional plan was made available for public comment, core partners were notified and encouraged to make comments on their organizations’ behalf. During the initial public comment phase, no formal comments were made.

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

The below occupations not only display high real-time demand today, but are also projected to continue to grow in the short run (through 2020). Most offer a relatively high wage.

Figure 1: Region 6’s Top 12 Existing/Currently In-Demand Occupations

SOC	Description	Postings Q2 2017	2018 Jobs	2020 Jobs	2018 - 2020 Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
29-1141	Registered Nurses	394	5,446	5,549	103	325	\$33.92	Bachelor's degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	218	2,593	2,661	68	311	\$17.24	Postsecondary nondegree award
41-1011	First-Line Supervisors of Retail Sales Workers	173	1,870	1,896	26	210	\$18.28	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	115	2,038	2,060	22	207	\$14.57	High school diploma or equivalent
11-9199	Medical and Health Services Managers	58	698	710	12	60	\$44.59	Bachelor's degree
37-3011	Landscaping and Groundskeeping Workers	86	1,713	1,781	68	239	\$11.40	No formal educational credential
43-1011	First-Line Supervisors of Office and Administrative Support Workers	53	1,649	1,693	44	184	\$23.53	High school diploma or equivalent
31-1014	Nursing Assistants	60	2,718	2,773	55	332	\$13.27	Postsecondary nondegree award
43-4051	Customer Service Representatives	46	3,421	3,509	88	478	\$14.21	High school diploma or equivalent
41-2031	Retail Salespersons	159	7,247	7,289	42	1062	\$9.74	No formal educational credential
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	47	464	478	14	52	\$27.63	High school diploma or equivalent
21-1093	Social and Human Service Assistants	89	557	569	12	72	\$11.46	High school diploma or equivalent

Source: Bureau of Labor Statistics, Economic Modeling Specialists, Intl (EMSI), Help Wanted Online (HWOL)

- These are occupations that display a high level of real-time job postings online. All are projected to grow in the short-term (through 2020), and about half offer a wage above the state median, \$17.62.
- Two of the current most in-demand occupations in Region 6 require advanced levels of education, such as a bachelor's degree, while the rest present growing opportunities for those with shorter-term training. The hourly pay range is between \$9.74 for Retail Salespersons to \$44.59 for Medical and Health Services Managers (Figure 1).

Emerging In-Demand Occupations

Figure 2 presents occupations that are projected to record solid job expansion over the longer term (until 2028); factors such as high annual job openings and an above average wage were also considered (Figure 2).

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

SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	169	221	31.0%	25	\$38.27	Bachelor's degree
29-1051	Pharmacists	665	755	14.0%	40	\$56.53	Doctoral or professional degree
15-1132	Software Developers, Applications	298	368	23.0%	28	\$36.63	Bachelor's degree
15-1121	Computer Systems Analysts	259	326	26.0%	25	\$36.13	Bachelor's degree
11-3021	Computer and Information Systems Managers	221	265	20.0%	22	\$43.94	Bachelor's degree
11-1021	General and Operations Managers	2,493	2,737	10.0%	234	\$44.03	Bachelor's degree
13-1111	Management Analysts	542	616	14.0%	56	\$35.21	Bachelor's degree
29-1171	Nurse Practitioners	196	239	22.0%	15	\$46.54	Master's degree
11-2021	Marketing Managers	110	140	27.0%	14	\$47.36	Bachelor's degree
17-2072	Electronics Engineers, Except Computer	114	150	32.0%	12	\$43.61	Bachelor's degree
29-1071	Physician Assistants	262	300	15.0%	19	\$52.85	Master's degree
15-1133	Software Developers, Systems Software	99	136	37.0%	11	\$38.58	Bachelor's degree
11-2022	Sales Managers	394	435	10.0%	39	\$44.83	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	324	425	31.0%	46	\$22.78	Bachelor's degree
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	527	667	27.0%	77	\$22.37	Postsecondary nondegree award
49-9051	Electrical Power-Line Installers and Repairers	271	314	16.0%	28	\$32.08	High school diploma or equivalent
25-9031	Instructional Coordinators	160	205	28.0%	21	\$28.37	Master's degree
49-9041	Industrial Machinery Mechanics	895	1,057	18.0%	99	\$23.39	High school diploma or equivalent
41-3099	Sales Representatives, Services, All Other	842	999	19.0%	125	\$22.68	High school diploma or equivalent
11-9199	Managers, All Other	328	363	11.0%	27	\$44.25	Bachelor's degree
29-1123	Physical Therapists	397	441	11.0%	21	\$39.32	Doctoral or professional degree
29-1141	Registered Nurses	5,446	5,821	7.0%	319	\$33.92	Bachelor's degree
13-1199	Business Operations Specialists, All Other	907	1,025	13.0%	98	\$26.12	Bachelor's degree
11-3031	Financial Managers	573	614	7.0%	47	\$48.72	Bachelor's degree
13-1151	Training and Development Specialists	164	208	27.0%	22	\$25.58	Bachelor's degree

Source: Economic Modeling Specialists, Intl (EMSI)

- These are occupations that display promising growth in the long term (through 2028), have high annual openings, and pay over \$20 hourly.
- A majority of the emerging occupations in WIOA Planning Region 6 require advanced levels of education, contrasting the current top occupations. All but four require at least a bachelor's, while five require either a Master's or Doctoral degree. The hourly pay range is between \$22.37 for Telecommunications Equipment Installers and Repairers and \$56.53 for Pharmacists (Figure 2).

In-Demand Middle Skills Occupations

- Figure 3 represents occupations that show high real-time demand, provide a “livable” wage over \$15 per hour, and require training or education beyond high school but less than a bachelor's. While most of the emerging in-demand occupations generally require a bachelor's or higher education, many WIOA Planning 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 25 Currently In-Demand Middle Skills Occupations

SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	527	667	140	27%	77	\$22.37	Postsecondary nondegree award	Moderate-term on-the-job training
49-9041	Industrial Machinery Mechanics	895	1,057	162	18%	99	\$23.39	High school diploma or equivalent	Long-term on-the-job training
41-3099	Sales Representatives, Services, All Other	842	999	157	19%	125	\$22.68	High school diploma or equivalent	Moderate-term on-the-job training
49-9051	Electrical Power-Line Installers and Repairers	271	314	43	16%	28	\$32.08	High school diploma or equivalent	Long-term on-the-job training
47-2152	Plumbers, Pipefitters, and Steamfitters	963	1,029	66	7%	109	\$31.19	High school diploma or equivalent	Apprenticeship
47-2111	Electricians	1,067	1,146	79	7%	129	\$28.51	High school diploma or equivalent	Apprenticeship
29-2061	Licensed Practical and Licensed Vocational Nurses	876	972	96	11%	75	\$23.25	Postsecondary nondegree award	None
33-3012	Correctional Officers and Jailers	565	619	54	10%	53	\$25.25	High school diploma or equivalent	Moderate-term on-the-job training
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	110	138	28	25%	15	\$22.60	High school diploma or equivalent	Long-term on-the-job training
31-2021	Physical Therapist Assistants	226	256	30	13%	31	\$24.04	Associate's degree	None
47-4041	Hazardous Materials Removal Workers	73	94	21	29%	12	\$23.84	High school diploma or equivalent	Moderate-term on-the-job training
29-2032	Diagnostic Medical Sonographers	178	199	21	12%	12	\$29.99	Associate's degree	None
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,414	2,533	119	5%	262	\$24.45	High school diploma or equivalent	Moderate-term on-the-job training
15-1134	Web Developers	95	118	23	24%	10	\$23.11	Associate's degree	None
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	406	454	48	12%	46	\$20.78	Postsecondary nondegree award	Long-term on-the-job training
15-1152	Computer Network Support Specialists	299	334	35	12%	26	\$22.40	Associate's degree	None
43-5061	Production, Planning, and Expediting Clerks	229	268	39	17%	29	\$20.11	High school diploma or equivalent	Moderate-term on-the-job training
53-2012	Commercial Pilots	16	25	9	56%	3	\$36.56	High school diploma or equivalent	Moderate-term on-the-job training
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	333	391	58	17%	38	\$18.79	High school diploma or equivalent	Long-term on-the-job training
47-2073	Operating Engineers and Other Construction Equipment Operators	401	433	32	8%	48	\$22.95	High school diploma or equivalent	Moderate-term on-the-job training
37-3013	Tree Trimmers and Pruners	315	352	37	12%	43	\$20.62	High school diploma or equivalent	Short-term on-the-job training
29-2021	Dental Hygienists	623	645	22	4%	41	\$28.52	Associate's degree	None
47-2211	Sheet Metal Workers	75	88	13	17%	10	\$24.85	High school diploma or equivalent	Apprenticeship
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	62	78	16	26%	9	\$21.82	Postsecondary nondegree award	Moderate-term on-the-job training
49-9052	Telecommunications Line Installers and Repairers	67	99	32	48%	11	\$18.61	High school diploma or equivalent	Long-term on-the-job training

Source: Economic Modeling Specialists, Intl (EMSI)

- Besides the inherent educational specifications, the criteria used were a combination of projected growth (numeric and percent) above the all-occupation average, numerous annual openings, and an above-average hourly wage.

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

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 certifications 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.

Knowledge

Medicine and Dentistry
Biology
Customer and Personal Service
English Language
Psychology

Skills

Active Listening
Reading Comprehension
Speaking
Critical Thinking
Monitoring

Abilities

Problem Sensitivity
Oral Comprehension
Oral Expression
Deductive Reasoning
Inductive Reasoning

Tools, Technologies, and Certifications

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

Tools and Technologies

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

Certifications

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

Information Technology Occupations

Knowledge, Skills, and Abilities

- These positions require an important mix of technical, business, and problem-solving skills. Information technology jobs require knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming. Design and systems analysis skills are also vital.

- Abilities for these occupations are typically related to computer usage and programming. For example, job seekers should have the ability for mathematical reasoning, number facility, and deductive reasoning.

Knowledge	Skills	Abilities
Computer and Electronics	Active Learning	Mathematical Reasoning
Customer and Personal Service	Reading Comprehension	Number Facility
Mathematics	Complex Problem Solving	Oral Comprehension
English Language	Critical Thinking	Problem Sensitivity
Design	Troubleshooting	Deductive Reasoning

Tools, Technologies, and Certifications

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

Tools and Technologies	Certifications
Structured Query Language (SQL)	Web Services
Project Management Information	Top Secret Sensitive Compartmented
Software development	Project Management Professional (PMP)
Oracle Java	Certified Information Systems
Other programming languages	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	Skills	Abilities
Mechanical	Critical Thinking	Arm-Hand Steadiness
Building and Construction	Active Listening	Near Vision
Design	Judgement & Decision-making	Problem Sensitivity

Mathematics
English Language

Time Management
Speaking

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

Tools, Technologies, and Certifications

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

Tools and Technologies

Microsoft Office
 Business development
 Risk Management
 Project management
 (Series 7)

Certifications

Certified Public Accountant (CPA)
 Financial Industry Regulatory Authority (FIRA)
 Certified Internal Auditor (CIA)
 General Securities Representative Exam

Generally Accepted Accounting Principles Chartered Financial Analyst (CFA)

Management and Supervisory Occupations

Knowledge, Skills, and Abilities

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

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

Tools and Technologies

Tools and Technologies

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

Education and Training Alignment with Industries and Occupations

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

A close look at the WIOA Planning Region 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, four of the top 12 existing in-demand, high-wage occupations in WIOA Planning 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 WIOA Planning Region 6 for each of the top 15 existing in-demand occupations.

The education and training availability consists of programs reported to the Integrated Postsecondary Education Data Systems (IPEDS). While a good indicator of the number of programs available in a region, some proprietary trainings or private institutions may not be captured.

Note: The data below does not necessarily encompass all of the education and training opportunities for each occupation in WIOA Planning Region 6. Rather, it provides a snapshot based on the data available within IPEDS. Therefore, some private and other proprietary institutions may not be included.

Figure 4: Education Opportunities for the Top 15 Existing In-Demand Occupations in Region 6

SOC	Description	Postings Q2 2017	2018 Jobs	2020 Jobs	2018 - 2020 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
29-1141	Registered Nurses	394	5,446	5,549	2%	325	\$33.92	Bachelor's degree	1 Certificate 3 Associate's 4 Bachelor's 1 Master's 1 Doctorate
53-3032	Heavy and Tractor-Trailer Truck Drivers	218	2,593	2,661	3%	311	\$17.24	Postsecondary nondegree award	1 Certificate 1 Associate's
41-1011	First-Line Supervisors of Retail Sales Workers	173	1,870	1,896	1%	210	\$18.28	High school diploma or equivalent	1 Certificate 1 Bachelor's 1 Master's
49-9071	Maintenance and Repair Workers, General	115	2,038	2,060	1%	207	\$14.57	High school diploma or equivalent	No programs
11-9111	Medical and Health Services Managers	58	698	710	2%	60	\$44.59	Bachelor's degree	1 Certificate 3 Associate's 6 Bachelor's 2 Master's
37-3011	Landscaping and Groundskeeping Workers	86	1,713	1,781	4%	239	\$11.40	No formal educational credential	No programs
43-1011	First-Line Supervisors of Office and Administrative Support Workers	53	1,649	1,693	3%	184	\$23.53	High school diploma or equivalent	2 Certificates 1 Associate's 2 Bachelor's
31-1014	Nursing Assistants	60	2,718	2,773	2%	332	\$13.27	Postsecondary nondegree award	1 Certificate 1 Bachelor's
43-4051	Customer Service Representatives	46	3,421	3,509	3%	478	\$14.21	High school diploma or equivalent	No programs
41-2031	Retail Salespersons	159	7,247	7,289	1%	1,062	\$9.74	No formal educational credential	1 Associate's
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	47	464	478	3%	52	\$27.63	High school diploma or equivalent	2 Certificates
21-1093	Social and Human Service Assistants	89	557	569	2%	72	\$11.46	High school diploma or equivalent	1 Certificate 1 Associate's 1 Bachelor's
31-9092	Medical Assistants	56	1,432	1,463	2%	169	\$13.58	Postsecondary nondegree award	10 Certificates 6 Associate's 1 Bachelor's
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	75	1,656	1,649	0%	233	\$13.70	High school diploma or equivalent	2 Associate's 1 Bachelor's
43-5081	Stock Clerks and Order Fillers	57	3,351	3,350	0%	431	\$9.78	High school diploma or equivalent	No programs

Source: Integrated Post-Secondary Data System (IPEDS), EMSI, HWOL

Workforce Analysis

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

WIOA Planning Region 6 does not have uniform educational attainment across its diverse counties. The City of Flint and Sanilac county have the lowest levels, with 11.2 percent and 13.1 percent of residents holding a bachelor’s degree or higher, respectively. Compared to the state average of 27.4 percent, these levels are very low. All of the region’s counties have a lower rate of college degrees than the state average. The highest educational attainment in the region is in Genesee county, where 19.9 percent of the adult residents have a bachelor’s degree or higher, still seven percentage points below the average. This represents a major opportunity to improve worker preparation for increasingly high-skilled in-demand jobs.

Figure 5: Educational Attainment

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Population 25 years and over	62,426	278,481	23,515	61,478	29,278	47,519	38,124	6,682,881
High school graduate or higher, number of persons, age 25 years+, 2012-2016	51,925	249,654	20,856	55,469	25,735	43,492	33,996	6,007,910
High school graduate or higher, percent of persons, age 25 years+, 2012-2016	83.2%	89.6%	88.7%	90.2%	87.9%	91.5%	89.2%	89.9%
Bachelor's degree or higher, number of persons, age 25 years+, 2012-2016	6,993	55,427	3,508	10,929	3,839	7,492	5,280	1,831,109
Bachelor's degree or higher, percent of persons, age 25 years+, 2012-2016	11.2%	19.9%	13.1%	17.8%	13.1%	15.8%	13.8%	27.4%

Source: 2012-2016 ACS Five-Year Estimates

Labor force participation rate estimates show that Shiawassee county has closest to the state average rate, with 59.0 percent compared to Michigan’s 61.2 percent. The City of Flint, however, is ten percentage points below the state average. Figure 6 displays these values. These rates have been consistently declining, with fewer individuals of working age participating in the labor force over time. This is not a phenomenon unique to Michigan; much of the United State is seeing the same drop in labor force participation. However, the issue is exacerbated in Michigan due to an aging workforce and slow population growth.

Figure 6: Labor Force Participation

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Total Population 16 years +	76,120	327,754	26,576	71,473	33,626	55,643	44,003	7,953,581
In civilian labor force, count of population age 16 years+, 2012-2016	38,973	186,164	14,962	41,883	19,200	32,829	25,214	4,867,592
In civilian labor force, percent of population age 16 years+, 2012-2016	51.2%	65.8%	56.3%	58.6%	57.1%	59.0%	57.3%	61.2%

Source: 2012-2016 ACS Five-Year Estimates

In 2017, WIOA Planning Region 6 was home to 8.4 percent of the state’s long-term unemployed population, though comprising only 6.9 percent of the state’s population overall. Among the counties in WIOA Planning Region 6, Genesee has the largest population of long-term unemployed individuals. The State of Michigan defines long-term unemployment as individuals who have been unemployed for 27 weeks or more. However, to be considered long-term unemployed, an individual must also meet the three criteria of unemployment: they have not earned any wages for the period; they have been actively looking for jobs; and they were always available to accept a job if offered. Therefore, this classification excludes all categories of marginally attached individuals such as discouraged workers. The long-term unemployed population, as defined this way, should be considered separately to individuals that are disconnected from the labor force. The two groups have overlapping traits but different data availability and may be easily confused.

