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# **WIOA Planning Region 6**

## **Mid-Cycle Modification**

**July 1, 2016 through June 30, 2020**

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## **Executive Summary**

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

The Workforce Innovation Opportunity Act (WIOA) Planning Region 6 is comprised of Genesee, Huron, Lapeer, Sanilac, Shiawassee, and Tuscola counties, and is administered by GST (Genesee Shiawassee Thumb) Michigan Works! (GSTMW!), the only Workforce Development Board (WDB) in the region. GSTMW! The most significant change since the original regional plan for Region 6 was approved in 2016 has been the change in the composition of counties and the number of WDBs in the region. This change was required because Macomb St. Clair County Michigan Works! served both St. Clair county in Region 6 and Macomb county in Region 10. WIOA rules do not allow a WDB to be divided into more than one planning region.

As a result, St. Clair county was added to WIOA Planning Region 10 making GSTMW! a single WDB region and required that GSTMW! submit a combined regional and local plan modification. This change required that all labor market data be modified, which impacted the analysis of employment needs, workforce trends, and economic conditions. In addition to the labor market data being adjusted, the descriptions of several regional strategies were also modified, and more recent local and regional service strategies and industry sector initiative strategies, and administrative cost sharing arrangements were added.

For several years GSTMW! has worked closely with MWAs from WIOA Planning Regions 9 and 10, to coordinate how critical workforce development initiatives, programs, and services are implemented throughout southeast Michigan. These MWAs include Oakland County Michigan Works! (OCMW!), the Southeast Michigan Community Alliance (SEMCA), the Detroit Employment Solutions Corp (DESC) and M/SCMW in WIOA Planning Region 10, and Michigan Works Southeast (MWSE) in WIOA Planning Region 9. These efforts have resulted in improved communication, collaboration, and consistency of service delivery throughout the greater region, and the successful implementation of many regional workforce development initiatives.

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

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.

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, but also 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.

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.

Skill gap issues in WIOA Planning Region 6 range from the lack of talent to fill jobs related to new technology to combating the 90-day hiring cycle at many manufacturing firms. The top priorities facing the MWAs in WIOA Planning Region 6 include education and skills limitations in need of upskilling, an aging workforce, and wage discrepancies arising from increased use of private placement agencies.

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

In WIOA Planning Region 6, GSTMW! has successfully worked together with its partners and with other MWAs and partners to develop and implement many regional service strategies, and in several instances, have developed cooperative delivery service agreements to efficiently manage these regional projects. Moving forward, GSTMW! will continue to build on this success by expanding on regional service strategies that work, developing new strategies that address regional training and employment needs, and exploring cooperative service delivery agreements where they make sense. Special emphasis will be given to improving services to special populations, including veterans, youth, and the long-term unemployed, and developing even stronger partnerships with Title II and Title IV core partners.

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

GSTMW! and the MWAs in WIOA Regions 9 and 10 have a long history of implementing regional industry sector initiatives. Currently, GSTMW! is actively involved with several regional sector initiatives with these MWAs including the Advance Michigan Defense Collaborative, the Michigan Alliance for Greater Mobility Advancement (MAGMA), Advance Michigan Catalyst and Apprenti. In addition, GSTMW! is working with Region 6 partners on a variety of industry sector initiatives including the Greater Flint Health Coalition and the Michigan Emerging Regional Skills Alliance (MERSA.) All of these current sector initiatives match current in-demand industry sectors and occupations within the region, as determined by data collected by the Workforce Intelligence Network.

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

Over the last decade, Region 6 partners have developed many administrative cost-sharing arrangements. Two cost-sharing arrangements that have been particularly successful are activities driven by the Southeast Michigan Works Agencies Council (SEMWAC) and the Workforce Intelligence Network (WIN). SEMWAC is comprised of the six MWAs in Regions 6, 9 and 10. Regional activities include regional strategic planning and convening the Business Services Network. WIN is comprised of the six MWAs and 10 Community Colleges in WIOA Planning Regions 6, 9 and 10. WIN activities include providing real-time labor market information and convening regional industry sector initiatives. It is the intention of GSTMW!, as well as, the MWAs in Regions 9 and 10, to continue to support SEMWAC and WIN activities.

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

Transportation continues to be one of the greatest barriers for job seekers in southeast Michigan. GSTMW! has been collaborating with many organizations throughout the region to address this critical issue. Unfortunately, given the current state of transportation services in the region and the lack of funding for transportation-related supportive services, GSTMW! and their partners in Region 6 are limited in their capacity to address the immediate concerns of job seekers needing transportation beyond providing limited transportation-related subsidies to qualified participants.

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

GST Michigan Works! collaborates with several different economic development organizations on workforce development-related economic development activities and initiatives. GSTMW! often collaborates with these organizations by helping them develop business recruitment and retention strategies, and by providing businesses with labor market information and access to

MWA business services, training grants, and talent. In return, these partnerships help ensure that GSTMW! is business driven, and that the workforce system aligns with business needs.

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

GSTMW! along with its Workforce Development Board and the Chief Elected Officials, will individually and independently negotiate and reach agreement with the Governor and the Michigan Talent Investment Agency (TIA) on its respective local levels of performance for the performance accountability measures described in Section 116(c) of the WIOA.

### **Mid-Cycle Modification Plan Format**

The WIOA Planning Region 6 plan is formatted to follow the State of Michigan's Unified State Plan, issued on March 25, 2016. The guidance requirements are italicized and in boxes at the beginning of each applicable section.

### **Public Comments and Responses**

In 2016, when the original Region 6 plan was posted for public comment for thirty calendar days, no comments were received. In 2018, the Mid-Cycle Modification was posted for thirty calendar days.

### **Conclusion**

The WIOA Mid-Cycle planning process has provided a welcome opportunity to assess how regional workforce development initiatives and administrative arrangements are doing, to describe new initiatives and arrangements that have been launched since the original regional plan was approved, and to identify opportunities to improve regional collaboration. What has become most apparent is that the amount of regional collaboration continues to increase, especially with Title II and Title IV partners. Moving forward, GSTMW! in WIOA Planning Region 6, along with the MWAs in Regions 9 and 10, and their many partners will continue to work together to build a strong regional workforce system that meets the needs of job seekers, employers and the community-at-large.

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

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

The Workforce Innovation Opportunity Act (WIOA) Planning Region 6 is comprised of Genesee, Huron, Lapeer, Sanilac, Shiawassee, and Tuscola counties, and is administered by GST (Genesee Shiawassee Thumb) Michigan Works! the only Workforce Development Board (WDB) known as Michigan Works Agencies (MWA) in the region. This is a change since the original WIOA Regional Plan was approved in 2016 when Prosperity Region 6, as it was called, was a two MWA region that included St. Clair county of the Macomb St. Clair Michigan Works! (M/SCMW!). This change was made to adhere to WIOA rules which do not allow WDBs to be included in two or more separate planning regions.

GST Michigan Works! (GSTMW!) has a history of regional planning and regional collaboration. Since 2011 GSTMW! has partnered with MWAs from WIOA Planning Regions 9 and 10, to identify and take action on opportunities to coordinate how programs and services are provided throughout the three WIOA regions. These efforts have resulted in improved communication, collaboration, and consistency of service delivery throughout the greater region, and the successful implementation of many regional workforce development grants and initiatives.

The Workforce Innovation and Opportunity Act (WIOA) presents an extraordinary opportunity to build on these successes and continue to improve job and career options for the Region 6's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. The focus of our regional planning efforts has been, and will continue to be, the development of strong, vibrant regional economies where businesses thrive and where people want to live and work.

To develop a truly regional plan that represents the greater region, leadership from the MWA in Region 6, along with leadership from the MWAs in Regions 9 and 10, are coordinating the development of their respective WIOA regional plans. This will help ensure that WIOA-mandated operations, and programs and services will continue to operate efficiently, meeting the needs of all customers no matter where they live and work or operate a business.

To ensure that all MWAs participated in this multi-regional planning process and that there is consistency between three WIOA regional plans, the MWAs from these regions developed a common planning approach. This included an administrative cost arrangement to procure and work with two providers to help develop all three regional plans. These providers are New Perspectives Group, an established Workforce Development consulting firm that works extensively with all of these MWAs, and the Workforce Intelligence Network (WIN) of Southeast Michigan, which specializes in providing labor market information and facilitating regional strategies. WIN is an entity housed within the Southeast Michigan Community Alliance (SEMCA), an MWA located in Planning Region 10. The planning process undertaken to produce the Region 6 plan included:

#### Phase 1 – Data Collection and Analysis

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

#### Phase 2 – Development of Regional Strategies

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

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

- Solicitation of public comment as required.
- Final review and approval by GSTMW! CEO and WDB.

