Southeast Michigan Community Alliance (SEMCA) Michigan Works! Agency

Workforce Innovation and Opportunity Act (WIOA) Local Plan

Program Years 2024 through 2028
07/01/2024 – 06/30/2028

Prepared in Response to
Michigan Department of Labor and Economic Opportunity
Workforce Development
(LEO-WD)
Policy Issuance (PI) 24-13

Federal Contractor
Equal Opportunity Employer & Programs – Minorities/Women/Disabled/Veterans Reasonable accommodations will be made upon request.

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Background

The Workforce Innovation and Opportunity Act (WIOA) presents an extraordinary opportunity to improve job and career options for our nation's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses. The WIOA supports the development of strong, vibrant regional economies where businesses thrive, and people want to live and work. This revitalized workforce system can be characterized by three critical hallmarks of excellence:

1) The needs of businesses and workers drive workforce solutions.
2) One-Stop Centers provide excellent customer service to workers, job seekers, and employers, with a focus on continuous improvement.
3) The workforce system supports strong regional economies and plays an active role in community, economic, and workforce development.

Planning regions provide an opportunity for local areas to collaborate more formally within the larger regional economy. Per the WIOA Final Regulations, the purpose of identifying planning regions is to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to both job seekers and employers. Per the WIOA Section 106(c), local Workforce Development Boards (WDBs) and Chief Elected Officials (CEOs) are required to engage in a regional planning process that results in the development of a regional plan. Further, the WIOA Section 108(a) states each local WDB is responsible for developing a local plan in partnership with the CEO. In the case of SEMCA, the Southeast Governmental Alliance (SEGA) is the CEO.

This document represents the required local plan submitted by SEMCA in response to the Labor and Economic Opportunity – Workforce Development (LEO-WD) State of Michigan Policy Issuance (PI) 24-13. The ***bold italic*** font distinguishes the required items outlined in LEO-WD's PI from SEMCA's response. SEMCA's local plan consists of Monroe County and Wayne County outside the City of Detroit, which is served by its own WDB (See Figure 1). The local plan is formatted to follow Michigan's Unified State Plan.

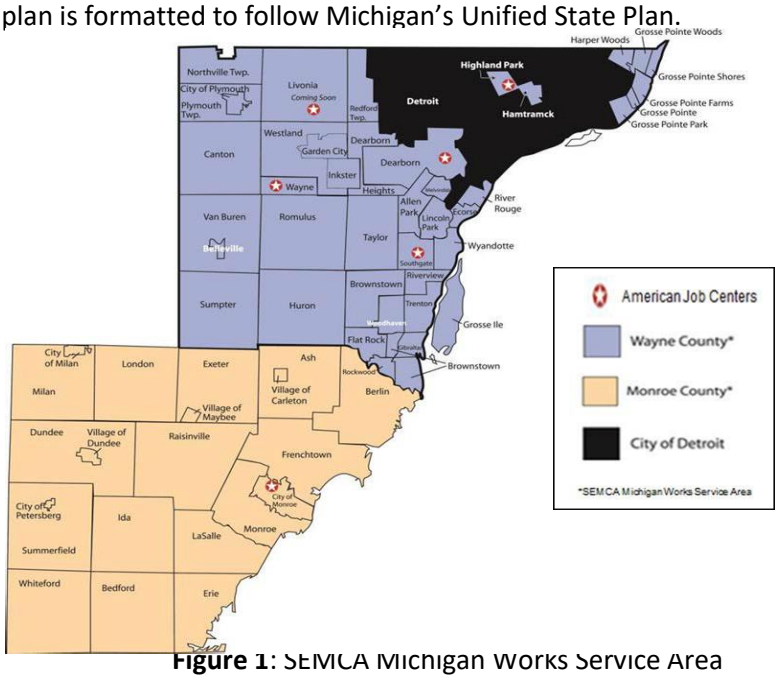


Figure 1: SEMCA Michigan Works Service Area

SEMCA's Local Plan

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

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

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

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

   - ***The regional analysis was prepared as part of the regional plan.***

     The regional analysis prepared as part of the Regional Plan is provided as Attachment A to this Local Plan.

   - ***A description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to performance accountability measures based on primary indicators of performance as described in the WIOA Section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency. Expected performance levels may be used to evaluate outcomes. Such levels vary across the core programs.***

     Performance Measures:
     - ***WIOA Title I – Adult, Dislocated Worker, and Youth***
       - ***Employment Second Quarter After Exit***
       - ***Employment Fourth Quarter After Exit***
       - ***Median Earnings Second Quarter After Exit***
       - ***Measurable Skill Gains***
       - ***Credential Attainment Rate***
       - ***Retention with the Same Employer***

     - ***WIOA Title II – Adult Education and Literacy***
       - ***Employment Second Quarter After Exit***
       - ***Employment Fourth Quarter After Exit***
       - ***Median Earnings Second Quarter After Exit***
       - ***Measurable Skill Gains***
       - ***Credential Attainment Rate***

- ***Retention with the Same Employer***

- ***WIOA Title III – Wagner-Peyser***
  - ***Employment Second Quarter After Exit***
  - ***Employment Fourth Quarter After Exit***
  - ***Median Earnings Second Quarter After Exit***
  - ***Retention with the Same Employer***

    (Measurable Skill Gains and Credential do not apply to Wagner-Peyser)

- ***WIOA Title IV – Vocational Rehabilitation***
  - ***Employment Second Quarter After Exit***
  - ***Employment Fourth Quarter After Exit***
  - ***Median Earnings Second Quarter After Exit***
  - ***Measurable Skill Gains***
  - ***Credential Attainment Rate***
  - ***Retention with the Same Employer***

SEMCA's programs incorporate a demand driven model where training and employment opportunities are guided by the needs of local employers utilizing labor market information and data from the Workforce Intelligence Network (WIN) for Southeast Michigan. Programs are designed to link closely to local and regional labor market needs and incorporate strong connections between academic and occupational learning as well as other community programs and services.