Figure 7: Long-Term Unemployment

Geography	2015 Total Unemployment	2015 > 26 Weeks Unemployed	2015 % of Total Unemployed	2017 Total Unemployment	2017 > 26 Weeks Unemployed	2017 % of Total Unemployed
WIOA Planning Region 6	19,566	6,472	33.1%	18,039	3,792	21.0%
Genesee County	11,044	3,751	34.0%	10,532	2,148	20.4%
Huron County	881	260	29.5%	831	149	17.9%
Lapeer County	2,866	905	31.6%	2,208	585	26.5%
Sanilac County	1,268	402	31.7%	1,170	236	20.2%
Shiawassee County	1,866	598	32.0%	1,763	333	18.9%
Tuscola County	1,641	556	33.9%	1,535	341	22.2%
State of Michigan	257,787	74,300	28.8%	226,543	45,100	19.9%

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

The unemployment rates for youth are significantly greater than the overall unemployment rate in WIOA Planning Region 6. Overall, individuals aged 16 to 19 have a 27.6 percent unemployment

rate, the highest of any demographic group in the region. This improves to 19.2 percent for those ages 20 to 24, still nearly double the regional unemployment rate of 10.6 percent.

Figure 8: Civilian Labor Market by Demographic Group (2016)
WIOA Planning Region 6

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	320,110	286,212	33,898	10.6%
Sex				
Male 16+	165,671	146,602	19,069	11.5%
16-19	7,445	5,067	2,378	31.9%
20-24	16,845	13,225	3,620	21.5%
25-54	108,096	97,162	10,934	10.1%
55-64	26,497	24,678	1,819	6.9%
65 Plus	6,788	6,470	318	4.7%
Female 16+	154,439	139,610	14,829	9.6%
16-19	7,791	5,963	1,828	23.5%
20-24	16,319	13,570	2,749	16.8%
25-54	99,541	90,714	8,827	8.9%
55-64	24,972	23,722	1,250	5.0%
65 Plus	5,816	5,641	175	3.0%
Race				
White	276,737	252,223	24,139	8.7%
Black / African American	33,581	25,069	8,529	25.4%
Native American	1,038	928	110	10.6%
Asian	2,363	2,214	147	6.2%
Native Hawaiian / Pacific Islander	66	55	11	16.7%
Some Other Race	1,453	1,359	92	6.4%
Two or More Races	5,126	4,291	835	16.3%
Ethnicity				
Hispanic	10,291	8,830	1,431	13.9%

Source: 2012-2016 ACS Five-Year Estimates

Figure 9: Labor Force Trends (2011 – 2017)
WIOA Planning Region 6

Geography	2011	2013	2015	2017	2011 – 2017 Numeric Change	2011 - 2017 Percent Change
WIOA Planning Region 6	317,390	318,759	314,833	316,981	-409	-0.1%
Genesee	182,814	184,480	181,650	183,109	295	0.2%
Huron	16,412	16,382	16,357	15,737	-675	-4.1%
Lapeer	39,862	40,161	39,760	41,114	1,252	3.1%
Sanilac	19,505	19,442	19,494	19,457	-48	-0.2%
Shiawassee	33,632	33,167	33,061	33,525	-107	-0.3%
Tuscola	25,165	25,127	24,511	24,039	-1,126	-4.5%
Michigan	4,685,000	4,724,000	4,751,000	4,884,000	199,000	4.1%

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

Figure 10: Employment Trends (2011 – 2017)
WIOA Planning Region 6

Geography	2011	2013	2015	2017	2011 – 2017 Numeric Change	2011 - 2017 Percent Change
WIOA Planning Region 6	280,608	286,866	295,335	298,942	18,334	6.5%
Genesee	161,919	166,401	170,649	172,577	10,658	6.6%
Huron	14,815	15,002	15,479	14,906	91	0.6%
Lapeer	34,587	35,578	36,894	38,906	4,319	12.5%
Sanilac	17,119	17,387	18,232	18,287	1,168	6.8%
Shiawassee	30,023	30,035	31,204	31,762	1,739	5.8%
Tuscola	22,145	22,463	22,877	22,504	359	1.6%
Michigan	4,198,000	4,308,000	4,493,000	4,657,000	459,000	9.9%

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

Figure 11: Unemployment Rates, Percent (2011-2017)
WIOA Planning Region 6

Geography	2011	2013	2015	2017	2011 - 2017 Rate Change
WIOA Planning Region 6	11.6%	10.0%	6.2%	5.7%	-6.3
Genesee	11.4%	9.8%	6.1%	5.8%	-5.7
Huron	9.7%	8.4%	5.4%	5.3%	-4.5
Lapeer	13.2%	11.4%	7.2%	5.4%	-7.9
Sanilac	12.2%	10.6%	6.5%	6.0%	-6.2
Shiawassee	10.7%	9.4%	5.6%	5.3%	-5.5
Tuscola	12.0%	10.6%	6.7%	6.4%	-5.6
Michigan	10.4%	8.8%	5.4%	4.6%	-5.8

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

Workforce Development Activities

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

Even though the region's economy has improved significantly since the end of the Great Recession, there are still many critical workforce issues within the WIOA Planning Region 6 that still need to be addressed. Based on an analysis of the data, the following workforce issues and solutions continue to be top priorities.

- *Ageing workers leaving the workforce and taking skilled knowledge with them:* GST Michigan Works!, MWAs in Regions 9 and 10, and their partners are working together on grants to encourage more apprenticeship programs with employers. This will help younger workers learn from more experienced workers and will ensure that companies do not lose important knowledge.
- *Educational attainment not matching employer needs:* The GST Michigan Works! is encouraging workers and job seekers to pursue career pathways that lead to industry recognized, portable, stackable credentials so that these individuals are able to fill in-demand jobs and increase their earnings.
- *Job seekers and entry-level workers lack the employability skills necessary for successful employment:* GST Michigan Works! is collaborating with non-profits and other local partners to train job seekers in employability skills making it more likely that they gain and retain employment.
- *Workers need to be upskilled for new technologies:* GST Michigan Works!, the other MWAs in Regions 9 and 10, and their partners are continuing to engage employers and make available workforce programs and funding provided by the state and federal government that will help them upskill their current workers, increasing retention of workers and increasing wages.

Strengths and Weaknesses

To help formulate this plan, core partners from Region 6, 9 and 10 were sent a questionnaire to get their input on workforce system strengths and weaknesses and the region's capacity to

provide the needed workforce development activities. Once these comments were received, a team of MWA directors and lead staff met to review their feedback and identify other strengths and weaknesses in the system. What follows are the questions asked and a summary of the types of comments received.

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

Regional Strengths

- Title I performance goals consistently met.
- Local MWAs within the region are working to be more creative with program design.
- MWAs in all 3 WIOA Regions have embraced a demand driven approach.
- All MWAs are funding and supporting more short-term training programs.
- Community colleges are providing many high-quality learning opportunities.
- MWAs in Regions 6, 9 and 10 work closely with community colleges to plan, fund, and support high demand programming.
- MWAs in Regions 6, 9 and 10 are collaborating to help large employers access MI's Skilled Trades Training Funds.
- MWAs in the all 3 regions partner to provide braided funding to help move job seekers from training to employment.
- The MWAs in Regions 6, 9 and 10 have formed a Business Services Network that meets to discuss best practices and

Regional Weaknesses

- The MWAs in Regions 6, 9 and 10 need additional training for front-line staff.
- There is not enough capacity and funding for all Title 1 programs to be successful.
- MWAs are not always able to meet the needs of individuals with barriers.
- Inflexibility in programs makes it difficult to serve certain special populations.
- Employer involvement is not always as strong as it needs to be.
- There is a disconnect between the labor pool and employer demand. Many in-demand jobs require advanced training that workforce programs cannot fund.
- Transportation issues are a consistent struggle. Many workers are not close to job opportunities and do not have access to vehicles or public transportation.
- The majority of current clients MWAs work with are the hardest to serve.
- MWAs do not have enough funds for employability or soft skills training which are often what workers need the most.

Regional Strengths

- create protocols for working with employers.
- MWAs and partners from all 3 regions participate in joint training opportunities offered by SEMWAC, WIN the Michigan Works Association and the State.
- MWAs augment USDOL and MiLMI data with real time and other labor information to help make sound workforce decisions.
- Information is shared across all MWAs to reduce overlap with employers.
- Many highly skilled job seekers are served at American Job Centers.

Regional Weaknesses

- Performance outcomes often do not measure jobs created by entrepreneurs and contract employees.
- Current funding streams create unnecessary competition between MWAs and their partners. Funding requirements restrict regional sharing and partnering.
- There is a perception by some that clients served by MWAs are unemployable.

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

Regional Strengths

- ESL programming is helping many English language learners secure employment.
- Many new regional partnerships and programs are getting started in this area.
- The region is very connected, helping to bring partners and programs together.
- Adult education partners are reaching out more to MWAs about available programming opportunities.
- Many groups participate in meetings including Adult Education providers, MWAs, and Community Colleges. This

Regional Weaknesses

- The lack of adult education programming capacity is a prevalent issue.
- Required metrics do not align with reality.
- The central cities and many rural areas in each region have underperforming K-12 systems, resulting in extensive remedial needs for many young adults.
- There is not enough funding to support the need for Adult Education

Regional Strengths

results in the development of lasting partnerships and collaboration.

- Program design is strong. Adult education programming follows a traditional K-12 model. They may also use other methods, like distance learning, small group instruction, and open enrollment.
- The primary goal of Adult Education is to prepare students to become lifelong learners with an ultimate goal of employment.
- Adult Education programs serve the needs of employers, by ensuring that someone who holds a high school diploma, or its equivalent possesses the digital literacy, critical thinking skills, basic math, and literacy skills needed in the workforce.

Regional Weaknesses

services, creating geographic gaps in service.

- There is a large population requiring Adult Education services, and current outreach efforts are not sufficient to reach many potential students
- Some Adult Education providers need to improve the availability of programs addressing Employability Skills.
- Traditionally Adult Education students have multiple barriers to success, and better partnerships must be developed to address these barriers.
- Many K-12 schools in the region are not producing graduates with the right skills needed to sustain employment.

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

Regional Strengths

- The Michigan model of fully-integrated American Job Centers is a strength.
- Locally provided workforce services, wrap-around services, and braided funding, help MWAs serve job seekers as best as possible given constraints.
- MWAs in Regions 6, 9 and 10 have created an innovative system for programming that helps provide short-term demand driven training.

Regional Weaknesses

- It is difficult to serve all special populations with current levels of funding and resources.
- Meeting the diverse needs of all customers is difficult even with information sharing and resource sharing.
- MWA staff does not have the capacity to be experts in serving all types of special populations.
- The MWAs have some expertise but must collaborate more with other

Regional Strengths

- Examples of successful short-term employment services programs include boot camps, creative workshops, and in-house classes.
- Employment Services curriculum and program resources are often shared across MWAs in all three regions.
- Examples of shared resources include business services techniques, labor market Information and joint staff training.
- As WIOA Title II is implemented, Adult Ed partners are getting more actively engaged in developing regional solutions.

Regional Weaknesses

- organizations to better serve special populations.
- Many of the hardest-to-serve do not have skills needed to meet employer demand.

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

Regional Strengths

- Partnerships and braided funding are a consistent success, especially with MRS.
- MRS and BSBP are meeting directly with MWA staff more often and participating in the regions' Business Services Network.
- MRS and BSBP have been conducting training sessions for MWA frontline staff.
- There is more collaboration with veteran's organizations to make sure veterans are engaged in MWA initiatives.

Regional Weaknesses

- MRS staff are no longer co-located in one-stop or service centers making partnering more difficult.
- MWAs and MRS do not always collaborate enough to serve the diversity of individuals using the system.
- Need to collaborate more on capacity building, information sharing, and working with a population that is getting more difficult to serve.
- MWAs have concerns about duplicating employer outreach and engagement efforts with MRS.

- BSBP is printing some MWA brochures in Braille for the One Stop centers.
- The MWA and MRS are piloting a G*STARS referral function for better connection and tracking of shared clients.

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

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

1. MWAs and core partners will continue to work towards common metrics across the system to ensure successful strategic partnerships.
2. MWAs and core partners will continue to think regionally and develop better strategies about how to allocate resources to address the most critical needs of both job seekers and businesses.
3. MWAs will continue to explore and develop more regional strategies with core partners.

Important Industry Sectors in WIOA Planning 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 top 12 most in-demand industry sectors in WIOA Planning Region 6. In-demand is defined as those industries with the highest number of job postings, as well as considerations such as high short-term growth between now and 2020 and a relatively high annual wage (over \$35,000, or about \$17.50 hourly). Eight of the top twelve industries have a wage above this level. 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 are a more relevant metric for workforce development. See Figures 1 and 2 for more detail on occupations.

Figure 12: WIOA Planning Region 6's Top 12 In-Demand Industries

SOC	Description	Job Postings, Q2 2017	2018 Jobs	2020 Jobs	2018 - 2020 % Change	Annual Openings	Median Hourly Earnings
29-0000	Healthcare Practitioners and Technical Occupations	787	16,408	16,818	2%	1,074	\$31.88
11-0000	Management Occupations	283	8,445	8,624	2%	767	\$41.76
49-0000	Installation, Maintenance, and Repair Occupations	336	8,866	9,127	3%	977	\$18.57
13-0000	Business and Financial Operations Occupations	115	7,062	7,239	3%	725	\$27.91
47-0000	Construction and Extraction Occupations	244	6,602	6,735	2%	759	\$21.55
17-0000	Architecture and Engineering Occupations	111	2,947	2,969	1%	243	\$31.69
53-0000	Transportation and Material Moving Occupations	522	12,817	13,047	2%	1,686	\$13.78
51-0000	Production Occupations	312	19,741	19,925	1%	2,424	\$15.29
15-0000	Computer and Mathematical Occupations	110	3,137	3,245	3%	274	\$27.40
31-0000	Healthcare Support Occupations	243	8,186	8,422	3%	1,040	\$12.70
43-0000	Office and Administrative Support Occupations	491	30,637	30,705	0%	3,584	\$14.98
25-0000	Education, Training, and Library Occupations	293	12,119	11,489	(5%)	1,068	\$20.62

Source: EMSI, HWOL

Figure 13 highlights the top emerging industries in WIOA Planning Region 6. Emerging industries are those with growing promise for workers, as defined by their rate of growth, considered across total and percentage projected employment change, openings, and median earnings. About half of these emerging industries also offer an average annual wage over \$35,000 (\$17.50 hourly).

Figure 13: WIOA Planning Region 6 Top 12 Emerging Industries

SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 % Change	Annual Openings	Median Hourly Earnings
29-0000	Healthcare Practitioners and Technical Occupations	16,408	17,900	9%	1,049	\$31.88
31-0000	Healthcare Support Occupations	8,186	9,113	11%	1,055	\$12.70
49-0000	Installation, Maintenance, and Repair Occupations	8,866	9,711	10%	963	\$18.57
11-0000	Management Occupations	8,445	8,981	6%	743	\$41.76
13-0000	Business and Financial Operations Occupations	7,062	7,641	8%	712	\$27.91
15-0000	Computer and Mathematical Occupations	3,137	3,508	12%	264	\$27.40
47-0000	Construction and Extraction Occupations	6,602	7,075	7%	755	\$21.55
53-0000	Transportation and Material Moving Occupations	12,817	13,455	5%	1,662	\$13.78
41-0000	Sales and Related Occupations	21,572	22,181	3%	3,182	\$11.03
33-0000	Protective Service Occupations	5,369	5,734	7%	630	\$16.87
45-0000	Farming, Fishing, and Forestry Occupations	1,803	2,063	14%	321	\$11.74
19-0000	Life, Physical, and Social Science Occupations	785	842	7%	80	\$24.09

Source: EMSI

Geographic Factors

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

The WIOA Planning 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, which can be more effectively acted upon by a coordinated effort.

WIOA Planning Region 6 is a relatively large geographic area, representing about 4,000 square miles. The most recent Census estimate puts the region's population at 689,318 individuals, 6.9 percent of the state's population. WIOA Planning Region 6 is also home to 5.0 percent of the state's business establishments and 6.4 percent of the state's employed population. The region is of similar population density to the state, averaging 188 individuals per square mile, compared to the state average of 171 individuals per square mile.

Most workers in the region commute. 67 percent of workers travel more than 10 miles to their jobs each direction, and 43 percent of those travel more than 25 miles each direction, according to data from the LODES survey and Census OnTheMap. However, differences in vehicle ownership may complicate this. The typical Flint household has 1.7 vehicles available, while the typical household in the rest of the region has closer to two, according to American Community Survey data.

Also, of note are the housing ownership and vacancy rates in WIOA Planning Region 6's communities. Census data shows that in 2016 over 25 percent of housing units in the City of Flint were vacant, while estimates from city sources note that the rate must be much higher. The vacancy rate in Huron county is 34.4 percent, more than double the state average. The lowest vacancy rate in WIOA Planning Region 6 is in Shiawassee county, with only 8.6 percent of homes vacant. This disparity between the smaller thumb area counties, the City of Flint, and other parts of the region cannot be overemphasized.

Parts of the 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 individuals 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 yet covers nearly 4,000 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 individuals live. According to OnTheMap data, nearly 50 percent of residents in WIOA Planning Region 6 commute outside of the region for their primary job and 18.8 percent commute more than 50 miles each direction for work.