#### Phase 4 – Mid Cycle Modification

- Collection and analysis of up-to-date regional labor market information and economic trend data using the newly configured WIOA Planning Region.
- Collection of information on the status of regional activities identified in the initial regional plan, descriptions of new regional initiatives have started in the last 2 years or that are planned for the not too distant future.
- Solicitation and inclusion of public comments.
- Final review and approval by GSTMW's CEO and WDB.

We are confident that this process has resulted in a regional plan that will continue to meet the needs of business and workers, ensure that American Job Centers provide excellent customer

service, and build a workforce system that supports strong regional economies and plays an active role in community, economic prosperity, and workforce development.

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

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

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**

Computer and Electronics  
Customer and Personal Service  
Mathematics  
English Language  
Design

#### **Skills**

Active Learning  
Reading Comprehension  
Complex Problem Solving  
Critical Thinking  
Troubleshooting

#### **Abilities**

Mathematical Reasoning  
Number Facility  
Oral Comprehension  
Problem Sensitivity  
Deductive Reasoning

### *Tools, Technologies, and Certifications*

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

#### **Tools and Technologies**

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

#### **Certifications**

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

## Construction and Extraction Occupations

### *Knowledge, Skills, and Abilities*

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

#### **Knowledge**

Mechanical  
Building and Construction  
Design  
Mathematics  
English Language

#### **Skills**

Critical Thinking  
Active Listening  
Judgement and Decision-making  
Time Management  
Speaking

#### **Abilities**

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

### *Tools and Technologies*

#### **Tools and Technologies**

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

## Installation, Maintenance, and Repair Occupations

### *Knowledge, Skills, and Abilities*

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

#### **Knowledge**

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

#### **Skills**

Repairing  
Critical Thinking  
Operation Monitoring  
Troubleshooting  
Equipment Maintenance

#### **Abilities**

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

## *Tools and Technologies*

### **Tools and Technologies**

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

## Business and Financial Occupations

### *Knowledge, Skills, and Abilities*

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

### **Knowledge**

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

### **Skills**

Speaking  
Active Listening  
Critical Thinking  
Judgment and Decision Making  
Reading Comprehension

### **Abilities**

Oral Comprehension  
Written Comprehension  
Problem Sensitivity  
Deductive Reasoning  
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

### **Certifications**

Certified Public Accountant (CPA)  
Financial Industry Regulatory Authority (FIRA)

Risk Management  
Project management  
Generally Accepted Accounting Principles

Certified Internal Auditor (CIA)  
General Securities Representative Exam (Series 7)  
Chartered Financial Analyst (CFA)

### Management and Supervisory Occupations

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

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

#### **Knowledge**

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

#### **Skills**

Speaking  
Active Listening  
Critical Thinking  
Reading Comprehension  
Coordination

#### **Abilities**

Oral Expression  
Oral Comprehension  
Written Comprehension  
Problem Sensitivity  
Written Expression

#### *Tools and Technologies*

#### **Tools and Technologies**

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

### Education and Training Alignment with Industries and Occupations

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

A close look at the WIOA Planning Region 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
<b>WIOA Planning Region 6</b>	19,566	6,472	33.1%	18,039	3,792	21.0%
<b>Genesee County</b>	11,044	3,751	34.0%	10,532	2,148	20.4%
<b>Huron County</b>	881	260	29.5%	831	149	17.9%
<b>Lapeer County</b>	2,866	905	31.6%	2,208	585	26.5%
<b>Sanilac County</b>	1,268	402	31.7%	1,170	236	20.2%
<b>Shiawassee County</b>	1,866	598	32.0%	1,763	333	18.9%
<b>Tuscola County</b>	1,641	556	33.9%	1,535	341	22.2%
<b>State of Michigan</b>	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
<b>Total Population 16+</b>	320,110	286,212	33,898	10.6%
<b>Sex</b>				
<b>Male 16+</b>	165,671	146,602	19,069	11.5%
<b>16-19</b>	7,445	5,067	2,378	31.9%
<b>20-24</b>	16,845	13,225	3,620	21.5%
<b>25-54</b>	108,096	97,162	10,934	10.1%
<b>55-64</b>	26,497	24,678	1,819	6.9%
<b>65 Plus</b>	6,788	6,470	318	4.7%
<b>Female 16+</b>	154,439	139,610	14,829	9.6%
<b>16-19</b>	7,791	5,963	1,828	23.5%
<b>20-24</b>	16,319	13,570	2,749	16.8%
<b>25-54</b>	99,541	90,714	8,827	8.9%
<b>55-64</b>	24,972	23,722	1,250	5.0%
<b>65 Plus</b>	5,816	5,641	175	3.0%
<b>Race</b>				
<b>White</b>	276,737	252,223	24,139	8.7%
<b>Black / African American</b>	33,581	25,069	8,529	25.4%
<b>Native American</b>	1,038	928	110	10.6%
<b>Asian</b>	2,363	2,214	147	6.2%
<b>Native Hawaiian / Pacific Islander</b>	66	55	11	16.7%
<b>Some Other Race</b>	1,453	1,359	92	6.4%
<b>Two or More Races</b>	5,126	4,291	835	16.3%
<b>Ethnicity</b>				
<b>Hispanic</b>	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	Regional Weaknesses
<ul style="list-style-type: none"> <li>• Title I performance goals consistently met.</li> <li>• Local MWAs within the region are working to be more creative with program design.</li> <li>• MWAs in all 3 WIOA Regions have embraced a demand driven approach.</li> <li>• All MWAs are funding and supporting more short-term training programs.</li> <li>• Community colleges are providing many high-quality learning opportunities.</li> <li>• MWAs in Regions 6, 9 and 10 work closely with community colleges to plan, fund, and support high demand programming.</li> <li>• MWAs in Regions 6, 9 and 10 are collaborating to help large employers access MI’s Skilled Trades Training Funds.</li> <li>• MWAs in the all 3 regions partner to provide braided funding to help move job seekers from training to employment.</li> </ul>	<ul style="list-style-type: none"> <li>• The MWAs in Regions 6, 9 and 10 need additional training for front-line staff.</li> <li>• There is not enough capacity and funding for all Title 1 programs to be successful.</li> <li>• MWAs are not always able to meet the needs of individuals with barriers.</li> <li>• Inflexibility in programs makes it difficult to serve certain special populations.</li> <li>• Employer involvement is not always as strong as it needs to be.</li> <li>• There is a disconnect between the labor pool and employer demand. Many in-demand jobs require advanced training that workforce programs cannot fund.</li> <li>• Transportation issues are a consistent struggle. Many workers are not close to job opportunities and do not have access to vehicles or public transportation.</li> <li>• The majority of current clients MWAs work with are the hardest to serve.</li> </ul>

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> <li>• The MWAs in Regions 6, 9 and 10 have formed a Business Services Network that meets to discuss best practices and create protocols for working with employers.</li> <li>• MWAs and partners from all 3 regions participate in joint training opportunities offered by SEMWAC, WIN the Michigan Works Association and the State.</li> <li>• MWAs augment USDOL and MiLMI data with real time and other labor information to help make sound workforce decisions.</li> <li>• Information is shared across all MWAs to reduce overlap with employers.</li> <li>• Many highly skilled job seekers are served at American Job Centers.</li> </ul>	<ul style="list-style-type: none"> <li>• MWAs do not have enough funds for employability or soft skills training which are often what workers need the most.</li> <li>• Performance outcomes often do not measure jobs created by entrepreneurs and contract employees.</li> <li>• Current funding streams create unnecessary competition between MWAs and their partners. Funding requirements restrict regional sharing and partnering.</li> <li>• There is a perception by some that clients served by MWAs are unemployable.</li> </ul>

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

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> <li>• ESL programming is helping many English language learners secure employment.</li> <li>• Many new regional partnerships and programs are getting started in this area.</li> <li>• The region is very connected, helping to bring partners and programs together.</li> <li>• Adult education partners are reaching out more to MWAs about available programming opportunities.</li> <li>• Many groups participate in meetings including Adult Education providers,</li> </ul>	<ul style="list-style-type: none"> <li>• The lack of adult education programming capacity is a prevalent issue.</li> <li>• Required metrics do not align with reality.</li> <li>• The central cities and many rural areas in each region have underperforming K-12 systems, resulting in extensive remedial needs for many young adults.</li> </ul>

Regional Strengths	Regional Weaknesses
<p>MWAs, and Community Colleges. This results in the development of lasting partnerships and collaboration.</p> <ul style="list-style-type: none"> <li>• Program design is strong. Adult education programming follows a traditional K-12 model. They may also use other methods, like distance learning, small group instruction, and open enrollment.</li> <li>• The primary goal of Adult Education is to prepare students to become lifelong learners with an ultimate goal of employment.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• There is not enough funding to support the need for Adult Education services, creating geographic gaps in service.</li> <li>• There is a large population requiring Adult Education services, and current outreach efforts are not sufficient to reach many potential students</li> <li>• Some Adult Education providers need to improve the availability of programs addressing Employability Skills.</li> <li>• Traditionally Adult Education students have multiple barriers to success, and better partnerships must be developed to address these barriers.</li> <li>• Many K-12 schools in the region are not producing graduates with the right skills needed to sustain employment.</li> </ul>

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

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> <li>• The Michigan model of fully-integrated American Job Centers is a strength.</li> <li>• Locally provided workforce services, wrap-around services, and braided funding, help MWAs serve job seekers as best as possible given constraints.</li> <li>• MWAs in Regions 6, 9 and 10 have created an innovative system for programming that helps provide short-term demand driven training.</li> </ul>	<ul style="list-style-type: none"> <li>• It is difficult to serve all special populations with current levels of funding and resources.</li> <li>• Meeting the diverse needs of all customers is difficult even with information sharing and resource sharing.</li> <li>• MWA staff does not have the capacity to be experts in serving all types of special populations.</li> <li>• The MWAs have some expertise but must collaborate more with other</li> </ul>

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> <li>• Examples of successful short-term employment services programs include boot camps, creative workshops, and in-house classes.</li> <li>• Employment Services curriculum and program resources are often shared across MWAs in all three regions.</li> <li>• Examples of shared resources include business services techniques, labor market Information and joint staff training.</li> <li>• As WIOA Title II is implemented, Adult Ed partners are getting more actively engaged in developing regional solutions.</li> </ul>	<p>organizations to better serve special populations.</p> <ul style="list-style-type: none"> <li>• Many of the hardest-to-serve do not have skills needed to meet employer demand.</li> </ul>

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

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

- |                                                                                                                                                                    |  |
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| <ul style="list-style-type: none"> <li>• The MWA and MRS are piloting a G*STARS referral function for better connection and tracking of shared clients.</li> </ul> |  |
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**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
<b>Total Population</b>	113,312	100.0%
<b>Sex</b>		
Male	55,778	49.2%
Female	57,534	50.8%
<b>Age</b>		
Under 17	9,512	8.4%
18-64	61,780	54.5%
65 +	42,020	37.1%
<b>Race</b>		
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%
<b>Ethnicity</b>		
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

<b>Demographic Group</b>	<b>Assistance Program Registrants</b>	<b>Percent of Total</b>
<b>Total</b>	39,295	100.0%
<b>Sex</b>		
Male	18,323	46.6%
Female	20,972	53.4%
<b>Age</b>		
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%
<b>Race</b>		
White	23,177	59.0%
Black / African American	11,360	28.9%
Native American	338	0.9%
Other	3,192	8.1%
<b>Ethnicity</b>		
Hispanic	1,228	3.1%

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

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

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

- *Existing service delivery strategies that will be expanded, streamlined, or eliminated.*
- *New service strategies necessary to address regional education and training needs.*
- *Strategies to address geographic advantages.*
- *Approaches to improve services to individuals with disabilities, veterans, youth, or other hard to serve populations.*
- *Strategies to connect the unemployed with work-based learning opportunities.*
- *Strategies to integrate existing regional planning efforts among core partners.*

GST Michigan Works! (GSTMW!) and the MWAs from Regions 9 and 10 often work together with each other and with partners to address regional education and training needs, develop approaches to improve services for hard-to-serve populations, and connect the unemployed with work-based learning opportunities. What follows are several examples of regional collaboration:

*Skilled Trades Training Funds:* MWAs in WIOA Planning Regions 6, 9, and 10 have been and will continue to work together to optimize implementation of the State of Michigan’s Skilled Trades Training Fund (STTF), which provides competitive awards for employer responsive training that enhances talent, productivity, and employment retention. These MWAs work together to identify and provide opportunities to employers who have locations in more than one service area by designating one MWA to serve as the administrative agent for the grant.

GSTMW! is committed to providing the most in-depth information about the STTF to employers. With a competitive awards system, correct information provided early, leads to better planning, better timing, better decision making and more accurate and complete grant applications. GSTMW! is committed to helping employers obtain the necessary resources for training that will lead to increased employee productivity and increased competitiveness of the businesses in WIOA Planning Region 6, and the state. GSTMW! in partnership with economic development and chamber partners, provides a series of STTF Employer Information Sessions across the region, as well as via Go-To-Meeting online to review the applications process, type of training, grant requirements, funding parameters, and deadlines for submission. The online training is also recorded and offered on the GSTMW! website for the duration of the application period.

GSTMW! Business Services Representatives schedule the required STTF Fact-Finding meetings directly from the information sessions to ensure timely follow through.



## Skilled Trades Training Fund (STTF)

Awards & ROI  
2017-2018

**\$1,811,852**

### Genesee Awards

**\$381,971 (2018)**

Niles Plant Services, LLC (\*BC) \$61,638  
 Niles Industrial Coatings, LLC \$26,407  
 D&D Design, Inc. \$11,980  
 4D Systems, LLC \$18,000  
 Quick Sav Food Stores, FTD \$4,593  
 Michigan Health Specialists \$7,500  
 Goyette Mechanical \$43,855  
 Communities First \$8,135  
 Allied Motion \$26,099  
 Automation Movers Engineering \$22,950  
 ClearView Building Maintenance Inc. \$3,569  
 WT Stevens Construction, Inc. \$23,520  
 Magna Electronics Technology, Inc. \$35,030  
 Hamady Complete Food Centers \$51,000  
 Dee Cramer \$9,495  
 Tritec Seal, LLC \$28,200

**\$573,284 (2017)**

C&L Ward \$23,750  
 C3 Ventures \$65,790  
 Dee Cramer \$6,000  
 Fernco \$16,500  
 Halo Country LLC \$8,335  
 Genesee Packaging \$60,000  
 iSource \$71,400  
 Liquid Automation \$45,000  
 Magna Electronics \$24,084  
 NEXUS \$45,000  
 Niles Coating \$68,033  
 Rassini \$57,165  
 Universal EMS \$56,552  
 Sorenson and Gross \$25,675



### Tuscola Awards

**\$34,076 (2018)**

TI Automotive \$10,250  
 d/s Services Inc. \$23,826

**\$141,539 (2017)**

Advanced Decorative Systems \$28,240  
 Caro Hospital \$88,947  
 D/S Services \$17,783  
 STEMCO \$6,569



### Huron Co. Awards

**\$109,246 (2018)**

Gemini Group, Inc \$7,500  
 Thumb Plastics, Inc. \$18,249  
 Robert Brown Dairy Equip. \$7,500  
 Tower International \$9,000  
 Huron Casting Inc. \$6,000  
 Pepro Enterprises \$18,760  
 Valley Enterprises, Inc. \$7,500  
 Regency Plastics \$34,737

**\$146,639 (2017)**

Huron Casting, Inc. \$12,000  
 Maurer Electric \$39,269  
 Regency Plastics \$32,677  
 Robert Brown Dairy \$3,715  
 Scheurer Hospital \$15,478  
 Tower Automotive \$43,500

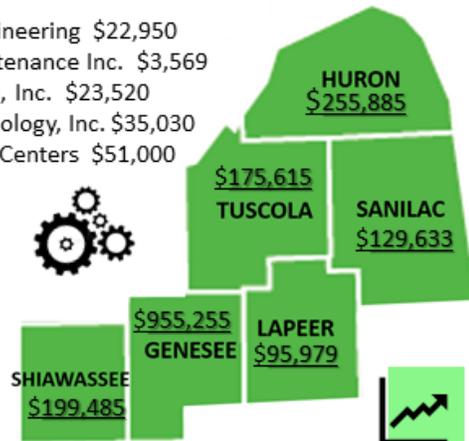
### Sanilac Awards

**\$59,575 (2018)**

Huron Inc. \$46,965  
 ASCO Numatics \$12,610

**\$70,058 (2017)**

Advanced Auto Trends \$27,024  
 Asco Numatics \$26,942  
 Huron Inc. \$16,092



### Shiawassee Awards

**\$56,842 (2018)**

Covenant Eyes \$23,298  
 Tri-Mer Corporation \$7,445  
 Allied Motion \$26,099

**\$142,643 (2017)**

Bourne Industries \$16,050  
 Covenant Eyes \$77,973  
 Great Lakes Fusion \$15,880  
 Midwest Bus \$32,740



### Lapeer Awards

**\$69,421 (2018)**

Aristo-Cast, Inc. \$3,000  
 ValTec, LLC \$26,309  
 H&H Tool, Inc. \$40,112

**\$26,558 (2017)**

AuroraCad Cam \$4,500  
 Kamax \$22,058



Supported by the State of Michigan. Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities.