Demographic Characteristics

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

WIOA Planning Region 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 areas in the state, but also contains wealthy suburbs, vacation towns, and poverty stricken rural areas. The vast differences in income and other economic, demographic, and geographic factors represent exceptional challenges in the region.

Many job opportunities available in close geographic range for residents may be out of reach for other reasons. This is because the fastest growing jobs and the bulk of the hiring in the region are for occupations that require post-secondary training and often a bachelor's degree.

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

Figure 14: Population Demographics

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Total Population	98,918	413,090	32,021	88,310	41,761	67,650	53,282	9,909,600
White	39,988	309,146	31,183	84,523	40,382	66,636	52,121	7,817,827
White Percent of Total	40.4%	74.8%	97.4%	95.7%	96.7%	96.9%	96.5%	78.9%
Black or African American	53,757	83,620	125	1,094	233	293	666	1,376,446
Black or African American Percent of Total	54.3%	20.2%	0.4%	1.2%	0.6%	0.4%	1.2%	13.9%
American Indian and Alaska Native	319	1,601	137	276	138	178	139	52,891
American Indian and Alaska Native Percent of Total	0.3%	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%	0.5%
Asian	190	4,068	196	383	149	346	186	276,769
Asian Percent of Total	0.2%	1.0%	0.6%	0.4%	0.4%	0.5%	0.3%	2.8%
Native Hawaiian and Other Pacific Islander	24	103	0	25	2	21	0	2,492
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two or more races	3,912	12,434	279	1,488	634	1,150	732	271,798
Two or more races, Percent of Total	4.0%	3.0%	0.9%	1.7%	1.5%	1.7%	1.4%	2.7%
Hispanic or Latino, of any race*	3,869	13,426	698	3,982	1,520	1,899	1,714	474,381
Hispanic or Latino Percent of Total*	3.9%	3.3%	2.2%	4.5%	3.6%	2.8%	3.2%	4.8%

Source: 2012-2016 ACS Five-Year Estimates

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

WIOA Planning Region 6 is also home to 7.5 percent of the state’s veteran population, with the majority residing in Genesee county.

Figure 15: Veteran Population

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Veterans, 2012-2016	4,454	24,969	2,429	6,054	2,824	4,786	4,249	602,630
Share of Veterans in the State	0.7%	4.1%	0.4%	1.0%	0.5%	0.8%	0.7%	100.0%

Source: 2012-2016 ACS Five-Year Estimates

The age distribution in WIOA Planning Region 6 generally reflects state’s demographic distribution, excepting the City of Flint and Huron county. The City of Flint has a significantly higher population of young people and children, referring to those under 5 and under 18, while

Huron county has a significantly higher population of older individuals, referring to those over 65.

Figure 16: Age Distribution (2016)

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Total Population	98,918	413,090	32,021	88,310	41,761	68,800	54,014	9,909,600
Persons under 5 years	7,514	24,969	1,539	4,391	2,240	3,552	2,715	573,965
Persons under 5 years, Percent	7.60%	6.0%	4.8%	5.0%	5.4%	5.2%	5.0%	5.8%
Persons under 18 years	25,719	97,076	6,276	19,517	9,313	15,342	11,613	2,505,495
Persons under 18 years, Percent	26.0%	23.5%	19.6%	22.1%	22.3%	22.3%	21.5%	25.3%
Persons 65 years and over	11,757	64,522	7,504	14,016	8,124	11,284	9,907	1,527,698
Persons 65 years and over, Percent	11.9%	15.6%	23.4%	15.9%	19.5%	16.4%	18.3%	15.4%

Source: 2012-2016 ACS Five-Year Estimates

WIOA Planning 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. Figure 17 details these populations. In Figure 18, it is evident from the Census data shown that less than three percent of WIOA Region 6 county households have limited English language proficiency, compared to the state average of 1.8 percent.

Figure 17: Foreign-born Population

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Foreign-born persons, 2012-2016	1,220	9,977	483	2,456	593	669	524	632,482
Foreign-born persons, percent, 2012-2016	1.2%	2.4%	1.5%	2.8%	1.4%	1.0%	1.0%	6.4%
Language other than English spoken at home, number of persons, age 5 years+, 2012-2016	2,926	14,166	932	1,833	1,833	1,219	1,436	865,075
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	3.2%	3.6%	3.1%	4.4%	4.6%	1.9%	2.8%	9.3%

Source: 2012-2016 ACS Five-Year Estimates

Figure 18: Limited English Speaking Households

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Limited English-speaking households, 2012-2016	169	917	23	254	91	92	55	67,920
Limited English-speaking households, percent of total, 2012-2016	0.4%	0.6%	0.2%	0.8%	0.5%	0.3%	0.3%	1.8%

Source: 2012-2016 ACS Five-Year Estimates

As Figure 19 illustrates, all communities in WIOA Planning Region 6 have a larger presence of the disabled population than the state average. At least 12 percent of the under 65 population in Genesee and Tuscola counties have a disability. This disparity is even more pronounced in the city of Flint, in which 18 percent of individuals under 65 have a disability.

Figure 19: Population Under 65 with a Disability

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Persons with a disability, under age 65 years, 2012-2016	15,518	44,275	2,612	7,637	3,881	6,641	6,246	862,578
With a disability, under age 65 years, percent of total, 2012-2016	18.0%	12.7%	10.7%	10.4%	11.6%	11.6%	14.3%	10.4%

Source: 2012-2016 ACS Five-Year Estimates

Figure 20 below indicates that 8.2 percent of the state’s disabled population resides in WIOA Planning Region 6. The region is home to 6.9 percent 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.

*Note that regional percentages do not add up to state total.

Figure 20: Individuals with Disabilities by County (2016)
WIOA Planning Region 6

Geography	2012 – 2016 Estimate	2012 – 2016 Share of State*
Genesee County	67,931	4.9%
Huron County	5,154	0.4%
Lapeer County	12,618	0.9%
Sanilac County	6,867	0.5%
Shiawassee County	10,667	0.8%
Tuscola County	10,075	0.7%
State of Michigan	1,394,263	100.0%

Source: 2012-2016 ACS Five-Year Estimates

Figure 21, shown below, shows that over half of the current disabled population in WIOA Planning Region 6 is of working age. While a slightly higher share of those who are disabled are female, 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 21: Individuals with Disabilities by Demographic Group (2016)
WIOA Planning Region 6

Demographic Group	Individuals	Percent Distribution
Total Population	113,312	100.0%
Sex		
Male	55,778	49.2%
Female	57,534	50.8%
Age		
Under 17	9,512	8.4%
18-64	61,780	54.5%
65 +	42,020	37.1%
Race		
White	92,683	81.8%
Black / African American	16,340	14.4%
Native American	570	0.5%
Asian	308	0.3%
Hawaiian / Pacific Islander	42	0.0%
Some Other Race	477	0.4%
Two or More Races	2,892	2.6%
Ethnicity		
Hispanic	3,075	2.7%

Source: 2012-2016 ACS Five-Year Estimates

Income distribution in WIOA Planning 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 just over half the state average.

Figure 22: Households in Each Income Bracket

	Flint City	Genesee County	Huron County	Lapeer County	Sanilac County	Shiawassee County	Tuscola County	State of Michigan
Total Households	40,046	166,244	13,885	32,757	16,881	27,480	21,459	3,860,394
Households with Income of \$0-\$9,999	8,134	15,998	1,095	1,613	1,277	1,680	1,397	299,722
Households with Income of \$0-\$9,999, Percent	20.3%	9.6%	7.9%	4.9%	7.6%	6.1%	6.5%	7.8%
Households with Income of \$10,000-\$14,999	4,485	10,602	818	1,327	987	1,369	1,243	204,099
Households with Income of \$10,000-\$14,999, Percent	11.2%	6.4%	5.9%	4.1%	5.8%	5.0%	5.8%	5.3%
Households with Income of \$15,000-\$24,999	6,967	20,627	1,744	3,191	2,464	3,456	2,660	428,734
Households with Income of \$15,000-\$24,999, Percent	17.4%	12.4%	12.6%	9.7%	14.6%	12.6%	12.4%	11.1%
Households with Income of \$25,000-\$34,999	5,502	20,299	1,890	3,289	2,084	3,191	2,804	414,604
Households with Income of \$25,000-\$34,999, Percent	13.7%	12.2%	13.6%	10.0%	12.3%	11.6%	13.1%	10.7%
Households with Income of \$35,000-\$49,999	5,865	26,557	2,369	5,125	3,016	4,561	3,952	552,450
Households with Income of \$35,000-\$49,999, Percent	14.6%	16.0%	17.1%	15.6%	17.9%	16.6%	18.4%	14.3%
Households with Income of \$50,000-\$74,999	5,102	29,635	2,869	7,440	3,263	5,750	4,253	714,153
Households with Income of \$50,000-\$74,999, Percent	12.7%	17.8%	20.7%	22.7%	19.3%	20.9%	19.8%	18.5%
Households with Income of \$75,000-\$99,999	2,162	17,994	1,509	4,321	1,832	3,420	2,469	463,821
Households with Income of \$75,000-\$99,999, Percent	5.4%	10.8%	10.9%	13.2%	10.9%	12.4%	11.5%	12.0%
Households with Income of \$100,000-\$149,999	1,371	15,967	1,090	4,448	1,389	2,972	1,944	471,265
Households with Income of \$100,000-\$149,999, Percent	3.4%	9.6%	7.9%	13.6%	8.2%	10.8%	9.1%	12.2%
Households with Income of \$150,000-\$199,999	257	4,981	238	1,286	320	722	483	164,910
Households with Income of \$150,000-\$199,999, Percent	0.6%	3.0%	1.7%	3.9%	1.9%	2.6%	2.3%	4.3%
Households with Income of \$200,000+	201	3,584	263	717	249	359	254	146,636
Households with Income of \$200,000+, Percent	0.5%	2.2%	1.9%	2.2%	1.5%	1.3%	1.2%	3.8%
Average Household Income	\$35,576	\$58,131	\$55,245	\$67,158	\$54,148	\$59,369	\$55,322	\$68,928
Median Household Income	\$25,650	\$43,246	\$43,082	\$54,174	\$42,037	\$48,470	\$44,193	\$50,803
Per Capita Income	\$14,923	\$23,755	\$24,455	\$25,373	\$22,510	\$23,927	\$22,511	\$27,549

Source: 2012-2016 ACS Five-Year Estimates

Income disparities are a problem in WIOA Planning Region 6, with many residents living in poverty. In 2017, 9.2 percent of the state’s public assistance registrants lived in the region. Compared to the region’s overall share of the state population (6.9 percent) this is a significantly larger share of those living on public assistance. The numbers are dropping, primarily due to changes in policy such as lifetime benefit limits in the State of Michigan. Despite this, WIOA Planning 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 that are registered to receive assistance from the state, assuming that work requirements are met.

Figure 23: Public Assistance Registrants in Michigan by County (2014 – 2017)
WIOA Planning Region 6

Geography	2014	2017	2014 - 2017 Percent Change	2017 Share of the State
Genesee County	35,204	28,518	-19.0%	6.7%
Huron County	1,296	980	-24.4%	0.2%
Lapeer County	3,741	2,939	-21.4%	0.7%
Sanilac County	2,110	1,478	-30.0%	0.3%
Shiawassee County	4,085	2,836	-30.6%	0.7%
Tuscola County	3,215	2,544	-20.9%	0.6%
State of Michigan	547,047	425,786	-22.2%	100.0%

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

Source: Michigan Department of Health and Human Services

Figure 24 indicates that the 2017 population registered for public assistance in WIOA Planning Region 6 is primarily female, and also aged 22 to 44 (63 percent).

Figure 24: Public Assistance Registrants (June 2017)
WIOA Planning Region 6

Demographic Group	Assistance Program Registrants	Percent of Total
Total	39,295	100.0%
Sex		
Male	18,323	46.6%
Female	20,972	53.4%
Age		
14-15	311	0.8%
16-19	2,920	7.4%
20-21	1,814	4.6%
22-44	24,924	63.4%
45-54	7,062	18.0%
55-64	2,264	5.8%
65+	0	0.0%
Race		
White	23,177	59.0%
Black / African American	11,360	28.9%
Native American	338	0.9%
Other	3,192	8.1%
Ethnicity		
Hispanic	1,228	3.1%

Source: Michigan Department of Health and Human Services

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

GST Michigan Works! (GSTMW!, also referred to as MWA, for Michigan Works Agency) has aligned its vision and goals with those outlined in the State plan and with other core programs. GSTMW! will provide leadership around talent and employment issues and support the development of strategies ensuring a pipeline of talent that will attract and retain businesses in the local area and facilitate implementation of these strategies. These strategies will be inclusive of all individuals, including youth and individuals with barriers to employment.

The MWA’s talent investment strategies include supporting a demand-driven workforce system by:

1. Alignment of workforce development with economic and community development.
 - Engagement with the Rising Tide Initiative in Lapeer County
 - Participation in the I-69 corridor plan implementation
 - Assisting with attraction proposals for new companies when requested by economic development entities

2. Implementing employer responsive training to enhance talent outcomes, productivity, and employment retention, while increasing the quality and competitiveness of businesses.
 - Promote STTF grants in all six counties with minimum of 50% of counties represented in successful grants annually
 - Engagement with trades representatives covering the six counties to provide qualified vetted/screened applicants for apprenticeships as requested
 - Increasing number of employers engaged each year
 - Successfully operate the current NEG grant in the region
 - GSTMW! will actively analyze local and regional labor market intelligence to assess the ever-changing economic landscape –including WIN and regional state LMI information annually providing internal training to career coaches and Business Service Professionals.
 - GSTMW! will update our In-Demand Occupation List to be reflective of employment needs in our local and regional communities, while targeting education and training opportunities for customers that meet the needs of these identified industries.
 - GSTMW! will increase labor market information provided to in-school and out of school partners in collaboration with talent tours to in-demand employers within the region with minimum of three tours annually.

3. Supporting a comprehensive talent investment strategy that ensures available resources have the greatest impact possible for job creators and residents within the MWA service delivery area. The Michigan Works Workforce Development Board (WDB) and Governing Board support the Strategic Vision described in the Michigan Workforce Innovation and Opportunity Act (WIOA) Plan and are committed to working with partners in the core programs to ensure goals outlined by the State are successfully incorporated within the local area and region. Specific activities and strategies are discussed in this plan with the expectation that the plan will be modified and adapted as WIOA regulations and guidance are updated and core program partners develop further coordination throughout the life of the plan.
 - Supporting the MITC by making decisions on approving training providers in less than 10 days if all information is provided.
 - Monitoring performance of local training providers for all TIA/WDA funded training including WIOA and TANF.

- Connecting with students/participants from local Job Corps and Youthbuild programming to offer concurrent or continued workforce development services as programs conclude.
 - Establishing career services connections with service providers of training which meet demand careers criteria.
 - Working collaboratively with education and training providers especially when opportunities for braiding funding using non MWA grant funds make training/education affordable for participants.
 - Promoting the GED to Work Initiative, STTF, Going Pro Initiative, Advance Michigan Catalyst and Apprenticeships.
4. Monitoring the MWA’s performance and assessing the effectiveness in continuous improvement of workforce investment activities.
- Continue evaluation of diverse modes of providing services in the six county MWA territory, identifying areas for consolidating procedures.
 - Identify additional policy and procedure needs for the MWA.
5. Assisting the structurally unemployed with financial independence.
- Providing business service assistance to a broad range of employers providing opportunities for job seekers who are establishing their first employment experience to residents seeking higher level family sustainable wages
 - Operating the Flint NEG water project grant, providing over 622 residents with work experience during the 2 ½ year life of the project ending September 2018
 - Maintaining relationships with and support of community resources providing financial literacy and credit counseling in the MWA area
 - Participate in and promote the Business Resource Network(s) in Genesee County
- ***Expected levels of performance for Adult, Dislocated Worker, Youth, Adult Education and Literacy, and Wagner-Peyser, as described in the WIOA Section 116(b)(2)(A).***

Below are GSTMW!’s negotiated performance goals for PY 2016-2018.

PY 2016-18 Performance Goals

GST Michigan Works!	Adults	Dislocated Workers	Youth	Wagner-Peyser *
Employment Rate 2nd Quarter After Exit	79%	86%	73%	72%
Employment Rate 4th Quarter After Exit	66%	76%	64%	65%
Median Earnings 2nd Quarter After Exit	\$5,200	\$6,956	Baseline	\$7,308

Credential Attainment within 4 Quarters After Exit	50%	63%	70%	N/A
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- ***A description of the local board’s strategy to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals.***

One strategy the MWA is utilizing an “operations committee”. This workgroup will be comprised of MWA staff, WDB members, required partners and providers necessary to align local resources to carry out core programs.

The MWA has developed Memorandum of Understandings (MOUs) with required partners according to state policy. In addition, Infrastructure Funding Agreements are being developed with partner agencies.

GSTMW! is collaborating with Michigan Rehabilitation Services by piloting the G*STARS referral function for better connections, referrals, co-enrollment and tracking. Select MRS staff will be trained to use the G*STARS system to use for tracking of shared clients and to make and receive referrals. Select GSTMW! staff have been identified, representing WIOA, PATH and Employment Services, and during the pilot phrase will be the only staff coordinating with the MRS staff. Additionally, a G*STARS kiosk will be set up in the MRS suite to track the traffic flow of shared MRS and GSTMW! clients. Should this process work effectively for both parties, the referral system will be expanded to include all required partners under WIOA.