1-800-285-9675 TTY: 711. A proud partner of the American Job Center Network.

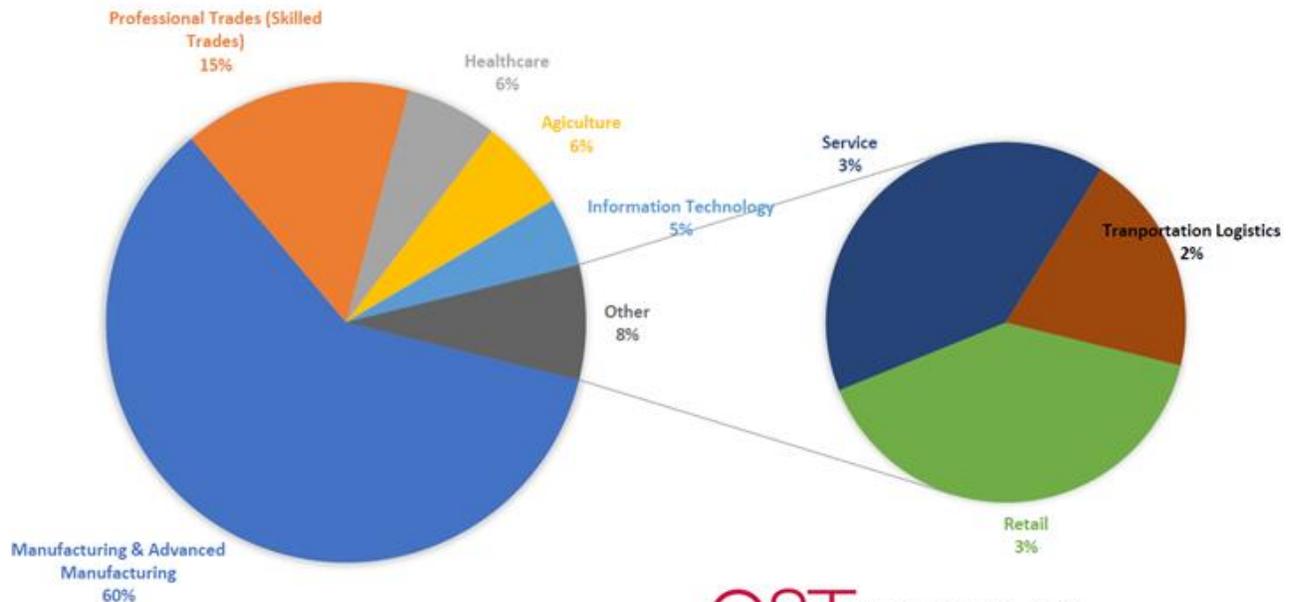


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# STTF BY-THE-NUMBERS #



SKILLED TRADES TRAINING FUND (STTF)  
AWARDS BY INDUSTRY



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MI Career Quest: On November 28, 2018, more than 10,000 high school students will participate in MI Career Quest Southeast. This event is led by Oakland County Michigan Works! and Oakland County Economic Development, in conjunction with GSTMW! and the other MWAs from Regions 9 and 10. It will provide students with the opportunity to experience hands-on, interactive exhibits in four growing industries - Advanced Manufacturing, Health Sciences, Information Technology, and Construction. On March 1, 2018, a kick-off meeting with over 200 people took place to engage school districts, partners, and employers to encourage their participation in this event.

National Emergency Grants: GSTMW! jointly implemented several National Emergency Grants (NEGs), including the Jobs Driven and Strategic Planning NEGs, with Macomb St. Clair Michigan Works!, which is now in WIOA Planning Region 10. If possible, GSTMW! will continue to partner with other MWAs on future NEG grant opportunities. In addition, GSTMW! had a NEG grant awarded for WIA Dislocated Worker National Rescue – Flint Disaster Relief.

Registered Apprenticeship Forums: In an effort to provide the most current information regarding USDOL Registered Apprenticeships to businesses across the GSTMW! service area, the agency offers The Registered Apprenticeship Forum: Five Steps to Grow Your Workforce. This forum is open to businesses interested in “growing your own” talent, as well as, schools and agencies seeking to network in the community. The forum is offered in partnership with State and Regional USDOL representatives and focuses on the 5 basic steps toward creating a Registered Apprenticeship within your business/industry. The discussion covers the multitude of occupational possibilities for Registered Apprenticeships, the process flow of how it all works, the funding streams available, and why it is so important to start “growing your own” talent. Key partners include Russell Davis, State Director - US DOL, Office of Apprenticeship and Marybeth Koski, Apprenticeship & Training Rep. - US DOL, Office of Apprenticeship.

The I-69 Thumb Region Economic Development Partnership: This partnership has been funded by the Michigan Economic Development Corporation (MEDC): 1) to convene area employers, workforce development agencies, education, and government partners to discuss successes and challenges in workforce supply, and 2) to seed fund regional projects to improve workforce supply in 2018.

To help accomplish this, the I-69 Thumb Region Economic Development Partnership involved GSTMW! as a key partner in the development of a talent forum. The talent forum engaged economic developers, talent/workforce, businesses, government, community organizations, and others impacted by regional talent challenges and opportunities in an interactive, action-driven event. After reviewing relevant statistical information around five workplace supply factors

(Unemployment, Commute Patterns, Workforce Participation, Under Employment and Forecasted Retirement), GSTMW! and economic development leaders facilitated small workgroups to determine how these factors could be impacted, and provided clear suggestions and opinions for solutions, including the degree of difficulty of each suggestion.

The top two priorities identified by attendees of the event include:

1. Underemployment – Assist residents working part-time and at low wages with strategies to advance into higher paying, full-time jobs with benefits.
2. Retirement/Succession Planning – Assist employers to manage an aging workforce, plan for succession, and encourage job skills training that utilizes the expertise of those approaching retirement.

This input was used to develop an RFP. The I-69 Thumb Region will fund 2-3 short-term projects with approximately \$20,000 in seed money.

MI Bridges Community Partners: In partnership with the Michigan Department of Health and Human Services (MDHHS), GSTMW! is spreading the word about the revised MI Bridges website, 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.

Reconnections: GST Michigan Works! serves as a key partner with the offender success program for the region operated through Catholic Charities of Shiawassee and Genesee Counties. Currently, the program is active in Genesee, Shiawassee, and Tuscola Counties with planned expansion as the need dictates. Catholic Charities works to find housing, while GST staff works to equip returning citizens with the tools they need to be successfully employed and earning a living wage. A key component is attending workshops such as resume building, interview skills, computer basics, and workplace excellence. The participants also meet with a Career Coach with expertise and passion for working with returning citizens. Participants receive a Certificate of Completion after completion of the series. Reconnections then assists with job placement and additional counseling classes.

Jobs Corps: GSTMW! supports the Flint-Genesee Job Corps Center program's mission to teach eligible young people the skills they need to become employable and independent and place them in meaningful jobs or further education. A partnership with GSTMW! introduces new Job Corps participants to our American Job Center services within their first month at the center. Students are given resources for their exploration of the variety of career choices at the

Flint-Genesee Job Corps. Additional services may include dual enrollment in WIOA out-of-school youth program, paid work experiences, and assistance with preparing for exit from Job Corps, including help with resume preparation, interview training, connection with business services, and help in job searching through Michigan Talent Connect.

G\*STARS: Beginning July 1, 2017, GST Michigan Works! implemented usage of the G\*STARS system to monitor and track traffic flow and recording services received throughout the agency's 7 American Job Centers. The system allows for client self-selection and better ease of access for self and basic services. The system has also helped with staff efficiency and reporting. GSTMW! has recently expanded its use of the G\*STARS system to include its Business Services functions as well as tracking placements across the agency. These functions will not only allow better accuracy when reporting for the state dashboard report but will provide keen insight to leadership on the day-to-day activities and outcomes of the organization.

GSTMW! is using the G\*STARS referral function for better connection and tracking of work with partner programs and will be piloting this process with Michigan Rehabilitation Services (MRS) in the Flint American Job Center. 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 phase 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 offered to all required partners under WIOA.

Region 6 Regional Prosperity Initiative: The Regional Prosperity Initiative (RPI) in WIOA Planning Region 6, known as "Accelerate," is the culmination of a collaborative planning process for this initiative. The RPI in Region 6 is comprised of all six counties in GSTMW!'s area and St. Clair county in MSCMW!'s area. It is led by the Flint and Genesee Chamber of Commerce and the Genesee Lapeer Shiawassee (GLS) Region V Planning and Development Commission. It has resulted in a coordinated Federal Economic Development Strategy and State Prosperity Plan. These plans tie together the U.S. Economic Development Administration Comprehensive Economic Development Strategy (CEDS) and the RPI Region 6 prosperity plan into a single, unified plan expressing a shared economic vision for the region.

Accelerate creates an economic roadmap for unified actions in the region leading to new jobs, international marketing opportunities, and investment. These actions will both strengthen and diversify the regional economy. The roadmap will also help guide the coordinated efforts by local communities across the seven counties in a manner that will positively impact the region as a

whole. The following table describes the goals and objectives developed by the Region 6 Regional Prosperity Initiative:

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

## Adult Education Initiatives

Career and Educational Advisory Council (CEAC): In 2018, GST Michigan Works! established a Career and Educational Advisory Council (CEAC), which replaced the former Talent District Career Council (TDCC). It is comprised of representatives of educational institutions, employers, and labor organizations from all six counties. The CEAC serves in an advisory capacity to GSTMW!'s Workforce Development Board regarding educational issues including Adult Education, Perkins, and 61b Early College funding.

The CEAC brings education and business together by establishing a formal entity and mechanism to build and maintain a collaborative partnership with local school districts, employers, postsecondary institutions, advocates, and training centers to identify significant talent needs in a community and collectively develop and implement training strategies to effectively meet employers' talent needs.

Adult Education Advisory Committee: 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.

In Region 6, Adult Education providers have been working closely together to coordinate activities between Title I and Title II programs. During program year 2015-2016, Region 6 enrolled 960 individuals into 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 result, the region met the State Performance Measure for both Entered Employment and Entered Post-Secondary. Many individual districts also met the Performance Measure for Obtained a Secondary School Credential or Equivalent and Retained Employment.

### Southeast Michigan Works Agency Council (SEMWAC)

The Southeast Michigan Works Agencies Council (SEMWAC) is a regional initiative that brings together leadership and staff from all six MWAs in WIOA Planning Regions 6, 9, and 10. The directors from these MWAs meet every other month to discuss policy, to coordinate staff

development activities, and to plan, implement, and monitor regional initiatives. Collaboratively, SEMWAC procured a workforce development consultant to plan and facilitate meetings and utilized WIN staff to help implement many regional initiatives.

The primary goals of SEMWAC are to secure regional funding, implement regional workforce development initiatives, build stronger partnerships, and improve communication, collaboration, and consistency of service delivery throughout the greater region. Currently, these MWAs that comprise SEMWAC are working together on the regional implementation of the U.S. Department of Labor's (USDOL) Advance Michigan Catalyst and American Apprenticeship Initiative grants, supporting MICareerQuest Southeast and the efforts of the Business Services Coordinating Committee. The MWAs that comprise SEMWAC also worked together to develop WIOA Regional Plans and Mid-Cycle Modifications in all three regions that represent the true levels of cooperation and coordination throughout the greater region.

*SEMWAC Managers Workgroup:* The SEMWAC Managers Workgroup is comprised of lead administrative staff from all six MWAs in SEMWAC. The main purpose of this group is to help plan, implement, and monitor many of SEMWAC's and WIN's regional initiatives. The workgroup also shares best administrative and programmatic practices and helps identify opportunities for collaboration.

*SEMWAC Business Services Coordinating Committee:* This committee includes Business Services managers and select staff from all six MWAs in SEMWAC. This group has developed and helped implement strategies and guidelines for engaging employers, recruiting new talent, improving access to job ready talent, and sharing job leads. In 2016, they held sessions on On-the-Job (OJT) best practices and Equal Employment Opportunity (EEO). In 2017 and 2018, the committee identified and helped convene Business Services training on consultative sales, recruitment strategies, and providing human resource services. They are currently working on a workshop on realities of the workforce and are developing guidelines for engaging employers to assess and meet training, employment, and other business needs.

*Business Services Network (BSN):* The BSN has been bringing front-line business services staff together from workforce and economic development agencies, educational institutions, and nonprofit organizations throughout the three WIOA planning regions since 2009. There are currently over 300 people registered with the BSN. Over 75 people from over 20 organizations attend each BSN meetings. At these meetings, business services staff learn about current workforce development initiatives, share best practices, and engage in networking activities that foster strong working relationships. Recent topics have included promoting apprenticeships,

reaching target populations, and youth employment. Meetings are planned that will focus on sharing best practices, networking, and employer engagement.

#### Workforce Intelligence Network for Southeast Michigan (WIN)

The Workforce Intelligence Network for Southeast Michigan (WIN) is a partnership of six MWAs and ten community colleges located in WIOA Planning Regions 6, 9, and 10. SEMCA serves as WIN's fiduciary and employer of record and provides administrative services in support of WIN and its initiatives. Since its inception, WIN's goals are to:

- Provide current and actionable labor market intelligence to allow for greater regional talent system effectiveness
- Strengthen and sustain an employer-driven talent system that serves as a resource hub and connection point for regional businesses, industries, and other stakeholders
- Develop workforce solutions in collaboration with partners that support positive change in the greater southeast Michigan region

Several WIN initiatives have resulted in cooperative service agreements with all six MWAs including SEMCA, the 10 community colleges that comprise WIN, and other partners in WIOA Planning Regions 6, 9, and 10. What follows are descriptions of service strategies developed and – in most cases – managed by WIN:

#### Workforce-Related Data Services

WIN has an agreement with all MWAs and community colleges in Prosperity Regions 6, 9, and 10 to provide real-time data and other labor market information on a regular basis. Regional and county-based reports are produced on a quarterly basis and data support is provided for various project and grant-based initiatives. The MWAs use this information when working with job seekers and employers to provide local, real-time labor market information to promote data-driven decision making when it comes to employment, training, recruitment, and employment. Similarly, community colleges use this information to determine their curriculum and ensure enhanced marketability for their current students and graduates upon entering the local workforce. Knowing what skills, certifications, degrees, and more are required by employers allows the MWAs and community colleges the opportunity to proactively address various industry trends and help to close local skill gaps. The data is also being utilized by economic development partners to inform businesses about the quality of southeast Michigan's talent pool, including what their qualifications and skills sets are, and how to access training for existing employees. Moving forward, WIN and its partners will continue to explore additional opportunities to utilize this valuable information to attract and retain employers and provide them with a reliable source of qualified employees.

### Partnership with National Manufacturing Institutes

WIN's data and research team has been contracted to complete workforce-related research and data analysis for several national manufacturing institutes. The workforce profiles and quarterly reports done for manufacturing institutes have been shared with MWA and community college partners to ensure local readiness for a variety of technology and process-related industry changes that impact the current or future workforce. WIN has completed similar work for NextFlex (the flexible hybrid electronics institute), IACMI (the composites institute), and LIFT (the lightweighting institute).

### MI Bright Future

WIN is currently facilitating the implementation of MI Bright Future, a youth-focused, work-based learning initiative. The overall goal is to build partnerships between employers and K-12 partners to provide career awareness and work-based learning opportunities for middle and high school students. MI Bright Future is a partnership of K-12, workforce development, post-secondary partners, and community organizations. MI Bright Future helps MWAs and their educational partners promote important in-demand careers, as well as career programs and initiatives that may help to get them there. MI Bright Future is a web-based platform that enables companies to choose their level of engagement with schools and students, that can be accessed from anywhere with an internet connection. MI Bright Future is currently active in schools in Wayne, Oakland, Macomb, Livingston, St. Clair, Lenawee, Jackson, Monroe, Ingham, and Muskegon counties. MI Bright Future has received state appropriations for statewide expansion and is also included in Governor Rick Snyder's Marshall Plan for Talent with a recommendation for future funding.

### Learning Network Meetings

WIN's learning network is designed to provide quality data resources and tutorials to community college and MWA representatives throughout greater southeast Michigan. These professional development opportunities allow for MWAs and community colleges to share best practices related to the attraction, development, and retention of talent throughout prosperity regions 6, 9, and 10. Previous topics include apprenticeships in Michigan, how to use data to assist local job seekers and employers, how to apply the findings from WIN's labor market reports, hands-on data tutorials for various workforce-related scenarios, and more.

### American Apprenticeship Initiative/Advance Michigan Center for Apprenticeship Innovation (AMCAI)

WIN helped SEMCA and several community college partners secure a \$4 million grant to lead the Advance Michigan Center for Apprenticeship Innovation (AMCAI) project. This project engages

organizations focused on special populations in STEM careers including organizations like the Michigan Council of Women in Technology, Detroit Area Pre-College Engineering Program, and Black Girls Code. Funds are being utilized to establish or expand apprenticeship programs responsive to the evolving technical needs in the high-demand, new age automotive and transportation sectors of the Advanced Manufacturing industry. Members from WIN's AMCAI team provide technical assistance and expertise for MWAs interested in creating and expanding registered apprenticeship opportunities for their job seekers and employers. As part of the grant deliverables, WIN created and launched a comprehensive website at [miapprenticeship.org](http://miapprenticeship.org) that contains apprenticeship resources including an interactive process guide and one-of-a-kind ROI calculator for employers.