The MWA will work collaboratively with other South East Michigan MWAs in the development of regional plans through active participation in Workforce Innovation Network (WIN) initiatives and SEMWAC by participating in executive meetings and workgroups including planners and business services.

The MWA will continue streamlining of service delivery in Shiawassee and Genesee County through reduction of service providers, increased supervision by MWA staff and stronger linkages between Employment Services and WIOA adult, youth and dislocated worker programs.

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

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

GST Michigan Works! delivers the workforce development system in the local area. The delivery of services is available to businesses and job seekers, including veterans, migrant and seasonal farm workers, individuals with disabilities, ex-offenders, welfare to work participants and the general public.

Access to services is provided through GSTMW!'s One-Stop Service Centers or through referrals to various programs. GSTMW! administers (but not limited to) the following grants: Workforce Innovation and Opportunity Act (WIOA) - Adult, Dislocated Worker and Youth programs, Wagner-Peyser Employment Services (WP), Partnership Accountability Training Hope (PATH), Jobs for Michigan Graduates (JMG), Foster Care Summer Youth Employment Program for Chafee-Eligible Youth, Trade Adjustment Assistance (TAA), Food Assistance Employment & Training (FAE&T), Going Pro Initiative, STTF, Advance Michigan Catalyst, Fidelity Bonding and National Emergency Grants (NEG). Additionally, each Center provides referrals (to and from) for services regarding Veteran Services, Migrant & Seasonal Farm Workers (MSFW), Offender Success, Department of Health and Human Services (DHHS), Career and Technical Education (CTE), Adult Education and Literacy, Unemployment Insurance Agency (UIA), Job Corps, AARP, Community Services Block grants, Vocational Rehabilitation (Michigan Rehabilitation Services and Bureau of Services for Blind Persons), HUD, Centers for Independent Living and disability networks. GSTMW! collaborates with and participates in strategic partnerships with Michigan Economic Development Corporation (MEDC) and local Economic Development Corporations (EDCs) to support economic development and job creation efforts. GSTMW! partners with the public and independent colleges and universities in the development of training programs to meet employer needs. In addition, GSTMW! works with Social Impact Philanthropy & Investment (SIPI) and Automation Movers International to develop and provide short term training to meet the needs of employers.

The MWA Service Centers provide One-Stop access to key workforce investment programs and partners, promoting seamless service delivery to employers, students, persons with disabilities, veterans, welfare recipients, migrant and seasonal farm workers, ex-offenders, unemployed, under employed, and employed individuals. A core set of services is available at each Service Center location free of charge.

Customers in the One Stops may also receive referrals to health and human services providers, such as mental health, transportation services, 211/United Way, pregnancy resources and legal services to name a few. Furthermore, a MSFW staff person is available at the Lapeer County office. A Veteran's specialist works in Huron, Genesee, Sanilac, Tuscola and Lapeer offices, as well as, the State of Michigan - Veteran staff that are housed throughout the MWA in select service centers. This assures that programs are operated in the most effective manner.

Placed in Employment Services in the Flint One Stop, a Community Resource Navigator serves programs funded through GSTMW! Key functions include researching, maintaining and sharing community resource information with participants and staff. The navigator maintains an information resource area with flyers from numerous community agencies meeting needs in the areas of legal, food, transportation, housing, adult education and others. In addition, free notary services are available enabling clients to complete a key step in applying for utility and other emergency services. Returning citizens is an area of focus for the navigator. Also, soft referrals to many community agencies are available.

The MWA is collaborating as a MI Bridges Community Partner. This partnership will engage GSTMW! with Michigan Department of Health & Human Services (MDHHS) in spreading the word about the revised MI Bridges site, connecting with clients and assisting applicants. This also connects with the statewide 211 referral and information system, facilitating connection of Michigan residents with needed services. GSTMW! will be engaged as a navigation partner, referral partner and access partner.

GST Michigan Works! is developing positive and cooperative relationships with State of Michigan agencies such as Michigan Rehabilitation Services (MRS), Department of Health & Human Services (DHHS), the Bureau of Services for Blind Persons (BSBP), Unemployment Insurance Agency, the Department of Education and others. The MWA can better serve our customers (both employers and job seekers) through unduplicated, coordinated services. By establishing common practices across the Talent System, GSTMW! and its partners hope to assure that our customers will have consistent quality of service, no matter where they enter the system. GSTMW! works cooperatively with the core program providers and others to implement common practices across the region, track performance, and measure customer satisfaction to ensure quality of service.

GSTMW! is presently working intently with the State Vocational Rehabilitation (VR) offices, the local Intermediate School Districts (ISDs), the Career & Educational Advisory Council (CEAC), Adult Education and Literacy providers, and the many private and public colleges and universities located in our MWA area to provide service alignment through programs authorized under the Carl D. Perkins Career and Technical Education Act. Many of these stakeholders are represented on the GSTMW! Workforce Development Board (WDB) and the CEAC. Although the Bureau of Services for Blind Persons is not a member of the WDB, a representative for the Bureau attends the WDB meetings on a regular basis. The MWA is building a stronger relationship with the Bureau and hopes to engage the Bureau in workgroup and/or subcommittee work. The MWA works, and will continue that work, with these partners to align services and build greater efficiencies within the Talent System.

Additional strategies GSTMW! will use to work with entities carrying out core programs and other workforce development programs to provide service alignment may include: required partner meetings, co-enrollment, common data base (being developed by State of Michigan), co-location, sub-committee work, and joint strategic planning.

GST Michigan Works! operates one Service Center in five counties and has two centers in Genesee county. The Flint Service Center is a full-service center, the other five are satellite centers. Each center is open at a minimum, Monday through Friday from 8:00 a.m. to 5:00 p.m. They are located at:

Huron County Service Center
614 N. Port Crescent Street
Bad Axe, MI 48413

Genesee County Service Center
711 N. Saginaw St.
Flint, MI 48503

Lapeer County Service Center
550 Lake Drive
P.O. Box 600
Lapeer, MI 48446-0600

Sanilac County Service Center
575 W. Sanilac
P.O. Box 147
Sandusky, MI 48471-0147

Tuscola County Service Center
1184 Cleaver Road
Caro, MI 48723

Shiawassee County Service Center
1975 W. M-21, Second Floor
Owosso, MI 48867

Fenton Service Center
4045 Owen Road
Fenton, MI 48430

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

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

GST Michigan Works! Service Centers provide the One-Stop access to key workforce investment programs and partners, promoting a seamless delivery to employers, students, persons with disabilities, public assistance recipients, veterans, migrant and seasonal farmworkers, ex-offenders, persons eligible for Adult Education, persons referred from the DHHS, employed, unemployed, and underemployed individuals.

The MWA is expanding access to employment, training, education and supportive services through a variety of avenues. The MWA recently updated its webpage, continues to expand its social media presence and outreach with Facebook, Twitter and LinkedIn. In addition, with a click of a button on our webpage the site is translated to eight languages to broaden our outreach to the various populations in the region. Our web page showcases the MWA's upcoming events with easy access for registration. Furthermore, the MWA uses targeted marketing strategies and partnerships to outreach to specialized populations, such as Dislocated Workers, Persons with Disabilities and Out of School Youth for employment, training and education opportunities. MWA staff serve on the local county human services councils to leverage resources and programs, as well as, have wider access to best practices. The MWA reviewed and updated its internal policies to broaden the eligibility definitions to expand access to employment, training, education and supportive services within the MWA region.

GSTMW! has added an EEO banner to the top of its webpage so that with one click the individual can quickly access all EEO information. In addition, the MWA's website is "Bobby" compliant.

To facilitate the development of career pathways and co-enrollment, GST Michigan Works! is in the process of strengthening its youth programs and improving its linkages to Adult Education, JMG, GED, and CTE. The MWA is administering the GED-To-School program. For successful applicants this program will cover the cost of GED testing fees.

Additionally, the MWA continues to engage in career talent tours, one stop tours and career exploration with high school students. The MWA staff promote CTE and apprenticeships across the region. The goal of the MWA is to identify and support activities that align with the Governor's key initiatives, such as creating more and better jobs; keeping our youth – our future – here; restoring our cities; enhancing our national and international image; revitalizing our educational system; and winning in Michigan through relentless positive action. One of the goals of the CEAC and MWA is to connect 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 degrees, and apprenticeships where there is documented employer demand.

GST Michigan Works! has applied for and received a Going Pro Apprentice Readiness Training grant from the Michigan Talent Investment Agency to serve adults and K-12 students in our six-county regional area. The apprenticeship readiness training will help build the literacy, math, and work-readiness skills employers require for individuals to successfully enter Professional Trades Registered Apprenticeships. The training is designed to ensure potential employees have the skills required for in-demand jobs and employers have the professional talent they need to grow and thrive, while threatened by their aging of their workforce. GSTMW! will prepare 15-20 adults for acceptance into Registered Apprenticeships or Pre-apprentice training. GSTMW! will also assist our K-12 CTE partners, in six counties, to train staff to enable them to prepare graduating seniors for high-wage, high-demand job opportunities in the professional trades that do not require a bachelor's degree.

GSTMW! offers the Jobs for Michigan Graduate (JMG) program. JMG is a state-based affiliate of the national Jobs for America's Graduates (JAG) program and is committed to raising graduation and employability rates for Michigan youth. Programming emphasizes completion of a high school diploma or GED and successful transition into employment, post-secondary education, and/or the military. In PY 2016, JMG achieved a 93% graduation rate with 71% of graduates entering employment, post-secondary education, and/or the military.

The CEAC engages in discussions on career pathways, Adult Education, credentials and co-enrollments. The Region's Adult Education subcommittee continues to work on its strategic goals. Our Business Services staff continues to work directly with employers, economic development, labor unions and local chambers to expand employment opportunities for individuals. In addition, the MWA hosts job fairs to assist businesses in finding the talent they need while expanding access to employment for participants and the public.

MWA staff is working with the local colleges and universities to improve access and increase the number of recognized postsecondary credential offerings. Credentials are an industry-recognized certificate or certification, which is portable, and stackable. The credentials, used by GSTMW!, include but are not limited to the following:

- Manufacturing Skills Standards Council (MSSC) Certified Production Technician (CPT);
- Manufacturing Skills Standards Council (MSSC) CLA;
- Manufacturing Skills Standards Council (MSSC) CLT;
- National Institute of Metal Working Standards (NIMS)
- American Welding Society (AWS) Level 1;
- GED;
- High School Diploma;
- College degrees such as Associates, Bachelor's or Master's degrees;
- EPA Lead RRP;
- EPA-Section 608A Refrigerant Handling;
- CompTia A+;
- State Certification for Nurse Aid;
- Electronic Medical Records;
- American Medical Technologist's (AMT) Medical Administrative Specialist (CMAS) Certification;
- Insurance Coding;
- American Medical Technologist's (AMT) Medical Assistant (RMA) Certification;
- Factory Automation Numerical Control (FANUC) I & II;
- Pharmacy Technician Certification Boards (PTCB)
- National Retail Federation Certificate Customer Service and Sales;
- National Retail Federation Certificate Advanced Customer Service and Sales;
- National Retail Federation Certificate Retail Management;
- National Retail Federation Certificate Retail Business;
- ServSafe Manager;
- CDL - A;
- CDL - B;
- Any Michigan Motor Vehicle Specialty Certifications or Master Mechanic Certification;
- Microsoft Office Suite and;
- College issued Career Credential Certificates.

According to the National Skills Coalition report dated May of 2015, 54% of all jobs in 2015 were middle-skilled. Middle-skill jobs require more than a high school diploma, with some specialized training, but less than a four-year college degree. This report shows that the demand for middle-skilled jobs will remain strong, and between 2014-2024, 50% of job openings will be middle-skilled. Middle-skill training is provided by community colleges, apprenticeship programs, nonprofit community-based organizations and private career schools. Middle-skill jobs account for 54 percent of Michigan's labor market, but only 48 percent of the state's workers are trained to the middle-skill level.

One strategy of this MWA is to encourage skill-building and the attainment of postsecondary credentials, as those workers have a significantly higher median wage than those with only a high school diploma. The job skills necessary to obtain employment opportunities in high demand areas paying family sustainable wages require this MWA to continue its examination of the congruity of the labor demand and labor supply. One factor that continues to be increasingly an issue is the need for skilled workers. This is of special concern to this highly populated manufacturing region with an aging workforce. In nearly all the top industries, the desire for a workforce with improved technological, communication, basic academic, and specialty skills is reinforced.

Genesee County is the site of Mott Community College (MCC) and MCC's Regional Technology Center (M-TEC). It continues to offer the high-tech training that is required in many industries, making the skills required by employers available to the residents in the area. The M-TEC works with local business and industry to develop curriculum and training to meet their present and future talent needs. The college has also established Community Technology Centers (Great Lakes Baptist Tech Center and Hispanic Tech Center) in community-based settings to help individuals with little or limited technological skills bridge the digital divide and access computer technology and educational services where they live. Computer labs are continually being upgraded to facilitate the A+ Certification training that is offered by the college, as well as an assisted living/direct care worker program and a certificate program for assistive technology.

Baker College of Owosso touts its \$6.5 million, state-of-the-art Auto/Diesel Institute of Michigan (ADI). Rising enrollment, increased workforce needs, and enhanced reputation led to the 11-month construction and grand opening of the 43,000 square-foot facility located on 11.8 acres on South M-52. This facility welcomes approximately 450 students. The opening of the Auto/Diesel Institute facility establishes Baker College of Owosso as a national-level provider of high-quality service technicians in both the auto and diesel areas. Programs offered at the ADI include automotive service and diesel service certificate and associate degrees, and the new automotive diesel service management bachelor's degree program. Future potential programs include alternative energy and collision repair. This high-tech facility will allow Baker to attract students from geographical areas across Michigan and the United States.

Baker College of Owosso continues to invest in Shiawassee County and the mid-Michigan area to educate and train the workforce. Baker College of Owosso offers certificate, associate, and bachelor's degree programs that stress practical knowledge and hands-on learning. Areas of specialization include business administration, radiologic technology, nursing, computer information systems, automotive services, and early childhood development.

Baker College of Flint is the system's flagship campus. At Baker Flint, students have the individual attention and guidance that a small campus can provide, along with everything a student would expect in a modern college campus—classrooms with multi-media systems, state-of-the-art labs, technology center, and more. Students at Baker Flint also appreciate the extensive library facilities and campus-wide Wi-Fi.

Baker Flint offers a choice of more than 100 career programs in fields that have today's best opportunities for employment and advancement. Baker Flint specialty programs include computer networking and technology programs, mechanical engineering, nursing, orthotics/prosthetics, physical therapist assistant, polysomnography, surgical technology, teacher preparation, and veterinary technician.

Baker Colleges of Flint and Owosso, and Mott Community College remain committed to offering flexible educational opportunities, so that no matter what skill level people currently have, they can still access the training needed for high-skill, high-wage, high demand jobs of the 21st century.

With the projected retirement of many union laborers, the need for increased enrollment in apprenticeship programs is a need across the region that the MWA is working to meet. The MWA is working with the local unions, TIA, WIN, the local colleges and Michigan Laborer's Training and Apprenticeship Institute to develop industry recognized certificates/credentials.

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

- ***Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.***
 - Facilitating regional and local job fairs for local employers both on-site and at the location requested by the employer
 - Participating in Health Care Cluster group facilitated by the Greater Flint Health Coalition
 - Participating in the e-Team initiative in Genesee County to encourage the development of entrepreneurs
 - Facilitating Manufacturing Forum meetings promoting manufacturing
 - Encouraging and promoting State initiatives including Skilled Trades Training funds and assisting with possible talent solutions, Going Pro, Apprenticeships, etc.
 - Promoting local community and private college programs at service centers
 - Working directly with local Tech Centers/ISDs to develop, promote and connect courses/programs with employer talent needs
 - Creating and participating in local industry sector focus groups
 - Seeking out and meeting with employers and prospective new businesses to communicate Michigan Works! Programs, services and opportunities.

- ***Support a local workforce development system that meets the needs of businesses in the local area.***
 - Seeking out and contacting local employers to provide customized talent acquisition services
 - Providing local company job fairs
 - Providing talent recruitment services for employers
 - Promoting, conducting and encouraging Talent tours with businesses

- Informing employers of state and federal resources for talent development including:
 - ✓ Encourage the use of WIOA On-the-Job training funding when appropriate
 - ✓ Encourage Incumbent Worker Training initiatives with local employers
 - ✓ Encourage State initiatives including Skilled Trades Training funds, Going Pro, Apprenticeships, etc.
 - Promoting Small Business Administration programs and services
 - Monitoring local and regional labor market information and trends
 - Promoting the use of national emergency grants to provide assistance to companies needing to acquire talent
 - Working to build the talent pipeline to assist with company workforce needs
 - Promoting advanced manufacturing options to youth through marketing campaigns to increase the pipeline for future opportunities within this sector
 - Facilitating and participating in monthly professional HR manager meetings
- ***Improve coordination between workforce development programs and economic development.***
 - Working directly with local economic development agencies to provide workforce assets for business attraction projects and key initiatives
 - Connecting with SBA & MEDC to provide talent recruitment resources for attracting new businesses
 - Attending annual and quarterly partner meetings
 - Working to build the talent pipeline to assist with company workforce needs
 - Attending networking/training functions sponsored by MEDC, local economic development and chambers of commerce
 - Working with the local EDCs to assess future workforce needs and partner on strategies to address them
 - ***Strengthen linkages between the one-stop delivery system and unemployment insurance programs.***
 - Providing “register for work” activities to assist with persons filing for unemployment compensation
 - Promoting and providing adult and dislocated worker re-employment services
 - Participating in Rapid Response Teams to connect laid off workers with opportunities for retraining and connecting with partner agencies.
 - Attending and providing jobseeker information at Rapid Response Worker Orientation sessions

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

GST Michigan Works! is committed to coordinating workforce investment activities with the local economic development partners. The CEO attends the Regional Prosperity meetings to insure coordination and working with all the Regional Prosperity partners. In addition, the CEO meets with local county Economic Development staff on an individual basis to strengthen linkages. GSTMW! collaborates with the local EDCs on local, regional and industry specific initiatives, such as the Manufacturers Coalition convened in the GST Michigan Works! service area.