### Advance Michigan Catalyst Grant

WIN assisted the local MWAs and community college partners in securing a \$6 million USDOL grant to train 900 primarily unemployed and underemployed individuals in robotics and automation. Data shows that robotics and automation is among the fastest growing classifications of job growth in the region and is a top workforce priority for regional automotive companies. The goal of the grant is to help students obtain the high-demand skills and confidence needed to be the region's next robotics technicians. It focuses on a large variety of occupations along the robotics technician and engineering pathways and provides a great opportunity to braid and leverage WIOA funds with these additional training funds from the USDOL. Grant outcomes also include credential attainment, employment rate, and median earnings similar to WIOA performance measures.

### Other Cooperative Service Agreements

There are many formal and informal cooperative service delivery agreements between MWAs, and between MWAs and their partners in WIOA Planning Region 6 and across Regions 6, 9, and 10. They include agreements between MWAs for implementation of regional grants and initiatives; agreements between community colleges and MWAs for providing training and in some cases, employment services; agreements between nonprofit organizations and MWAs for providing employment and program delivery services; and agreements between government entities and MWAs to provide administrative services. Other types of cooperative service delivery agreements include:

- MWAs serving participants from other MWAs when they walk in, or when they are referred by an MWA to take advantage of a special program or funding opportunity.
- MWA business services staff sharing job orders across MWAs, and working together on regional job fairs, employer forums, educational opportunities, and other special programs.

- MWAs and their partners developing and implementing sustainability plans that continue to serve customers after a regional grant expires.

### Services to Individuals with Disabilities, Veterans, Youth, or other Hard-to-Serve Populations

Region 6 has given special emphasis to regional collaboration around meeting the needs of special populations. This has become particularly important as job seekers from these groups continue to struggle to find sustainable employment. GSTMW! will continue to explore opportunities for developing regional service strategies in the following areas:

- *Serving People with Disabilities:* GST Michigan Works! will continue to work with Michigan Rehabilitation Services (MRS), the Michigan Bureau of Services for Blind Persons (BSBP), and other Title IV partners to expand services to people with disabilities. This includes making sure people with disabilities are identified early in the intake process, ensuring that people with disabilities are referred appropriately to receive the support services they need, making sure that employers are informed about the value of people with disabilities as employees, and connecting people with disabilities with employers and career opportunities.

To accomplish this, GSTMW! is using the G\*STARS referral function for better connection and tracking of work with partner programs and will be piloting this process with MRS in the Flint American Job Center. Select MRS staff will be trained to use the G\*STARS system to track shared clients and to make and receive referrals. Select GSTMW! staff representing WIOA, PATH, and Employment Services, have been identified, and will be the only staff coordinating with the MRS staff during the pilot phase.

- *Out-of-School Youth:* GST Michigan Works! will continue to work with local partners to design and implement targeted strategies to reach this population, remove barriers, address needs, and help find employment.
- *Adult Education:* GST Michigan Works! will continue to build strong partnerships with Adult Education and other Title II partners, and to proactively address basic skills deficiencies, including literacy and limited English language skills.
- *Work-Based Experience:* GST Michigan Works! will continue to expand work-based learning opportunities and earn-and-learn opportunities such as apprenticeships, paid internships, and other paid work experience opportunities.

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

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

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

GST Michigan Works! along with MWAs in Regions 9 and 10, have been actively convening and participating in regional industry sector initiatives for over 15 years. These include multiple sector initiatives in Health Care, Technology, Advanced Manufacturing, Defense, and Hospitality. Currently, GSTMW! is engaged in several industry sector initiatives being convened by the Workforce Intelligence Network (WIN). These initiatives include the Advance Michigan Defense Collaborative (AMDC), the Michigan Alliance for Greater Mobility Advancement (MAGMA), and Apprenti. These initiatives match current in-demand industry sectors and occupations within the region, as determined by data collected by the WIN and described in Part II of this plan.

These sector initiatives often engage employers from throughout Region 6, and in many cases Regions 9 and 10 as well. These MWAs along with WIN are very active in providing important labor market information, talent and employer recruitment, employment services, funding for training, wrap-around services, placement services, and administrative support. GSTMW! and the other MWAs also leverage millions of dollars of funds from other federal and private sources, and in many cases, provide extensive in-kind staff support.

There are other public-private partnerships in the region that support sector strategies that are being led by county economic development agencies and community partners. Some of these include the Greater Flint Health Coalition and the Michigan Emerging Markets Skills Alliance (MEMSA). In addition, Community Colleges and other educational institutions and training organizations utilize Employer Advisory Councils to identify and address training needs of in-demand occupations. GSTMW! partners with these schools helping recruit and fund training as resources allow.

What follows are descriptions of current regional industry sector initiatives, the extent of partner and business involvement, and a summary of other public-private efforts that support sector strategies and plans for exploring future sector initiatives.

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

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

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

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

*Going PRO Apprentice Readiness:* GST Michigan Works! 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 region 6. The apprenticeship readiness training will help build the literacy, math, and work-readiness skills employers require for individuals to successfully enter professional trades registered apprenticeship programs. 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 help prepare graduating seniors for high-wage, high-demand job opportunities in the professional trades that do not require a bachelor's degree.

*Annual Regional Business Forums:* After piloting the Quarterly Manufacturing Forum sessions, GSTMW! identified the need to enhance and broaden this opportunity to a full-day forum, offering an occasion for businesses from across the region to engage in an in-depth conversation surrounding talent pipeline development, workforce trends, and linkages to youth – tomorrow's workforce and retention. These sessions are offered in three strategic locations to maximize attendance and participation across the region in partnership with local economic development and Chamber organizations wherever possible. The content is presented by key partners, recognized leaders, and subject matter experts, and is intentionally designed to evoke meaningful discussions that will lead to positive change and progress around talent and community development in our region.

*MiStem Grant:* GST Michigan Works! is collaborating with our regional partner 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, and 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 of today and 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. Currently, GSTMW! is working with local and Intermediate School District (ISD) CTE programs to train CTE instructors in the North America's Building Trades Unions Multi-Craft Core Curriculum (MC3). The MC3 provides a gateway to a career in any of the building trades going from high school to joint registered apprenticeship to community to 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.

*Social Impact Philanthropy Investment Program (SIPI):* GST Michigan Works! recognizes that to create new and innovative training initiatives for our customers, it is critical for partnerships to be established with organizations that align not only with GSTMW!'s core values, but also demonstrate willingness to tackle old problems with new solutions. It is in that spirit that GSTMW! partnered with SIPI. The initiative began by building on attempts in the local area to develop a short-term IT training solution. After convening employers from a cross-section of sectors around IT careers, SIPI has worked with GSTMW! to develop a one-of-a-kind IT training option available in Genesee county.

The initial IT training sessions begin with a series of "IT Pilot" classes, which introduce career seekers to the field of IT. Individuals can learn about the variety of careers in IT, interact with employers hiring for IT positions locally, and engage in hands-on training, as well as online training. Moreover, this initiative engages the employers every step along the way, allowing participants to connect to the employer and allowing the employer to get to know their potential future employees.

The training program balances industry-recognized IT credentials, soft skills, and IT-specific customer service and task management skills. This skillset was identified as critical to candidate success by participating employers. Together, GSTMW! and SIPI's are offering an entry-level learning opportunity that enables career seekers to pursue a life-changing career in IT.

*Automation Movers – AMI's Autotech Training Program:* GST Michigan Works! is working with AMI's Training program through Michigan Talent Connect. AMI's unique-to-the-industry, in-house training program ensures that their employees remain up-to-date in their chosen fields. Based on years of on-site project experience, they offer this level of training to automotive industry-related companies. The AMI Autotech skilled trades training program is an accelerated hands-on course, designed for individuals with little or no prior experience in robotics, automation, and machinery build and installation. The main topics covered include: Blueprint Interpretation, Machining & Assembly, Floor Layout & Installation, Welding, Pipe Fitting, and Electrical.

*Pesticide Safety Day:* GST Michigan Works! partners with agricultural employers in the region to provide "Pesticide Safety Day" each year. The sessions include information that is specific to local farmers and employees working in the agriculture 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.

*Great Lakes Advanced Manufacturing Collaboration:* GST Michigan Works! and Croswell Lexington Schools are exploring a partnership on a project to train participants through a new training program called the “Great Lakes Advanced Manufacturing Collaboration.” This training will focus on CNC (Mill/Lathe) FANUC Certification, FANUC Robotics Level 1 Handling Certification, Level II IR Vision, Preventative Maintenance, and Rockwell Allen Bradley PLC Certifications. When this training program is fully developed, it will be available to both adults and high school students in the thumb counties. The thumb area has a strong manufacturing base of employers and training participants to fill potential jobs in the region is greatly needed.

*Fast Track Program for Machinists:* GST Michigan Works! partners with Delta College to provide a Fast Track Program that trains local individuals as Machinists. This program is eight weeks in length and provides a variety of classroom training and 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 completion of their training.

*Michigan Talent Pipeline Management:* To better meet the specific talent needs of employers, GSTMW! is embracing the U.S. Chamber of Commerce Talent Pipeline Management approach that helps in-demand industry employers’ work together to develop talent pipelines for specific occupations. Once these employers identify which occupations are highest in demand they “back map” how job seekers receive the training and services they need, partner with specific educational and workforce development providers to develop curricula and credentials that meet employer demand, then streamline the process to expedite moving people into employment.

#### Multi-Regional Industry Sector Initiatives

GST Michigan Works! is involved in several multi-regional industry sector initiatives with MWAs and their partners in WIOA Planning Regions 9 and 10, as part of its cooperative service delivery agreement with the Workforce Intelligence Network (WIN). What follows is a summary of some of the sector initiatives that GSTMW! and its partners are currently involved in.

*Michigan Alliance for Greater Mobility Advancement (MAGMA):* Since 2013, WIN has convened and facilitated MAGMA, an industry sector initiative. The consortium was established in 2009 by the Workforce Development Agency, the State of Michigan, automotive manufacturing

employers, and educational institutions. MAGMA's initial focus was to help update and train employees of automotive manufacturers and their suppliers in the field of electrification and "green" mobility. From 2009-2012, MAGMA managed over \$4.3 million to support training in advanced energy storage, hybrid electric battery engineering, and vehicle electrification, and MAGMA-endorsed or supported courses trained over 800 individuals. MAGMA has now positioned itself to assist Michigan's rapidly changing automotive industry as it moves towards connected and autonomous vehicles, cybersecurity, embedded software systems, and other emerging technologies.

As an industry-led consortium, MAGMA is administered by a governing board made up of industry, educators, the workforce development system, and state government. MAGMA industry board members include General Motors, Ford Motor Company, Fiat-Chrysler Automobiles, Nissan, Robert Bosch, BorgWarner, MAHLE, and GKN Driveline. As of late 2017, these industry partners helped identify short course training programs as a key industry need, helping to further develop individuals and teams and equip them with multi-disciplinary skills necessary for developing next generation connected vehicles and related technologies.

Apprenti: In an effort to expand the IT talent pool in southeast Michigan, WIN has become an official affiliate partner with Apprenti, a USDOL registered IT apprenticeship program. In addition, WIN has secured 1.5 million dollars in funding from the Ralph C. Wilson Foundation to cover the training costs for the first one hundred apprentices accepted into the Apprenti program. WIN will also look to obtain braided funding through local MWAs. WIN's first planned expansion will be in Washtenaw county in partnership with Ann Arbor SPARK, Michigan Works! Southeast, and Washtenaw Community College. Nationally, there are currently over two hundred apprentices going through the Apprenti program and the program has since expanded into Michigan, Oregon, Texas, Ohio, California, and Virginia.

Advance Michigan Defense Collaborative: WIN and M/SCMW! partnered to convene an extensive sector initiative known as AMDC. M/SCMW! is the fiscal agent for two Department of Defense Office of Economic Adjustments (DoD OEA) grants, which include three sub recipients and 19 subtasks. This initiative includes a Defense Industry Transition Center that provides services to people displaced from defense contracts. The center is co-located with an American Job Center in Macomb county and provides virtual services to qualified participants in other centers throughout the region. Other projects under this funding source include but are not limited to: skills gap analyses for cybersecurity and for connected and automated vehicles (CAV), a CAV social network analysis, and several employer convening efforts around workforce and economic development issues.

What follows is a description of some of the grants' activities:

- Formation of a regional Connected Life Collaborative and a strategy and implementation plan for a Connected Life Lab (internet of things [IoT]) aimed at entrepreneurship and commercialization around connected products;
- Development of two cyber range facilities and Merit Secure Sandbox testing centers;
- A university-based Detroit Regional Cyber Training Center pilot;
- A regional connectivity plan including an asset map and strengths assessment;
- Launch of several demonstrations of autonomous and connected technologies, with targeted firms receiving technical assistance and commercialization support;
- Initiatives to support capacity of the Advance Michigan Defense Collaborative, including a regional defense supply chain map;
- Participation in a national network of 13,500 members with commercialization interest and expertise, along with a regional technology transfer/innovation plan;
- Enhancement of the state's bid targeting system (BTS) to better connect suppliers to business opportunities; economic impact analysis of the Michigan defense industry;
- A defense skills-gap analysis, action plans and staffing support for the Michigan Automated Systems Collaborative and Opportunity Detroit Tech.

*The InnoState Project:* This sector initiative ended in early 2017. SEMCA served as the fiscal agent and WIN served as the convener. MWAs in Prosperity Regions 6, 9, and 10 and many of their community colleges and employers benefited from this initiative.

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

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

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

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

Over the last decade, GSTMW! along with MWAs in WIOA Planning Regions 9 and 10 have developed a wide variety of administrative cost-sharing arrangements. Two cost-sharing arrangements that have been particularly successful are activities driven by the Southeast Michigan Works Agency Council (SEMWAC) and the Workforce Intelligence Network (WIN). It is the intention of all six MWAs in these regions to continue to support SEMWAC and WIN activities.

As described above, SEMWAC is comprised of 6 MWAs from WIOA Planning Regions 6, 9, and 10. Each MWA contributes a designated amount of funds proportionate to their size as determined by their funding allocations. SEMCA acts as the fiscal agent and is responsible for administering SEMWAC activities. A workforce development consultant has been procured by SEMCA using these funds to help plan and facilitate meetings and work on related regional workforce development projects.

Some of the services provided by SEMWAC to the regions include:

- Planning and facilitation of regular meetings with MWA Directors, MWA Administrative Managers, and Business Services Managers.
- Facilitation of annual regional planning that helps determine joint goals and priorities.
- Convening the Business Services Network, which brings business service representatives together from across the SEMWAC service area to network and share best practices.
- Convening regional staff work groups that research and develop shared service strategies. Most recently, this included development of communications, business services, and customer service strategies. The Business Services Coordination Committee is currently developing strategies for identifying and meeting employer needs.
- Providing joint staff development training like On-the-Job (OTJ) training, Equal Employment Opportunity training, and customer service training for staff from all six MWAs. Currently, a session on Realities of the Workforce is under development.

WIN is comprised of six MWAs and ten community colleges from WIOA Planning Regions 6, 9, and 10. Each MWA and community college contributes an equal share annually to support WIN operations and activities. SEMCA acts as the fiscal agent and is responsible for administering WIN activities. Some of the services provided by WIN to the regions include:

- Providing real-time labor market information on a regular basis to individual MWAs, WIOA Planning Regions, and the WIN service region.
- Convening conferences and writing reports including the Career Pathways Conference and Disrupters Conference, and publishing reports on innovation and disruption and on understanding jobs and talent in southeast Michigan.
- Providing public relations services by contracting with a public relations firm to develop and implement communications strategies by contracting with Crain's Detroit Business and other media outlets to help write and disseminate high-level, research-based blogs and stories.
- Researching and writing regional grant proposals and convening grant initiatives. Currently, WIN is convening and/or providing staffing for the Investing in Manufacturing Partnership (Advance Michigan), the Advance Michigan Defense Collaborative (AMDC), MAGMA, Apprenti, Advance Michigan Catalyst, American Apprenticeship Initiative grant (Advance Michigan Center for Apprenticeship Innovation), and Opportunity Detroit Tech.
- Spearheading the MI Bright Future initiative aimed at introducing K-12 students to work-based training opportunities in high-demand industries and occupations.
- Convening the Learning Network designed to provide quality data resources and tutorials to community college and MWA representatives throughout greater southeast Michigan.

#### Memorandums of Understanding and Infrastructure Funding Agreements

GST Michigan Works! has developed MOUs and Infrastructure Funding Agreements to comply with provisions of the WIOA, the WIOA Final Regulations, federal guidance, and state policy. As required by 20 CFR 678.700 and 678.760, 34 CFR 361.700 and 361.760, and 34 CFR 463.700 and 463.760, all American Job Center partner programs must contribute to the infrastructure costs and certain additional costs of the one-stop delivery system based on their proportionate use. To ensure compliance, GSTMW! has negotiated infrastructure cost agreements with all American Job Center partners for cost sharing based on relative benefits received by each partner agency.