In addition, to local economic development, GSTMW! works 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 MWA refers individuals and promotes the use of SBDC, which offers expert assistance at no cost to entrepreneurs looking to start or grow a business. The SBDC has a variety of workshops for no or low-cost training sessions that offer the opportunity to learn more about running and growing a business. Workshop offerings include topics such as: Starting a Business, Writing a Business Plan, and Marketing your Business. Additionally, SBDC has personalized, one-on-one business counseling to help small business owners with planning and growth strategies. GSTMW! partners with the SBDC and includes their Small Business Consultants as guest participants to provide information regarding SBDC services and other entrepreneurial resources available throughout the region at our events and in our outreach efforts.

Additionally, due to the online nature of many of the SBDC "Business Start Up" workshops, the MWA has made computers and technology available for those interested in participating in a workshop online. Further development and expansion of small groups accessing SBDC's online entrepreneurial options is a priority for the agency. SBDC utilizes available meeting space in administrative and one-stop service centers for one-on-one consultation sessions when the need arises.

GST Michigan Works! Business Services Representatives (BSR) and Career Coaches are trained to evaluate a customer's needs through 'fact finding' to provide referrals for inventors and entrepreneurs to appropriate State-wide and regional partners, such as Mid-Michigan Innovation Center (MMIC).

The MWA's BSRs collaborate with Economic Development and Chamber partners to jointly promote incumbent worker and STTF funding. BSRs are available to provide Labor Market Information (LMI), and work with the local EDCs and Chambers to help attract businesses to the region with proposals of available assistance. These services are provided at no cost to the EDC, Chamber and business and is aimed at meeting their talent needs.

Monthly Business Services & Partner meetings serve as a means of reinforcing the partnerships and strategies necessary for GSTMW! to provide career seekers with the high-quality career services, education and training they need to get good jobs and stay employed. This real-time connection with GSTMW!'s Business Services team provides valuable insight on current hiring demands and the employer perspective. Partners share and discuss initiatives and recent activity in each of the partner's organization as it relates to workforce development.

The partners include (*but are not limited to*): AARP, Action Management, GST Michigan Works!, Baker College, Bureau of Blind Services, EDSI Solutions, Flint Chamber of Commerce & Economic Development, Greater Flint Health Co., Michigan Rehabilitation Services, MODC – Vocational Village, Mott Community College, PATH, SVRC Industries, TAA, MADE Institute and Veterans Administration.

GSTMW! has also worked on a number of grants for our service area in an effective collaboration with other agencies, educational institutions, philanthropic organizations, faith-based organizations, chambers of commerce and others to enable a coordinated approach and reduce duplication of efforts. GSTMW! is an active member of the Southeast Michigan Works Agency Coalition (SEMWAC) and Workforce Intelligence Network (WIN), a collaboration of eight community colleges, six workforce boards and economic development partners. The aim of the group is to leverage assets to build a comprehensive and cohesive workforce and talent system across the region.

6. A description of the one-stop delivery system in the local area, including:

a. How the local board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.

The MWA encourages continuous improvement for its entire staff. One strategy GSTMW! uses for continuous improvement is the Michigan Works Association. The Association connects local agencies and partners with resources to help the MWA better serve employers and job seekers. The Michigan Works! Association provides training and networking opportunities for MWA staff and service providers through workshops, conferences and webcasts. GSTMW! requires its BSPs to attend the Business Solutions Professional Training provided by the Association. Several of the Case Management staff have attended the Global Career Development Facilitator training. In addition, staff attend trainings on various topics such as; Veteran Services, Fidelity Bonding, Customer Service Excellence, De-Escalating Conflict, CPR-First Aid-AED, Pure Michigan Talent Connect, Procurement Training and MSFW.

Staff and providers are encouraged to attend trainings not only through the Michigan Works Association, but other training institutions. Staff have attended trainings in Emergency Response Team, Agriculture Trends, Local College Access Networks, Career & Technical Education, Jobs for Michigan Graduates, Cultural Diversification, Personnel, Hiring Techniques and Marketing to showcase a few.

MWA staff and providers are encouraged to join and attend business and professional associations to maintain their professional certification, update their skills and keep abreast of current trends. The MWA also takes advantage of the ability to close the service centers up to twice a year for staff in-service training.

In addition, data and metrics will drive policy and decisions. This will be done by identifying and creating performance metrics, using the data collection system, generating key reports on training, employment, retention and credentials, and analyzing that information to improve the Talent system. The MWA analyzes data closely to assure that training is in demand occupations and employment rates of completers are increasing. By engaging stakeholders, (partners, employers, job seekers and funders), GSTMW! secures cooperation and agreement to reach higher standards to increase training that leads to attainment of credentials, employment, retention and wages.

In 2017 the GSTMW! CEO assembled a team of 10 staff members based in the Flint Service Center representing each service delivery/program area. The focus was and still is to improve the communication between the “Supply” (career services), and “Demand” (employers services) components of the organization. Lean is a customer-centric methodology used to continuously improve any process through the elimination of waste in everything you do; it is based on the ideas of “Continuous Incremental Improvement” and “Respect for People.” The agency is following a modified version of a best practice shared by West Michigan Works!

The goals of the committee are:

- Increase the number of jobs filled
- Decrease the length of time for a “work ready” customer to get an interview with an employer we are serving
- Determine usage of current technology to track and measure progress
- Track “work ready” job seekers placed into open positions

The outline the committee is following includes:

- Analyze Current State (Map it out) and identify waste and issues
- Define process measure for the Future State and identify improvements
- Brainstorm solutions
- Prioritize solutions
- Identify and plan use of technology based on potential solutions
- Develop Recommendations & Implementation Plan
- Follow up meetings
- Track progress and continual improvements

b. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

GSTMW! works to increase accessibility of services to both job seekers and businesses through community partners, such as libraries, community, faith-based organizations and other partners as appropriate. GST Michigan Works! will continue to make virtual services available when appropriate to all customers.

The MWA's website, www.gstmiworks.org, and online social media channels (Facebook, LinkedIn and Twitter) serve as key tools in the overall outreach efforts of the agency. Website and Social Media are an inexpensive and efficient way of sharing information. With a focus on leveraging social context to encourage "friends of friends", this method of information sharing aids in building an invitation to engage further with the agency and begins building a trust relationship important to developing our brand and agency identity.

These methods of online sharing also equip agency partners, collaborators and supporters with content to share among their fans/supporters/online connections. Most importantly, "Telling Our Story" via website and social media is an excellent way to engage the public on their own terms, share compelling success stories, relevant real-time information about employment and training opportunities and services available.

Development of a Regional Share Network:

GST Michigan Works! is assembling an information sharing network made up of Chamber of Commerce, Libraries, Community Action Agencies, Foundations, Charitable and Civic Organizations, Faith Based Organizations, Clubs and online communities. The purpose for building this regional network is to identify collaborative partners already engaging in a community outreach effort and offer to exchange and share information about the agencies services offerings, general Michigan Works! systems information and ongoing events.

Public Service Announcements:

GSTMW! is collaborating with Sanilac Broadcasting to redevelop "Work Watch" – Reemployment Tips for Job Seekers, a series of 52 one-minute Public Service Announcements for radio. In addition to distribution for broadcast via radio stations across the GSTMW! service area, audio files will be made available and distributed through the agency website and social media channels.

- c. ***How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with the nondiscrimination provisions of the WIOA (Section 188), if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.***

The MWA strives to be inclusive for all individuals, including individuals with disabilities, regarding physical and programmatic accessibility of facilities, programs and services,

technology, and materials. GSTMW!'s Equal Opportunity Policy Guide ensures compliance within its one-stop delivery system, including one-stop operators and one-stop partners, with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 and the ADA Amendments Act of 2008 (ADAAA), including training and support for addressing the needs of individuals with disabilities. The GSTMW! MWA Equal Opportunity Policy Guide was developed utilizing the State of Michigan Talent Investment Agency (TIA) Equal Opportunity Policy Guide as a model. This ensures consistency between the state and local policies in the enforcement of WIOA Section 188 and other federal and state laws and regulations concerning non-discrimination, as well as equal access and support in addressing the needs of individuals with disabilities. GSTMW!'s Equal Opportunity Policy Guide is on file at the MWA for review.

d. A description of the roles and resource contributions of the one-stop partners.

GST Michigan Works! will work closely with the Talent System partners to ensure access to services at local One-Stop Centers. GST Michigan Works! coordinates activities and services with all required One Stop Partners to ensure program availability to customers. GSTMW! and the One-Stop partners are in the process of negotiating Infrastructure Cost Agreements.

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

Under WIOA Title 1 "adults" are individuals age 18 and over. "Dislocated Workers (DLW)" include those who have been laid off or have received notice of termination from employment, are self-employed but unemployed due to general economic conditions, are the spouse of a member of the Armed Forces on active duty who is unemployed due to relocation for permanent duty reassignment or are displaced homemakers. The adult funding stream includes a priority of service for public assistance recipients and other low-income individuals, as well as individuals who are basic skills deficient, for receipt of career and training services. Also, veterans are a priority population because of the Jobs for Veterans Act.

Adult and Dislocated Worker funding pays for career services and training services. Career services cover a broad range of activities, including, but not limited to, initial and comprehensive assessments of skills, providing information about careers, local labor market information, job search assistance, development of an individual service strategy (ISS), career counseling, internships and work experience linked to careers, financial literacy, English language acquisition, information and assistance in filing for unemployment compensation, and assistance in eligibility for federal and state financial aid. Training services include occupation skills training, on-the-job training, apprenticeships, incumbent worker training, transitional jobs, and adult education and literacy. In addition, supportive services and needs-related payments may be available to assist individuals participating in career and training services. The MWA's On-The-Job Training (OJT) Policy is available on GSTMW! website at www.gstmiworks.org.

Adult and DLW funds support career pathways in both career service and training services activities. Under WIOA, an individual is permitted to receive training services without first

receiving career services. There is no sequence of service between these two sets of activities. Up to 20 percent of Adult and DLW funds can be used for incumbent worker training programs. This can be seen as an opportunity to develop career pathways for incumbent workers.

In career services, the development of an ISS includes career pathways to attain career objectives, other activities in career services (assessments, career counseling, support services, work experience and more) can be employed within a career pathway.

Adult education and literacy activities (training services) provide those with basic skill deficits access to career pathway programs.

Local areas can also use Adult and Dislocated Worker funds to support sector initiatives for in-demand industry sector or occupations in the region. GSTMW! understands it is in the best interest of employers and job seekers to implement a demand-driven system based on a cluster strategy in response to 1) current employer demand; 2) the need for the workforce system to adapt to a changed labor market environment; and 3) the Michigan Works! System's goal of continuous improvement. Building upon the performance measures and other accomplishments of the Michigan Works! System, continuous program improvement is necessary to maintain the system's high standing. GST Michigan Works! aligns Adult and DW programs, services, and funding with the priority industry sectors for the local area. All training programs offered will fall within that scope. Services that are offered will be as a direct result of demand driven requests by employers/businesses in the region or a commutable distance in the neighboring regions. All customer job seekers will have access to programs and services directly related to making them more employable in demand sectors within the State.

A cluster is a geographic concentration of related employers, industry suppliers, and support institutions in a product or service field. For the purposes of workforce development, Michigan's clusters are broad industry sectors. Clusters are an organizing framework to permit the selection of significant industry sectors for which in-depth knowledge and expertise on workforce issues are developed by convening employers. A cluster leverages the knowledge and resources of all involved, decreases duplication of effort, and often achieves cost savings for training.

The primary objective of the MWA cluster approach is to adapt the workforce system to produce more trainees with skills and competencies that align better with industry, and hence increase the likelihood of long-term employment upon completion of training. To meet the needs of the labor market, where the demand for high-skilled workers in many fields is projected to outpace the number of qualified applicants, the MWA will work to support the education and training of individuals in high-skill, high-demand occupations in the career clusters of Health Science, Manufacturing, Information Technology, Education & Training and Agriculture, Food & Natural Resources.

The specific objectives of the MWA demand-driven cluster approach are to ensure 1) Employers identify industry demand and vacancies and 2) Employers provide direct input into the design of educational program offerings that directly respond to the industry identified demand and

curriculum addresses occupational skill requirements. The MWA's services and programs align with industry's need for workers and skills.

The Michigan Training Connect includes programs representing high-demand occupations based on input from employers. GSTMW! utilizes the Michigan Training Connect system for providing Adult, DW and Older Youth Training Services. All approved trainings are listed on that site as Individual Training Account (ITA) funded. Any exception to using ITAs will be evaluated on a case-by-case basis; however, funding may come from non-GSTMW! sources such as Pell grants, scholarships, etc. The MWA's ITA policy is available on GSTMW! website at www.gstmworks.org.

WIOA services are available at GSTMW!'s Service Centers. WIOA assists job seekers and workers access employment, education, training and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy.

Information and resources available to the public free of charge are found in the Employment Services department. These services help individuals access resources for job-finding efforts, including but not limited to the use of information and tools, whether on electronic systems, printed, or audio-visual in nature, and are preparatory to job search. Examples of these types of services include outreach, orientation to information and services available through the Michigan Works! System; WIOA referral information; Michigan Talent Connect; and job, career and skill self-assessments tools such as iWorkZone, ONet Interest Profiler and WorkKeys assessments. Additional services include resource rooms, workshops, job referrals, internet browsing for job information, labor market information and referrals to other agencies to assist with barriers to employment.

Assistance beyond that requires that WIOA eligibility documentation be obtained. Services which require registration will also be available through the One-Stop Service Centers.

GST Michigan Works! has incorporated the WDA eligibility documentation checklist to determine eligibility. This checklist must be maintained in the participant's file. This checklist also assists in meeting data validation. If a person does not have the required documentation, every effort to assist by providing referrals to the appropriate agency is given. Referrals will be made to agencies that might assist in obtaining necessary documentation, as well as basic needs such as food, shelter, clothing and transportation.

GST Michigan Works! has adopted locally, an Adult and DW Supportive Services Policy that describes the allowable supportive services and outlines the procedure for payment of such services.

GST Michigan Works! is committed to identifying the current and future workforce needs for the region's unique Agriculture sector. The MWA will continue to serve the talent development and hiring needs of agribusiness by offering opportunities to build and engage a network of regional partners, including State-wide and regional partner agencies, educational and training

institutions, private business, foundations and community organizations to develop new and improved methods of connecting workers and employers.

As an example of industry cluster initiatives, the following is a list and description of local outreach and service options offered through GST Michigan Works!

Pro-Op:

GSTMW! received a grant to support Professional Development Program Opportunity (Pro-Op) program through Sorensen Gross Construction Services (SGCS). SGCS will provide selected candidates, who will serve as interns to receive On-the-Job (OJT) experience, classroom training and mentorship from experts in the construction industry. It is the intent that this model serves as a pilot and results in a successful, demonstrated, replicable experience by which under-qualified or under-skilled job seekers within Michigan's current talent pool can establish a career path with other employers in the Construction Industry.

Manufacturing Day:

GSTMW! promotes the national Manufacturing Day event by encouraging local manufacturing businesses to develop and list their events on www.mfgday.com, as well as encouraging local education partners to visit www.mfgday.com to find events to participate in.

Talent Tours:

GSTMW! will promote tours of Agribusiness as often as possible during the school year. An opportunity to connect youth to hands-on, real-life exposures to careers in agriculture is imperative. It is a common misconception that agriculture jobs are only manual labor, traditional farming/ranching jobs. Too often youth make career decisions based on outdated and/or inaccurate career information. In truth, career opportunities across the agriculture industry cover a wide variety of opportunity, from robotics, GPS, professional, technical, scientific, renewable bioenergy and beyond. It is well known that agriculture industry does not rely heavily on online sources to post jobs or career opportunities. Or when they do, the more technical Ag-Careers are often not classified as related to the agriculture industry.

Ag-Specific Specialized Training:

Based on the needs of agribusiness throughout the region, the agency will focus on providing customized training through On-The-Job Training opportunities, providing agribusinesses with timely access to information about resources such as the Skilled Trades Training Fund (STTF), and seek out opportunities to collaborate with agency partners to provide current training options related to emerging State requirements in the area of Michigan Safe Food Assessments and Food Safety Modernization Act compliance.

Farm Market Day:

This annual event is offered in partnership with local farm markets, economic development partners, city/village partners, local food hub and regional food system partners. This event is designed for Farm Market Manager and Vendors and provides a best practices platform and workshop education component for those managers and small business owners in attendance.

Agribusiness 2020:

Annual event evolved from a “Women in Agriculture” event hosted in the region since 2007. This is an opportunity for job seekers, private business, education, economic development, public sector agriculture organizations, regional business development groups, foundation members and supporters of the agriculture industry, to gather and share the most current update from their corner of the agriculture industry. This event is sponsored by local Farm Bureau agencies and local private business and is convened by and hosted at GST Michigan Works!

Pesticide Safety Day:

GST Michigan Works! has partnered with Agricultural employers in the area and provides “Pesticide Safety Day” every year. The sessions include information that is specific to local farmers and employees working in the Ag industry. These training sessions are provided in partnership with Michigan Agriculture Environmental Assurance Program (MAEAP) and Michigan Conservation Districts. The benefit for participants to attend these sessions is to receive Restricted Use Pesticide (RUP) and Certified Crop Adviser (CCA) credits needed towards Pesticide Certification requirements.

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

While the core structure of youth services under WIOA remains essentially the same as the structure under WIA, there are a number of key changes. These include: increasing the amount of youth services funds that must be spent on Out-of-School youth from 30% to 75%, expanding the age of eligibility for Out-of-School services to age 24 and expanding the required program elements.

WIOA youth funds are targeted at young people who are both in and out-of-school, to assist them in their career and education development. Types of services funded include training and youth development programs for young people who have left school, as well as after-school services and employment supports for youth still in school. Youth with disabilities are highly eligible for these services. All youth with disabilities, ages 16-24 who are not attending school, are eligible for out-of-school services. Youth with disabilities up to age 21 are eligible for in-school services if they are low income or meet other eligibility criteria. In addition, GSTMW! has defined “requires additional assistance” for In-School and Out-of-School youth eligibility criteria.

GST Michigan Works! strives to provide an array of comprehensive services to all youth, including youth with disabilities, that will prepare them for employment opportunities, attainment of educational credentials, skills training credentials, or post-secondary education. Encouraging high school completion and/or GED attainment is vital in this strategy. Steering youth into careers in high-demand sectors for post high school training is a required action for tomorrow’s

workforce. Our vision is that all customers in our youth services program obtain a credential that will make them more employable in the regional job market at a minimum. By attaining this vision, we will help youth to be better prepared to reach economic stability for the long term.

This will be accomplished by assessing the participant's skills, interests, needs and personal goals. GSTMW! will create a customized service plan in collaboration with the participant. By doing this, it will expand the participant's connection and understanding of the local economy, educational opportunities and community services. This process is organized and coordinated around the fourteen WIOA youth program elements.

WIOA requires all eligible youth to be provided with an objective assessment which includes a review of academic skill levels. If a youth has been assessed for basic skills deficiency in the previous six months, staff may use those results in lieu of re-testing. However, the results of the alternative test must be verifiable and documented. The same test format must be available and administered for post-testing at a later date. GSTMW! will provide reasonable accommodations, when assessing youth with disabilities.

GSTMW! will follow the State of Michigan's allowed assessments which include:

- TABE - Test for Adult Basic Education
- Comprehensive Adult Student Assessment System
- Wonderlic General Assessment of Instructional Needs or
- Massachusetts Adult Proficiency Test
- Others may be used based on employers' needs and requests.

All cluster activities strive to develop early training programs and talent tours to expose youth to "in-demand" occupations. Additionally, career opportunities and expected employment growth projections are shared with all educational institutions in the region. GST Michigan Works! also has representatives on the Local College Access Network (LCAN) committees, as well.

GSTMW! Youth staff will work closely with the schools assisting in career preparation activities such as mock interviewing and resume preparation as well. This will allow for a network of early detection and intervention for eligible at-risk youth. Students will also be exposed to real world employment information, local businesses and employment expectations via the school system and GSTMW! partnership.

The Michigan Works! System is based on the fundamental premise that for employers to be able to compete successfully in the global marketplace, they need workers with improved skills and an appreciable understanding of what it takes to succeed in viable employment. This requires continuous improvement in education approaches by our school systems and improved training by our public and private training providers. Through the Michigan Works! System we are able to better match employer needs with training provided to workers.

The goal of this Michigan Works! system is to provide quality services for our customers at every entry point. Co-location, integrated services and customer focus are priorities of this system. The

focus of GSTMW! is to provide information and resources to enable job seekers and employer customers to achieve economic security. Services from the state's major workforce development programs are accessible in a seamless manner with a core set of services that are available free of charge to all that seek them.

GST Michigan Works! System is guided by the following principles:

- Demand-driven focus for services;
- Responsive business services for employers;
- Market awareness through private sector leadership;
- Integrated service delivery structure;
- Maximum use of resources through co-location and shared operating costs;
- Accountability measured by results; and
- Michigan Industry Cluster focused.

In addition, WIOA will guide GSTMW! and collaborating partners as we plan, implement, and evaluate the impact the program is having on our youth. Programmatically, we will provide 1) Comprehensive services; 2) Commitment to the provision of high quality programs and services by collaborative partners who share a common vision, purpose and leveraged resources; 3) Intensive involvement by caring adults; and 4) Provision of follow-up services of sufficient duration and intensity to fulfill participant needs. Workforce initiatives/activities available to youth may include Jobs for Michigan Graduates, Summer Youth Employment Program for Chafee-Eligible Foster Youth, apprenticeships, work experience, On the Job Training, Classroom Training (ITAs), financial literacy, Talent Tours, Entrepreneurial training, and Youth Build to name a few.

GSTMW! will focus on educational and job training partnerships, which will assist youth when they are seeking employment in the job market, especially youth who are deficient in basic skills and lacking in their personal skills. GSTMW! believes that if we focus on attaining goals set by the state, we will be successful in the development of training and educational opportunities for youth. Below are lists of goals we will focus on:

- Work with employers, educational institutions, and other community partners to ensure youth are equipped with the skills employers' demand.
- Allow private employers to provide input with plans, development, and evaluation of education and training programs.
- Review the state monthly performance reports to improve and expand services to our targeted groups.
- Make services available to all eligible persons.
- Provide workforce development activity in an industry cluster approach.

As is required in WIOA, GST Michigan Works! assures the availability of the following 14 program elements. In some cases, the service may already be available and simply require an appropriate referral. In other cases, eligibility is determined and WIOA funds are required to provide the service.

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies which lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential
 2. Alternative secondary school services or dropout recovery services, as appropriate
 3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
 - a. Summer employment opportunities and other employment opportunities throughout the school year,
 - b. Per-apprenticeship programs,
 - c. Internships and job shadowing, and
 - d. On-the-Job training opportunities
 4. Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area
 5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
 6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate
 7. Supportive services
 8. Adult mentoring for the period of participation and subsequent follow-up period, for a total of not less than 12 months
 9. Follow-up services for not less than 12 months after exit
 10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
 11. Financial literacy education
 12. Entrepreneurial skills training
 13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
 14. Activities that help youth prepare for a transition to postsecondary education and training.
9. ***Information regarding any waivers being utilized by the local area, in accordance with any Michigan Talent Investment Agency/Workforce Development Agency (TIA/WDA) communicated guidelines or requirements regarding the use of the waiver(s).***

GSTMW! is not utilizing any waivers currently.

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

GSTMW! will coordinate secondary and post-secondary education programs and activities with education and workforce investment activities through a number of initiatives. By working with these initiatives GSTMW! and its partners will coordinate strategies, enhance services and work to avoid duplication of services.

CAREER & EDUCATION ADVISORY COUNCIL (CEAC)

GST Michigan Works! is working with its Career and Education Advisory Council (CEAC) for advice on the educational portion of the WIOA local plan as well as coordinating with other educational entities to guide career development and career pathways at the adult, K-12 and post high school levels. Metrics are being developed to determine progress in implementing career and educational initiatives. The promotion of apprenticeships, career pathways and exploration events are a priority for this group. Regional workforce preparedness programs from P-20 are being identified, regional workforce needs are being assessed and suggestions to address those needs for today and in the future is a goal of the CEAC. The CEAC is made up of representatives from our Workforce Development Board, Labor, Local school districts, post-secondary institutions, parents, Intermediate School Districts, educators and employers/businesses.

EARLY/MIDDLE COLLEGE

Michigan has a robust Early/Middle College program in which high school students attend for five years and earn both a high school diploma and an associate degree or significant coursework and/or industry certification. State funding for the initiative requires the collaboration between the Michigan Department of Education and the Workforce Development Agency. Moreover, at the local level, educators are working with the CEAC to develop a strategic plan for the development of Career and Technical Education based Early/Middle Colleges where there is labor market data that shows a skills gap in the local area.

The W.E. Upjohn Institute for Employment Research recently compiled a regional asset mapping of work-based programs and initiatives. This asset mapping revealed over 73 organizations (colleges, local school districts, ISDs, labor unions, literacy coalitions, and training institutes) involved in offering programs to award certifications and college credit to individuals. Some programs offered in the region are Diesel Technology, Auto Mechanics, CAD, Culinary Arts, IT, HVAC, Mechatronics, Engineering, Business Management, Agri-Science & Technology (including Horticulture, Animal Science and Veterinary Science), Criminal Justice and Health Occupations.

LCANs

Local College Access Networks (LCANs) are community-based college access alliances supported by a team of community and education leaders representing K-12, higher education, the non-profit sector, government, business, and philanthropy. These coalitions are committed to building a college-going culture and dramatically increasing college readiness, participation, and completion rates within their community. LCANs coordinate and expand programs, services and resources that lower barriers preventing students from pursuing postsecondary educational opportunities.

LCANs organize community leaders around a singular vision: Increase the community's postsecondary educational attainment level to 60 percent by the year 2025 in order to lay the foundation for a vibrant economy, healthy community, and strong workforce equipped to compete in a 21st century global economy. An LCAN sets goals focused on student success, establish a system of data gathering and analysis, report results, and hold partners accountable for performance. It is important to note a Local College Access Network is not a new program of the community or of one organization within the network. LCANs primarily coordinate and mobilize college access efforts rather than direct services to students and families. MWA staff are members of the local LCANs in the region. This membership assists in the coordination of programs and activities with education and workforce to coordinate strategies, enhance services, and avoid duplication of services.

GOING PRO APPRENTICE READINESS

GST Michigan Works! has applied for and received a Going Pro Apprentice Readiness Training grant from the Michigan Talent Investment Agency to serve adults and K-12 students in our six-county regional area. The apprenticeship readiness training will help build the literacy, math, and work-readiness skills employers require for individuals to successfully enter Professional Trades Registered Apprenticeships. The training is designed to ensure potential employees have the skills required for in-demand jobs and employers have the professional talent they need to grow and thrive. GSTMW! will prepare 15-20 adults for acceptance into Registered Apprenticeships or Pre-apprentice training. GSTMW! will also assist our K-12 CTE partners, in six counties, to train staff to enable them to prepare graduating seniors for high-wage, high-demand job opportunities in the professional trades that do not require a bachelor's degree.

MiSTEM

GST Michigan Works! is collaborating with our partner local networks and Intermediate School Districts to promote Careers in science, technology, engineering and mathematics (STEM) and to help elevate STEM literacy. Careers in the STEM fields are the fastest-growing careers in the global marketplace; they're also the most in-demand jobs in Michigan. Investment in our local STEM initiatives is beneficial for our local companies as it enables them to participate in preparing today's youth to fill the jobs the companies have now and will have in the future. GSTMW! plans to collaborate with partners to leverage assets and resources to help prepare students for present and future jobs.

CAREER & TECHNICAL EDUCATION (CTE)

GST Michigan Works! collaborates with local and regional educational partners to promote and enhance Career and Technical Education (CTE) Programs. Presently, GST Michigan Works! is working with local and Intermediate School District CTE Programs to train CTE Instructors in the North America's Building Trades Unions Multi-Craft Core Curriculum (MC3). The Multi-Craft Core Curriculum provides a gateway to a career in any of the Building Trades; from high school to joint registered apprenticeship to community and four-year college and beyond. The MC3 was created to provide high quality, apprentice-level content to young people interested in construction, to prepare them for careers in this high demand industry.

JOBS FOR MICHIGANS GRADUATES

GSTMW! offers the Jobs for Michigan Graduate (JMG) program. JMG is a state-based affiliate of the national Jobs for America's Graduates (JAG) program and is committed to raising graduation and employability rates for Michigan youth. Programming emphasizes completion of a high school diploma or GED and successful transition into employment, post-secondary education, and/or the military. Last year, JMG achieved a 97% graduation rate with 87% of graduates entering employment, post-secondary education, and/or the military.

The MWA continues to engage in career talent tours, one stop tours and career exploration with high school students. In addition, GSTMW! continues to host job fairs and career exploration expos.

ADULT EDUCATION

GSTMW! will work collaboratively with adult education providers in all counties including:
Genesee:

- Beecher Community Schools
- Mott Community College
- Flint Community Schools
- Mt. Morris Consolidated Schools
- Swartz Creek Community Schools
- Westwood Height Schools
- Genesee Intermediate School District

Huron, Lapeer, and Sanilac Counties: Lapeer ISD

Shiawassee: Baker College

Tuscola: Tuscola ISD and Caro Community Schools

In addition, GSTMW! will collaborate with the local area adult learning infrastructure to create a unified strategic approach to increase basic skills and postsecondary educational attainment. Providers of out-of-school youth WIOA programs will continue to contact all adult education providers in our six counties. Partnerships are already operating with many of the adult education providers.

GST Michigan Works! and Croswell Lexington Schools is looking into partnering on a project to train participants through a new training program "Great Lakes Advanced Manufacturing Collaboration". They will focus training on CNC (Mill/Lathe) FANUC Certification, FANUC Robotics Level 1 Handling Certification, Level II IR Vision, Preventative Maintenance, and Rockwell Allen Bradley PLC Certifications. They plan to train both adults and high school students. The Thumb Area has a strong manufacturing base of employers and training participants to fill potential jobs in the region is strongly needed.

In addition, GST Michigan Works! has partnered with Delta College to provide a Fast Track Program training local individuals as Machinists. This program is 8 weeks in length and provides a variety of classroom training along with time spent on hands on learning at Delta College. The college brings the class work portion out to the Thumb region and makes it available and convenient for students to attend. Once completed every student is guaranteed an interview with a local employer who has employment openings. This program has been successful in putting individuals to work quickly upon completing their training.

MiCareer Quest, started by West Michigan Works is an innovative, hands-on career exploration experience for high school students, teachers and counselors to learn about today's hottest jobs from working professionals. In an effort to bring this event to our local service area, GST Michigan Works! is participating as a member of Oakland County Michigan Works! Executive Planning Committee for their November 2018 MiCareer Quest "Find Your Future" event in Novi. GSTMW! is working to refer regional employers to participate in the Novi event, while also learning the necessary process to duplicate this at scale in the GSTMW! service area.

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

GSTMW! has determined to provide supportive services. The MWA's current Supportive Service Policy is on file at TIA/WDA and available on GSTMW!'s webpage. GST Michigan Works! has a supportive service policy that encompasses all WIOA programs. Although caps are specified in the policy, the CEO of GST Michigan Works! or their designee may grant waivers to specific supportive services limitation and/or prohibitions. GSTMW! does not offer needs related payments at this time.

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

GST Michigan Works! has developed a Supportive Services policy for the local area including the provision for transportation and other appropriate supports. The MWA's current Supportive Service Policy is on file at TAI/WDA and available on GSTMW!'s webpage. Supportive Services are necessary to enable an individual to participate in activities authorized and consistent with the provisions of the WIOA. The MWA supportive services are to be for actual costs up to limits established by the MWA's Supportive Services Policy. Supportive Services are not entitlements and should be provided on the basis of a documented financial assessment, individual circumstances, the absence of other resources, and funding limits.

Supportive services assist eligible participants facing specific barriers to securing employment when no other resources are available to address their needs. The MWA Service Providers must

adhere to the limitations established for the provision of supportive services. Any supportive service provided to remove a barrier(s) to enable an individual to participate in program activities, including retention, shall be documented in the Management Information System (OMIS) in the Supportive Service area. A participant is considered enrolled once he/she appears on the OMIS and is participating in a WIOA program(s).

GST Michigan Works! will make transportation and supportive services available in the following manner.

TRANSPORTATION ALLOWANCES

Transportation Allowances may be provided for vehicle transportation only after enrollment into basic skills training, occupational/vocational training, On-The-Job Training (OJT), work experience, internships, and up to 90 days after entering into unsubsidized employment.

Private Mileage Reimbursement

Private mileage reimbursement will be paid. Payments may be made to participants enrolled into a training activity or unsubsidized employment.

Public Transportation

Participants may utilize the bus system (i.e. MTA, SATA, Thumb Body Express, GLTA, Sanilac Transportation & Thumb Transit) during training activities and/or up to 90 days after entering into unsubsidized employment.

SUPPORTIVE SERVICES

Supportive services may be provided when necessary to eliminate employment/training barriers. Alternative sources must be explored prior to any supportive service authorization. Under no circumstance may a supportive service be provided if the supportive service is readily available in a timely manner from another source. Supportive services must be identified during the intake/assessment process and entered onto the Individual Employment Plan (IEP) or Individual Service Strategy (ISS). Through case management practices, and/or during employment/training activities, case notes should be updated to reflect supportive services that become identified. Supportive services authorized by contracted service providers will be in accordance with the agency's Supportive Services Policy Issuance.

GST Michigan Works! will establish a training award amount for each participant to be used for training needs and support services. Supportive services will be used as necessary to participate in employment training activities and shall not exceed the limits of each participant's training amount. Limits on individual support services will be applied based on the MWA's policy. The participant along with their case manager must determine supportive services priorities for the best use of their award dollars.

Support Services may include transportation mileage, public transportation, automobile repairs, car insurance, clothing, child care, and other support directly related to training or employment

(testing, licensing fees, auto registrations, etc.). Gas vouchers will be available for emergency situations.