GSTMW! has also established administrative cost arrangements with other MWAs in Regions 9, 10, and several other areas, and will continue to look for new cost-sharing opportunities. Other administrative cost arrangements include:

- *National Emergency Grant Initiatives:* GSTMW! served as the fiscal agent for the Region 6 Sector Partnership NEG, and M/SCMW! served as the fiscal agent for the Region 6 Job Driven NEG. This cost sharing practice will continue as needed.
- *Joint Procurements:* GSTMW! and other MWAs in Regions 9 and 10 have jointly procured services through their administrative arrangements with SEMWAC and WIN, including procurement of consultants, facilitators, project managers, media outlets, and public relations firms. They have also been able to jointly negotiate pricing to reduce costs of technologies including Burning Glass job parsing technology and G\*STARS. One challenge that makes joint procurements difficult is that each MWA involved is responsible for documenting procurements and is accountable for monitoring/audits.
- *In-Kind Contribution Arrangements:* GSTMW! makes in-kind contributions to support regional initiatives, primarily by subsidizing staff time for their involvement in the initiatives described in this section and the sector initiative section. This is especially true for fiscal agents who dedicate administrative resources as well.

There are many other cost-sharing agreements and informal arrangements in Region 6 between GSTMW! and its state and local partners, and between GSTMW! and other MWAs in Regions 9 and 10. These include:

- Arrangements between GSTMW! and other MWAs in Regions 9 and 10 to serve participants from each other's counties.
- Agreements with St. Clair County Community College and Delta College to provide training services to GSTMW! participants.
- Agreements with Mott Community College to provide employment services and employment service-related training.
- Agreements between GSTMW! and nonprofit organizations to provide employment and program delivery services.
- Arrangements between GSTMW! with the Michigan Works Association to provide advocacy, education, and professional development services.
- Arrangements between GSTMW! with the Veterans Services Division to house Disabled Veteran Outreach Program staff on site to work with disabled veterans.

- Arrangement between GSTMW! with the Michigan Talent Investment Agency to house Migrant & Seasonal Farm Workers (MSFW) staff on site to work with MSFW individuals.

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

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

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

### **Regional Transportation Services**

Transportation continues to be one of the biggest barriers for many job seekers in WIOA Planning Region 6. GSTMW! is collaborating with many organizations throughout the region to address this critical issue. Unfortunately, given the current state of transportation services in the region and the lack of funding for transportation-related supportive services, there has been very little GSTMW! can do to address the immediate concerns of job seekers needing transportation beyond providing limited transportation-related subsidies to qualified participants. However, GSTMW! continues to explore regional transportation initiatives, which should help address this need. The six counties in Region 6 are served by the following public transit systems:

- Genesee County (Flint Mass Transportation Authority- Flint MTA)
- Huron County (Huron Transit Corporation also known as Thumb Area Transit- TAT)
- Lapeer County (Greater Lapeer Transportation Authority- GLTA)
- Sanilac County (Sanilac Transportation-STC)
- Shiawassee County (Shiawassee Area Transportation Agency-SATA)
- Tuscola County (Thumbody Express)

The Regional Prosperity Initiative in Region 6 has included in its strategies a plan to develop the region's infrastructure, including identifying gaps in the infrastructure in the region, preparing a long-term capital improvement plan for infrastructure, and improving access to transportation to areas of the region that are underserved. Also, the Michigan Department of Health and Human Services provides volunteer drivers when extenuating circumstances exist.

The MTA in Flint currently provides limited service to Northern Oakland county and is working with GSTMW!, Oakland County Michigan Works! and other key partners to expand transportation routes to other counties. Other transportation authorities (GLTA, TAT, STC,

Thumbbody, and SATA) in the region provide local bus and curb-to-curb services with limited out of county services available upon request.

### **Regional Supportive Services Strategies**

Throughout Region 6, there are a wealth of organizations that provide a wide variety of supportive services. GSTMW! works with many of these agencies, many of which provide subsidies to qualified participants and referrals.

Located in Employment Services in the Flint American Job Center, the Community Resource Navigator serves participants 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 addition of a Resource Navigator has assisted in the coordination of supportive services, between GSTMW! and its respective participants and network of providers. Moving forward, GSTMW! along with their many partners in the region will explore additional opportunities to coordinate these services. This may include exploring joint procurements and creating regional online directories and advisories of available supportive services in the region.

GSTMW! provides a number of participants with private vehicle mileage in the form of a gas check (weekly or biweekly). This supportive service is provided to participants, so they have the gas to get back and forth to training/employment. The goal of providing private vehicle gas mileage is to ensure the participants have the resources to successfully complete their goals. Mass transit/bus tokens are also purchased for participants when appropriate. These supportive services are in accordance with GSTMW! Supportive Services Policy.

Community Ventures (CV) is a state program that operates in collaboration with GSTMW! in Region 6. Community Ventures is an innovative economic development initiative that promotes employment and social enterprise in the state's most distressed urban areas. CV supportive services strategies include providing wrap-around services that assist with job retention and removal of barriers to employment (e.g., job coaching, transportation, etc.). CV is currently being restructured to better serve communities, providing a possible opportunity for MWAs to play a larger role in supporting and administering administration through the Michigan Works system.

Included in the Community Ventures efforts in Region 6 is the creation of an Employer Resource Network (ERN) and/or Business Resource Network (BRN), which is a private-public consortium whose purpose is improved workforce retention through employee support and training. The BRN facilitates business engagement, cross-sector collaboration among employers, human services and educators, workplace-based employee success coaching (case management), and real-time referrals to community resources.

GSTMW! along with their many partners in the region will continue to explore opportunities to coordinate these services. GSTMW! will work with staff in the Talent Investment Agency's (TIA) Workforce Development Agency on coordination of supportive services and statewide BRNs. This may include exploring joint procurements and creating regional online directories and advisories of available supportive services in the region.

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

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

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

GST Michigan Works! collaborates with many different economic development organizations in the region on a variety of workforce development-related economic development activities and initiatives. Several economic development organizations in the region are aligned with industry sectors while others are broad based economic development agencies housed in county and city governments. GSTMW! often collaborates with these organizations by helping them develop business recruitment and retention strategies, and by providing businesses labor market information and access to GSTMW! business services, training grants, and talent. In return, these partnerships help ensure that the MWAs in the region are business driven, and that the workforce system aligns with business needs. What follows are several examples of how GSTMW! coordinates workforce development and economic development services.

**AG-Entrepreneurs:** GST Michigan Works! works closely with the 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 I-69 International Trade Corridor:** This corridor is a strategic commercial gateway between the Midwestern United States and Ontario, Canada. GSTMW! along with the Economic Development Alliance of St. Clair County, the Lapeer Development Corporation, the Flint and Genesee Chamber of Commerce, and the Shiawassee Economic Development Partnership are working together to help the corridor become a focus of economic development in the region.

Monthly Business Services & Partner Meetings: These 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 organization as it relates to workforce development.

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

Quarterly Manufacturing Forum Sessions: GST Michigan Works! has a history of engaging business customers through strategically designed events that provide meaningful professional development and networking opportunities for our business community. It is especially important that these events are timely, relevant, and a good return-on-investment for customers' time. Topics are determined by current/emerging issues and opportunities happening in the world of business and based on the feedback provided by the business services team that is received in the field. These quarterly, two-hour morning sessions are free to all participants and open to the community. Presenting partners offer their services at no cost.

Project Rising Tide (PRT): The mission of the Rising Tide initiative is to provide at-risk communities with the tools they need to design and build a successful economic framework. It supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth.

The first community in the GSTMW! service area to be selected at a Project Rising Tides community was the City of Sandusky. As an integral part of the leadership team lead by the Michigan Economic Development Corporation (MEDC), GSTMW! enthusiastically supported the pilot city and helped to identify, prioritize, and implement the communities PRT Action Plan. As Sandusky graduates from PRT in 2018, the agency will assist the round-two community—the City of Lapeer. Assistance to PRT includes:

- Assist community as needed in establishing a Project Rising Tide Steering Committee to lead the community's revitalization efforts.
- Interface and keep open communication with community and other PRT Steering Committee members around the issues of talent and PRT efforts.

- Coordinate appropriately with other agencies and organizations providing technical assistance.
- Alongside community leadership, guide efforts related to talent, workforce, and business development in the community and assist in the research collection and assessment of current practices of the community related to talent/workforce development.
- Assist with outreach to other state agencies and stakeholder groups to implement successful economic framework.

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

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

GST Michigan Works!, along with its Workforce Development Board and the Chief Elected Officials will individually and independently negotiate and reach agreement with the Governor and the Michigan Talent Investment Agency on its respective local levels of performance for the performance accountability measures described in Section 116(c) of the WIOA.