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

Supportive Services may include, but are not limited to:

Transportation Allowance	\$.40 cents/mile - \$75/week maximum (Private Reimbursement)
Automobile Repairs	\$900/12-Month Period
Car Insurance	\$300/Lifetime
Interview/Work Clothing	\$250/12 Month Period
Emergency Gas Cards	\$20/day or \$60 per week
Tools	\$500 Lifetime
Job Specific Expense	As needed

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

The State of Michigan is issuing and implementing new policy directives for the Wagner-Peyser program to address the challenges employers encounter in obtaining highly skilled talent. The demand driven system Michigan has developed benefits the job seeker by preparing individuals for jobs that are in demand and matching talent to in-demand jobs. GST Michigan Works! is working to renew and develop stronger partnerships to improve service delivery, avoid duplication, enhance service coordination and share data across programs.

In order to avoid duplication of Wagner-Peyser Act Services the MWA has aligned the WP services with WIOA Adult, Dislocated Worker (DW) and Out of School Youth (OSY) services. The Service Center staff will refer job seekers for training, support services and a more intensive level of service which is not supported by Wagner-Peyser funds. Adult, DW and OSY staff have relationships with local health and human services agencies to provide additional services and to local colleges and training institutions to provide training in high-demand occupations.

Each of the MWA's Service Centers has a resource room or area which contains computers, Internet access, telephones, fax machines, printers, UI information, and a variety of job search and career exploration aides. These services are provided at no cost to employers and job seekers at all Service Center locations and are accessible to persons with disabilities. Labor Exchange Services will be provided pursuant to the three tiers of service as described in ES policies and procedures:

- i. Self-service: Each of the six Service Centers is equipped with appropriately configured workstations for customer directed self-service access to Michigan Talent Connect.

- ii. Facilitated service: Trained staff assist job seekers and employers in accessing the Michigan Talent Connect, labor market information, and other information and tools available in resource rooms because of customer lack of computer familiarity, literacy, disability, lack of system access or other barrier(s). Staff also assist customers with transferable skills identification and job matching services.
- iii. Mediated service: Trained staff provide service to job seekers and employers who need extra help beyond self-service and facilitated service to obtain jobs or employees.

GSTMW! staff has access to the Michigan Integrated Data Automated System, used by UIA for electronic data reporting. WDA is currently modifying the Management Information System (MIS) to enable both systems to interact and communicate with one another.

Veteran Preference and Priority of Service

Eligible Veterans and eligible spouses will take precedence over non-veterans in all one-stop service centers and in all qualified job training programs in accordance with the locally developed policy. This assures that Veterans and eligible spouses will receive access to resources, services or training earlier in time or if resources are limited, the eligible Veteran and eligible spouses will receive access to the service or resource instead of a non-Veteran. The MWA will ensure that ES staff comply with USDOL TEGL 10-09 "Implementing Priority of Services for Veterans and Eligible Spouses in All Qualified Job Training Programs Funded in Whole or in Part by the USDOL," including data collection and reporting requirements, dated November 10, 2009.

Unemployment Insurance Agency (UI) Work Test:

The UIA Work Test is administered to claimant to ensure they are able to work, seeking work and have not refused suitable work. This test is completed when the claimant registers for work at the Service Centers by entering their profile on Michigan Talent Connect. Claimants may enter the registration remotely. However, if a claimant chooses to enter the ES registration at a location other than at a GSTMW! Service Center the claimant must still come to a Service Center to have the registration verified. In addition, the claimant answers a set of eligibility questions to ensure the person is able to work, seeking work and has not refused suitable work. If an eligibility issue is discovered, it is reported to UIA through the Michigan Integrated Data Automated System. This will open an issue on the UI claimant for further investigation. Employability services are available to UI claimants including job search tools, resume development, interviewing techniques and career guidance.

Participate in a System for Clearing Labor between the States

GSTMW! will participate in the Michigan component of the National Labor Exchange system by providing access to Michigan Talent Connect and receiving and forwarding certain interstate and intrastate job orders to designated WDA staff for processing.

Administer the Trade Adjustment Assistance (TAA) program

GSTMW! will provide the full range of mandated reemployment services listed below to workers adversely affected by foreign competition in accordance with the TAA Reform Act of 1974, as amended. These reemployment services are as follows:

- ❖ Employment Registration,
- ❖ Employment Counseling,
- ❖ Vocational Testing,
- ❖ Job Development,
- ❖ Supportive Services,
- ❖ On-the-Job Training,
- ❖ Classroom Training,
- ❖ Self-Directed Job Search,
- ❖ Job Search Allowances, and
- ❖ Relocation Allowances.

Operate the Local Component of the ES Complaint System

GSTMW! has established and maintains a complaint system, as mandated by federal ES regulations. The system offers a formal mechanism for processing complaints from a customer who believes that his or her employment-related rights have been denied, or that he or she has been unjustly treated in an employment-related instance. GSTMW!'s ES Complaint System is operated in compliance with instructions outlined in the ES Manual.

Operate the Local Component of the Fidelity Bonding Program

GSTMW! will assist job seekers and employers in instances where employment is conditioned on the job applicant maintaining a fidelity bond and job seekers needing assistance in obtaining a fidelity bond. The local component of the Fidelity Bonding program will be operated as described in the WDA's Policy Issuance.

Migrant Seasonal Farm Worker (MSFW)

A MSFW is located at the Lapeer Service Center to provide services to the MSFW population. The individual attempts to reach as many MSFW as possible during the peak season. This Specialist is dedicated to working with farmworkers and spends the majority of her time conducting outreach in order to reach those who may not have the means to access the Michigan Works! Service Center. The Specialist will explain all of the services available at the Service Center including referrals to employment, training, career counseling, testing and career guidance and supportive services.

REA and RESEA

The REA Pilot Program and the RESEA Program provide customized services to the Unemployment Insurance Agency (UIA) claimants deemed most likely to exhaust their unemployment benefits. These two programs offer an orientation of the Michigan Works! Service Centers, an eligibility assessment, a work search plan, labor market information, career guidance and reemployment services to the claimants

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

- The identification of a point of Contact.

John Anderson
 GST Michigan Works!
 711 North Saginaw Street, Suite 300
 Flint, MI 48503
 P: 810-233-5974 Ext. 159
 F: 810-233-8652
janderson@gstmiworks.org

Julann Kuenzli
 GST Michigan Works!
 3270 Wilson Street
 Marlette, MI 48453
 P: 989-635-3561 Ext. 230
 F: 989-635-2230
jkuenzli@gstmiworks.org

- **Information regarding Service Providers.**

Contracted Service Provider	Name of Entity	Type of Entity	Merit Based Entity
Yes	Mott Community College	Public Community College	Yes
Yes	Tuscola ISD	Intermediate School District	Yes
Yes	Sanilac ISD	Intermediate School District	Yes

- **A description of how Wagner-Peyser funded services will be provided at no cost to employers and jobseekers.**

GSTMW! released a Request for Proposal (RFP) to competitively bid and select merit-staffed public organizations as defined by the standards set forth in CFR. Services offered at the Employment Services offices will be free to all, as stipulated in the RFP. These services are funded with Wagner-Peyser funds and other funding sources and will be provided at no cost to employers and job seekers. All locations providing Employment Services will be accessible to persons with disabilities.

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

i. Self-service: Each of the seven Service Centers is equipped with appropriately configured workstations for customer directed self-service access to Michigan Talent Connect.

ii. Facilitated service: Trained staff assist job seekers and employers in accessing the Michigan Talent Connect, labor market information, and other information and tools available in resource rooms because of customer lack of computer familiarity, literacy, disability, lack of system access or other barrier(s). Staff also assist customers with transferable skills identification and job matching services.

iii. Staff-assisted service: Trained staff provide service to job seekers and employers who need extra help beyond self-service and facilitated service to obtain jobs or employees.

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

Each of the MWA’s Service Centers has a resource room or area which contains computers, Internet access, telephones, fax machines, labor market information, printers, UI information, and a variety of job search and career exploration aides. All Wagner – Peyser services will be provided at no cost to employers and job seekers at all Service Center locations and are accessible to persons with disabilities. Labor Exchange Services will be provided pursuant to the three tiers of service as described in ES policies and procedures and in the ES Manual:

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

The providers of Employment Services are located at:

Huron County Service Center
 614 N. Port Crescent Street
 Bad Axe, MI 48413
 Staff: 3

Genesee County Service Center
 711 N. Saginaw St.
 Flint, MI 48503
 Staff: 7

Lapeer County Service Center
 550 Lake Drive
 P.O. Box 600
 Lapeer, MI 48446-0600
 Staff: 5.5

Sanilac County Service Center
 575 W. Sanilac
 P.O. Box 147
 Sandusky, MI 48471-0147
 Staff: 3.5

Tuscola County Service Center
 1184 Cleaver Road
 Caro, MI 48723
 Staff: 5

Shiawassee County Service Center
 1975 W. M-21, Second Floor
 Owosso, MI 48867
 Staff: 2

Fenton Service Center
 4045 Owen Road
 Fenton, MI 48430
 Staff: 1

- **A description of how the UI Work Test will be administered. This description must include an explanation of how the registration of UI claimants will be conducted and how reporting claimant noncompliance with the “able, available, and seeking work” requirement will be managed.**

The UIA Work Test is administered to claimant to ensure they are able to work, seeking work and have not refused suitable work. The UIA requires unemployment insurance claimants to register on Pure Talent Connect to be ready and available for work. Completion and activation of a resume or profile in the Michigan Talent Connect meets the registration requirement. Claimants may enter the profile/resume remotely. However, if a claimant chooses to enter the ES registration at a location other than at a

GSTMW! Service Center the claimant must still come to a Service Center to have the registration verified. GSTMW! staff will apply the approved stamp and initial each claimant's verification card and electronically log the name and social security number of each claimant after ES registration has been verified.

In addition, the claimant answers a set of eligibility questions to ensure the person is able to work, seeking work and has not refused suitable work. If a compliance issue is discovered, it is reported to UIA through the Michigan Integrated Data Automated System. This will open an issue on the UI claimant for further investigation. Further, any correspondence received by the MWA, from an employer, that notifies the Agency that a claimant refused an offer of work will be forwarded to the UIA. Employability services are available to UI claimants including job search tools, resume development, interviewing techniques and career guidance.

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

The RESEA Program provide customized services to the Unemployment Insurance Agency (UIA) claimants deemed most likely to exhaust their unemployment benefits. GSTMW! merit staff will deliver the RESEA activities listed below.

- Orientation to MWA Services
- Confirmation of an active profile on Pure Michigan Talent Connect (PMTTC)
- Assessment of UI Eligibility performed in a confidential, personalized setting by WP merit-based staff
- Verification of the Monthly Record of Work Search Form
- Development of an Individual Service Strategy (ISS)
- Review specific Labor Market Information (LMI)
- Provide at least 2 hours of Reemployment Services

- **An explanation of how the MWA will participate in a system for clearing labor between the states by accepting and processing interstate and intrastate job orders as a component of the National Labor Exchange System.**

GSTMW! participates in the Michigan component of the National Labor Exchange system by providing access to Michigan Talent Connect and receiving and forwarding certain interstate and intrastate job orders to designated WDA staff for processing.

- **An explanation of how the MWA will ensure Veterans will be provided access to the same employment services received by the general population. This explanation must include a description of the screening process the MWA uses to refer eligible veterans to Veteran Career Advisors for case management services; and, how the priority of services for veterans and eligible spouses will be applied in the delivery of Wagner-Peyser funded services.**

GSTMW! will ensure services to veterans and eligible spouses of veterans by providing veterans with access to same employment services received by the universal population. Veterans who require additional intensive services, or request to see a veterans' representative, will be referred to the local Veteran Career Advisor. If the Career Advisor is unavailable, contact information for the advisor will be provided. Career Advisors are State of Michigan employees assigned on full or part-time basis to an ES office to provide specific workforce development services in addition to those available from ES providers.

Eligible Veterans and eligible spouses will take precedence over non-veterans in all one-stop service centers and in all qualified job training programs in accordance with the locally developed policy. This assures that Veterans and eligible spouses will receive access to resources, services or training earlier in time or if resources are limited, the eligible Veteran and eligible spouses will receive access to the service or resource instead of a non-Veteran. The MWA will ensure that ES staff comply with the most recent TEGL(s) and State Policy Issuance(s) regarding "Implementing Priority of Services for Veterans and Eligible Spouses in All Qualified Job Training Programs Funded in Whole or in Part by the USDOL."

In addition, GSTMW! staff will administer the DVOP Application Form to veterans. The information requested on this form is requested on a voluntary basis for the sole purpose of determining the applicant's qualifications to receive services from a State of Michigan Veteran Career Advisor. This information will be kept confidential and will be used only in accordance with the law.

- **An assurance that Migrant and Seasonal Workers (MSWs) will have equitable access to and receive the full range of employment services that are provided to non-MSW customers.**

GSMW will ensure that MSWs will be provided with access to the same employment services, benefits, protections, counseling, testing, and job and training referral services received by the universal population. GSMW will provide job seekers who are interested in learning more about the kinds of services available to them, with an opportunity to meet one-on-one with an MSW staff person. The ES staff will make a referral to the MSW staff person to ensure these services are met.

- **An explanation of services and staffing the MWA will use to ensure that MSWs will be provided access to the same employment services, benefits, protections, counseling, testing and job and training referral services received by the general population. This explanation shall include a description of the referral process to MSWs or other appropriate MWA staff.**

The MWA is fortunate that a State MSW staff person is located at the Lapeer Service Center to provide services to the MSW population. The individual attempts to reach as many MSW as possible during the peak season. This Specialist is dedicated to working

with farmworkers and spends the majority of her time conducting outreach in order to reach those who may not have the means to access the Michigan Works! Service Center. The Specialist will explain all of the services available at the Service Center including referrals to employment, training, career counseling, testing and career guidance and supportive services.

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

Staff may assist in the delivery of various workshops, such as Resume Writing and Workplace Excellence.

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

The Genesee Intermediate School District (GISD) is the fiscal agent for funding under Section 107 of the State School Aid Act (Adult Education funds). The GISD has organized an Adult Education Advisory Committee. This committee is charged with setting the metrics, rating the proposals and the review of the local application submitted for these funds. The GISD releases the RFP for Section 107 funds and determines individual district allocations using the metrics. This process will be adapted to address the review of local applications submitted under Title II of WIOA.

Annually, in Region 6, the Adult Education Advisory Committee develops the regional goals for Adult Education providers. GSTMW! staff sit on the advisory committee. Regional professional development was identified as the main goal for 2017. The training was to focus on understanding poverty and its impact on retention. Training courses were found available at Michigan Virtual University relating to “Changing Minds to Address Poverty, Teaching with Poverty in Mind (Chapters 1-6) and Teaching Boys in Poverty”. In addition, local ISDs in the region have been offering training and seminars using Ruby Paine’s “A Framework for Understanding Poverty and Bridges out of Poverty”. Mott Community College will be offering professional development training in April of 2018, through a grant they received for professional development.

GSTMW! and Region 6 Adult Education Providers work closely together to coordinate activities between Title I and Title II. A member of the Workforce Development Board sits on this Advisory Committee, Region 6’s Adult Education Committee and the CEAC. This individual, along with GSTMW! staff, link the four committees for education and literacy activities to workforce investment activities for the region.

During program year 2015-2016, Region 6 enrolled 960 individuals in to Adult Education programs. Reported outcomes for the Region included: 64% obtained a GED or High School

diploma, 45% entered employment, 32% entered post-secondary education and over 82% retained employment. As a region, we met the State Performance Measure for both Entered Employment and Entered Post-Secondary. Many individual districts also met the Performance Measures for Obtained a Secondary School Credential or Equivalent and Retained Employment.

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

“Memorandum of Understanding” (MOU) agreements have been developed to correspond with requirements outlined by TIA/WDA and using TIA’s boilerplate format. MOUs are used to ensure that required parameters of service available through our service centers are available and integrated with partners. The One Stop Partners, in the Service Centers, are State of Michigan staff, such as State VR and Veterans Representatives. They are governed by the State of Michigan policies and procedures. All applicable policy issuances will be adhered to at the local one-stop level.

GSTMW! submitted copies of its MOUs to TIA/WDA as required by Policy Issuance 17-09. GSTMW!’s MOUs are on file at the State TIA/WDA office. GSTMW! is in the process of negotiating Infrastructure Funding Agreements with required partners. These are a separate document from the MOU and will be forwarded to the State when completed.

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

GST Michigan Works! is established by an Interlocal Agreement between the counties of Genesee, Huron, Lapeer, Sanilac, Shiawassee and Tuscola, Michigan. The Interlocal Agreement describes the purpose, structure and functions of the Agency (GST Michigan Works!). This Interlocal Agreement establishes an Agency Board consisting of two members from each county who is represented in the agreement. The Interlocal Agreement, Articles 10 and 11, respectively, designates the Agency (GST Michigan Works!) as the local Grant Sub-Recipient and the Local Fiscal Agent. In addition, the Agency Board on August 7, 2015 passed Resolution #080715-2 naming GST Michigan Works! as the Local Grant Sub-Recipient and Fiscal Agent for the MWA. GST Michigan Works! is a specialized unit of local government.

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

GSTMW! has a Procurement Policy locally that outlines the competitive process used to award grants and contracts, including non-ITA funded training. GSTMW!, in accordance with the minimum requirements established in 2 CFR, part 200, has prescribed and implemented procurement standards to ensure fiscal accountability and prevent waste, fraud, and abuse in programs administered under this Act.

All procurement transactions must be conducted in a manner providing full and open competition. GSTMW! will take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and small business are used when possible.

All programs administered through WDA shall conduct procurement in accordance with Policy Issuance 15-12 and subsequent letters. GSTMW!'s Procurement Policy is in compliance with the current state issued procurement policy issuance. GSTMW!'s Procurement Policy can be found on our webpage at www.gstmworks.org.

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

GST Michigan Works!	PY 2016-18 Performance Goals			
	Adults	Dislocated Workers	Youth	Wagner-Peyser *
Employment Rate 2nd Quarter After Exit	79%	86%	73%	72%
Employment Rate 4th Quarter After Exit	66%	76%	64%	65%
Median Earnings 2nd Quarter After Exit	\$5,200	\$6,956	Baseline	\$7,308
Credential Attainment within 4 Quarters After Exit	50%	63%	70%	N/A

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

a. Effectiveness and continuous improvement criteria the local board will implement to assess their one-stop centers.

The WDB is committed to becoming a more effective board, through regular communications, training, regional partnership building, and the selection of appropriate board members. The Workforce Development Board was established in October of 2015. The WDB, Governing Board and CEO establish subcommittees as needed. GSTMW!'s strategies moving forward are:

- ✓ Meet on regular basis – The WDB is schedule to meet 4 times per year. Subcommittees have been developed. There are two established committees: Operations and Executive.
- ✓ Orientation Effort - Provide new members with an orientation to the agency, programs, responsibilities and vision; Development of mentoring between new and old board members.
- ✓ Information Sharing - Work on local/regional projects and build regional partnerships - Information sharing through emails, webpage and partner updates; Partner updates at WDB meeting are given by State Vocational Rehabilitation (VR), DHHS, Adult ED, CTE, and CEAC; Reports on performance measures, financial reports including audit and monitoring reports and Business Services reports; in addition, the GSTMW! has representation on the on Prosperity Region 6 Initiative board and with the local EDC.
- ✓ Each quarter the Governing and WDB boards received GSTMW!'s Talent Talk, a quarterly snapshot_newsletter. This is a cost-effective medium for building relationships and maintaining regular contact with the organizations Board, partners, stakeholders, customers, and the public. The Talent Talk Quarterly Snapshot is designed to increase awareness and understanding of the organizations activities and impacts, as well as highlight the success and progress of key initiatives and programs across the agency. Talent Talk is distributed at quarterly Board meetings, and subsequently published and made available across the organization.
- ✓ Provide the WDB with training and technical assistance as needed – Members are offered the opportunity to attend the Michigan Works' conferences and workshops, Legislative Day, Impact Awards, Governor's conferences and Team Building exercises.

b. A description of how the local board will allocate one-stop center infrastructure funds.

One-Stop infrastructure costs will be allocated to the appropriate program and other partners in accordance with applicable laws, regulations and State policy. In calendar years 2017 and 2018, groups were convened at the state level to discuss the best way to determine relative value. A decision was made to use the number of customers within each required partner's program that are being served in the region. Each partner relayed their customer numbers to TIA/WDA to assist with determination.

c. A description of the roles and contributions of one-stop partners, including cost allocation.

Direct “onsite” partners costs will be allocated based on direct Full Time Equivalents (FTEs). In an effort to allocate one stop costs based on benefits received to “offsite” partners. Offsite partners will contribute based on estimated FTE’s calculated on the number of reported customers served in the region and relative benefits received.

- 22. A description of how training services outlined in the WIOA Section 134 (Adult and Dislocated Worker) will be provided through the use of individual training accounts, including:**
- a. If contracts for training services will be used.**
 - b. Coordination between training service contracts and individual training accounts.**
 - c. How the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.**

Training services are provided to equip individuals to enter the workforce and retain employment. Under the Workforce Innovation and Opportunity Act (WIOA), a program of training services includes a structured regimen that leads to specific outcomes. A program of training services is one or more courses or classes, or a structured regimen that leads to:

- (a) A recognized post-secondary credential, secondary school diploma, or its equivalent;
- (b) Employment; or
- (c) Measurable skill gains toward such a credential or employment.

Training services are available for individuals, who after an interview, evaluation or assessment and case management, are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. An ITA will be established for participants for whom occupational skills training have been determined to be appropriate. The participant must be determined to be in need of training services and possess the skills and qualifications to successfully participate in the selected program.

Training programs must be on the State’s Eligible Training Provider List (Michigan Training Connect) in order for participants to utilize an Individual Training Account (ITA). The training program must be a “stand-alone” training component to qualify as an ITA.

Registered Apprenticeship programs automatically qualify to be on the list of eligible training providers as long as the Registered Apprenticeship program remains registered. ITAs can be used to support pre-apprenticeship training, training tuition for a Registered Apprenticeship program to the training provider, and work-based training options.

Participants enroll in WIOA and seeking training services will work directly with their Career Coach to select a training provider and training program. Training selection will be made and ultimately approved based on informed customer choice.

GSTMW!’s ITA policy is available on our website at www.gstmworks.org.

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

As required by Section 111, a 30-day public comment period prior to submission of the plan will be available. The plan will be posted to our website at www.gstmiworks.org. Members of the local board and members of the public, including representatives of business, education and labor organizations, are encouraged to review the plan and submit comments. Copies of the complete plans are available for review at the following offices of GSTMW!:

711 N. Saginaw St., Suite 300
Flint, MI 48503

3270 Wilson Street
Marlette, MI 48453

Any comments that express disagreement with the plan will be forwarded to WDA along with the plan. In addition, the MWA will maintain documentation on file for monitoring by the TIA/WDA. The complete plan and comments on the plan will be maintained at the Administrative Office of MWA in Marlette.

In accordance with the Americans with Disabilities Act (ADA), the plan will be available in alternate formats as necessary upon request.

Persons wishing to comment may do so in writing to:

GST Michigan Works!
Attention: Sharon Bowen
711 North Saginaw Street, Suite 300
Flint, MI 48503

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

Integration of services is ensured through the use of the One-Stop Management Information System. The One-Stop Management Information System is a database system with numerous key features and components. Each component makes use of a single applicant record that contains all of the information about that person. The One-Stop Management Information System is Web-based, enabling it to be accessed from any site that has an Internet connection. A login process maintains security for the system. Service providers enter services to customers into the One-Stop Management Information System database as they are provided. Data can only be entered by, and is only displayed to, users who have permission to see and use the information.

Information entered is available immediately after entering the data. The One-Stop Management Information System tracks all services provided to a claimant regardless of the provider or the provider's location. It is a flexible system that allows for the adding of modules or features with relative ease. Enhancements to the components of the One-Stop Management Information System are implemented on a continuous basis to include reporting modifications and to simplify data entry and tracking for all programs. In addition, the customer relations software, G*STARS, is being implemented across the local area to assist Career Coaches and BSPs in delivery and tracking quality service provided to participants and employers.

It is the MWA's understanding that the State of Michigan is currently developing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by the one-stop partners. GSTMW! would happily take part in workgroup opportunities to explore updates to the current data management system and would support a statewide system that allows all core partners to utilize one integrated tool. Until a new system is released, the MWA will continue to use the current OSMIS system and G*STARS.

25. A description of the local priority of service requirements.

GSTMW!'s has a Priority of Service/Local Adult Income Exemption Policy. This policy is available for review at www.gstmiworks.org.

The WIOA Act requires local areas to establish the criteria and the process by which priority of service will be applied. This policy creates a priority of service procedure for how job seekers from certain populations are able to access WIOA services and establish priority access to these services. These target populations must first meet the eligibility requirements for the WIOA programs. All service providers must ensure that individuals in the 1st priority group such as Veterans, low income, federally defined barrier individuals and dislocated workers are served annually at a higher percentage for enrollments than priority group two and three. This priority of service is established in keeping within the requirements of the WIOA Act. Priority of services does not need to be applied until it is determined that the individual is, in need of individualized career or training services.

The individual job seeker must be identified and categorized prior to enrollment. Priority of service is initiated on the service center level and applies as follows:

Priority of service will be applied through the region in the following order.

1st Priority:

- A. Priority will be given to Veterans and eligible spouses of Veterans who meet Veteran status criteria. This is in accordance with the Veteran's priority of service;
and/or
- B. Individuals with one federally defined barrier to employment. (Must be documented). This is defined in accordance to TEGL 19-16 and subsequent changes;

2nd Priority:

- A. Priority will be given to individuals with multiple locally defined barriers to employment. This may include unemployed or employed individuals who need assistance in gaining self-sufficiency.

3rd Priority:

- A. Priority will be given to individuals who are not defined in the above priority groups but meet adult eligibility and demonstrate extenuating circumstances as approved by GST Michigan Works! Administrative staff.

Limited Funds Determination

Priority will be given to Genesee, Huron, Lapeer, Sanilac, Shiawassee and Tuscola county residents should funding be limited.

26. *A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.*

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

GST Michigan Works! will take an active role in assisting workers when plant closings/layoff occur. The TIA Rapid Response Unit assisting in rapid response activities will work closely with the UIA in response to WARN Act notices for employers with mass layoffs or plant closings. Services to be included as part of the Rapid Response process are: (1) Initial Rapid Response meeting with the company and union officers (if applicable); (2) Worker orientation meetings with employees; (3) Establishment and organization of a Joint Adjustment Committee (JAC); (4) Layoff Aversion IWT (if applicable); (5) State Adjustment Grants (SAGs) as additional increments to a local area's DW formulate funding award to meet documented funding deficits; (6) National Dislocated Worker Grants (DWGs) as another form of assistance to provide to Dislocated Workers.

Copies of GSTMW!'s Rapid Response Process and Procedures for Responding to Notifications of Plant Closings and Mass Layoffs and Layoff Aversion Strategies and Policy are available on our website at www.gstmiworks.org.

27. *A description of Rapid Response activities.*

GSTMW!'s Rapid Response Process and Procedures for Responding to Notifications of Plant Closings and Mass Layoffs and the WIOA Layoff Aversion Strategies and Policy Guidelines for Incumbent Worker Training Programs are available on our website at www.gstmiworks.org.

A. Initial Rapid Response meeting with the company and union officers.

GSTMW! Rapid Response Coordinator (Business Services Manager) or in his absence, other designated GSTMW! staff will arrange for an initial meeting with the employer. The initial Rapid Response meeting shall include GSTMW! Rapid Response Coordinator, the Company, Union (if applicable) Leadership, TIA WIOA Rapid Response staff and other local partners as necessary such as the UIA, United Way, DHS, etc. TIA WIOA Rapid Response staff will provide overall information from a state perspective as well as gathering demographic information about the impacted workforce. GST Michigan Works! will provide information and/or marketing pieces on employment services (including MI Talent Connect), dislocated worker services and other services available at the local One Stop Service Centers.

B. Worker orientation meeting for employees.

Upon agreement with the company, Worker Orientation Meeting(s) will be scheduled to provide information on the process and available services to the impacted employees. GST Michigan Works! will:

- Confirm the date(s) and time(s) of the Worker Orientation meeting(s)
- Arrange for the participation of partnering human service agencies and Service Center staff to present (and disseminate hard copy) information about existing services available to the affected employees
- Provide informational materials on available services at the One-Stops Service Centers.
- If the company does not agree to an on-site Worker Orientation meeting, GST Michigan Works! will schedule one at an alternate location and make every attempt to get the information to the employees within the company in addition to printed marketing pieces etc. that outline available services.

TIA will transmit the request to UIA for representatives to be present at the Worker Orientation meeting. If UIA is not able to be present, GST Michigan Works! will direct impacted workers to the UIA's website, including the on-line claim filing kit (UIA Form 1251) and the on-line service Claimant Web Account Manager. GST Michigan Works! will refer all those affected workers with additional questions to the UIA Employee Hotline at (800) 500-0017 or to the Claimant Web Account Manager online services page at www.michigan.gov/uia. In addition, GST Michigan Works! will distribute the Dislocated Worker Survey to impacted workers.

GST Michigan Works! will arrange to have agency staff attend scheduled worker orientations. Generally, a Career Coach or a Program Manager will be assigned to explain the employment services. Collaboration with other organizations may result in additional presenters based on the worker group and layoff circumstances. The Michigan Works! presentation will include an overview of available activities and services within the Service Centers. These meetings include presentations by MWA service providers and provide information on employment services; WIOA-funded career services (basic and individualized), No-cost Reemployment Workshops, Labor Market Information, Pure Talent

Connect, Career Assessment Services, Self -Serve Resource Room, Veteran's Assistance, Trade Act Services (if applicable), Training Options, On-The-Job-Training and Employer Services.

C. Layoff Aversion IWT.

As part of the local rapid response activities an immediate and on-site contact is made with the employers, representatives of the affected workers and appropriate members of the community to assess the potential for averting the layoffs. This activity is made in consultation with the State and/or local economic development agencies, including private sector economic development organizations. If it appears that layoff(s) can be averted, a plan is drafted and executed to avoid the layoffs. The sooner the system is aware of a potential layoff(s) the more interventions can be used to avert the layoff(s).

Early warning systems are necessary to ensure a timely response to worker dislocations. Layoffs can be identified in a variety of ways, including but not limited to; discussions with employer representatives or employees, meetings with organized labor, increased Unemployment Insurance claims, press attention, a WARN Act notice or Trade Act petition. Systems should be in place to regularly and proactively monitor all these notification channels.

An early warning network can be effective when:

- County and Local Economic Development Organizations serve as points of contact.
- Public, nonprofit and private partners share at risk businesses to Economic Development.
- Economic Development coordinate assessment and delivery of services.
- Private – bankers, accountants and turn around consultants.

A critical aspect of our outreach to the employer and business community is assessing the health of a company with respect to employment issues. This assessment is part of the business professional solutions process. All members of the GST Michigan Works! Business Services team are BSP certified and can proactively assist employers to assess issues that are of concern to them. If employee layoff appears to be eminent, necessary community partners, including economic development agencies and education will be brought together to determine if a plan can be developed to assist the company in averting any layoffs.

The activities that are included as part of a layoff aversion include but are not limited to:

- Prefeasibility studies
- Success planning/loan programs
- Data collection
- Employee training (OJT)
- Incumbent worker training*
- Technical assistance

***Incumbent Worker Training (IWT) may be identified as an option during the development of a layoff aversion plan. GST Michigan Works! may fund incumbent worker training if it is used as an approved local strategic plan. The State's Skilled Trades Training Fund (STTF) may provide availability of grant funds to support other incumbent worker training needs.**

GSTMW!'s full IWT policy is available at www.gstmiworks.org

D/E. State Adjustment Grants (SAGs) and National Dislocated Worker Grants (NDWGs)

State Adjustment Grants (SAGS) and National Dislocated Worker Grants (DWG) are additional increments to local area's Dislocated Worker formula funding awards to meet documented funding deficits. GST Michigan Works! may request additional funding from SAG or DWG as circumstances in our region warrant. GST Michigan Works! will continuously monitor expenditures and obligations of WIOA Dislocated Worker funds and seek out additional funds as necessary. We will follow the SAG application process outlined in SAG Policy Issuance for a single or multiple dislocation event. We will seek NDWG discretionary grants awarded by the Secretary of Labor as specific circumstances of dislocation occur. The GSTMW! lead Rapid Response Liaison, through coordination efforts with the TIA/WDA, will identify such needs for both funding grants. As such, this staff person will have all the critical information to date regarding the local circumstances which would activate the requests for these additional funding sources. The application and project design will be a directly coordinated with the assistance of TIA/WDA.

On January 16, 2016 and at the request of the State of Michigan, President Obama signed an emergency declaration the purpose of which is to make Federal aid available to the City of Flint in support of current filter and water distribution efforts to impacted persons in the city. Based on this declaration a two-year National Disaster Grant was applied for and secured with fifteen million dollars available to support recovery efforts.

The project's primary goal was to: 1) develop temporary jobs that benefit the residents of Flint affected by the Flint Water Crisis by employing workers on projects that provide emergency water, water filters, lead testing kits and replacement cartridges, 2) provide support services to the persons placed into the temporary jobs, 3) provide support for temporary job through warehousing water and other commodities, and recycling the bottles and filters as needed during the crisis. While the overriding emphasis was to support the local recovery effort through temporary jobs for humanitarian purposes, there was also a range of broader workforce services directly connected to the temporary jobs programs to assist participants in finding permanent employment. This project served over 560 residents of Flint.

F. Joint Adjustment Committee (JAC)

In circumstance where the Rapid Response team has determined that a Joint Adjustment Committee (JAC) is appropriate to establish, GSTMW!'s lead Rapid Response Liaison will participate as a member of the committee. Assistance will be provided to inform and

educate committee members on available dislocated worker reemployment services and to coordinate the delivery and presentation of these services and other resources to the workers.

Below is the person listed below is primarily responsible for Joint Adjustment Committees, State Adjustment Grants (SAGs), and National Dislocated Worker Grants (NWDG).

Sharon Bowen, COO
GST Michigan Works!
711 N. Saginaw Street
Flint, MI 48503
Phone: 810-233-5974 Ext 134
Email: sbowen@gstmiworks.org

PUBLIC REVIEW AND COMMENT PROCESS

GST Michigan Works!' local plan was available to the public through electronic and other means for a 30-day period.

GSTMW! did not receive any comments during the 30-day review period.

Revised 11-16-16: Added Performance Goals & address deficiencies noted by State.

Revised 4-25-17: Changes to page 22 regarding Adult Ed strength and weaknesses

Revised 11-21-17: Revised GSTMW! to add Fenton Service Center

Modified 5-1-18: Mid Cycle Modification