SEMCA and its WDB work to ensure that its Michigan Works! American Jobs Centers (AJCs) and related services are employer focused and outcome driven, with the placement of job candidates to meet businesses' hiring needs being of the highest priority. Through partnerships, contracted services, oversight, and direction, SEMCA ensures that systems are in place so that a quality connection is made between businesses looking for qualified workers and individuals seeking gainful employment. SEMCA's WDB includes in its vision statement, "through SEMCA's leadership there is a robust career and talent pipeline sustained by public and private partnerships driving a resilient, vital and competitive economy." The WDB's commitment is that every participant will be equipped with rigorous and relevant skills and a strong workplace readiness.

SEMCA is committed to delivering services consistent with the mission, vision, values, and culture of the WDB, based on the following principles:

- A commitment to encourage a common direction among diverse employment, education and training programs.
- Universality of access by employers and job seekers with multiple access points.
- Ease of customer access based on population density and other factors that make locations convenient with maximum co-location of programs required WIOA core services.
- Service delivery that is driven by individual customer needs rather than program offerings.
- Market driven through private sector leadership and by serving the workforce with services responding to the marketplace.
- Integration of services across agencies and programs, replacing fragmentation and duplication with coordination and consolidation.
- Customer service focus of staff, facilities and services supported by customer satisfaction measures.

- Maximum leveraging of resources through co-location and shared operating costs; and
- Accountability focused on results and documented by performance measures.

SEMCA's vision and mission are inclusive of all participants, including youth and individuals with barriers to employment. SEMCA's youth vision is to fully prepare all youth participants to be productive and contributing members of society. To actualize this vision, SEMCA makes great efforts to offer youth programs that are of the highest quality; that incorporates relevant, innovative, and flexible program designs; and that prepare at-risk youth for real job opportunities in the ever-changing economy. The WIOA Youth program assists youth, both in and out-of-school, to explore career options; set meaningful and attainable goals; build connections to the world of work; and gain new technical, academic, and vocational skills.

SEMCA has successfully negotiated local levels of performance for the following under WIOA (Adult, Dislocated Worker, and Youth) and Wagner-Peyser Act programs: Median Earnings, Employment Second Quarter After Exit, and Employment Fourth Quarter After Exit. Local levels of performance have also been determined for Credential Attainment Rate and Measurable Skills Gains for the WIOA Adult, Dislocated Worker, and Youth programs. An opportunity to negotiate Effectiveness in Serving Employers via Retention with the Same Employer in the second quarter after exit and fourth quarter after exit has not yet been made available. SEMCA agrees to abide by all new local levels of performance measures as listed in the table below:

Performance Measures	PY22 MWA Negotiated Level	PY23 MWA Negotiated Level
WIOA ADULT		
Employment Rate 2nd Quarter After Exit	90.0	90.0
Employment Rate 4th Quarter After Exit	86.0	86.0
Median Earnings 2nd Quarter After Exit	$7,246	$7,246
Credential Rate 4th Quarter After Exit	83.4	83.4
Measurable Skill Gains	44.0	44.0
WIOA DISLOCATED WORKER		
Employment Rate 2nd Quarter After Exit	91.0	91.0
Employment Rate 4th Quarter After Exit	89.0	89.0
Median Earnings 2nd Quarter After Exit	$8,615	$8,615
Credential Rate 4th Quarter After Exit	78.0	78.0
Measurable Skill Gains	48.6	48.6
WIOA YOUTH		
Employment Rate 2nd Quarter After Exit	83.9	83.9
Employment Rate 4th Quarter After Exit	81.0	81.0
Median Earnings 2nd Quarter After Exit	$3,880	$3,880
Credential Rate 4th Quarter After Exit	81.2	81.2
Measurable Skill Gains	33.3	33.3
WAGNER-PEYSER		
Employment Rate 2nd Quarter After Exit	70.3	70.3

Employment Rate 4th Quarter After Exit	72.0	72.0
Median Earnings 2nd Quarter After Exit	$6,295	$6,295

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

  Through SEMCA's leadership, there is a robust career and talent pipeline sustained by public and private partnerships driving a vital, competitive economy. SEMCA's mission is to provide innovative leadership to create an inclusive life-long talent and career development system that is responsive to evolving labor market demands. SEMCA, along with the WDB, works to ensure the efficient use of funds, maximize the system's effectiveness, and improve collaboration. SEMCA addresses the full workforce development continuum to include pipeline development, recruitment, advancement, and retention. SEMCA and the WDB are steadfast in their commitment to leverage resources and engage partners primed to drive the SEMCA area as the nation's leading talent capital.

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

- ***The programs that are included in that system.***

  SEMCA has established Michigan Works! AJCs in locations based upon geography demographics, and other relevant criteria. Currently, SEMCA has six (6) AJCs and one (1) Satellite Center plus a toll-free One Call Center as a central intake and referral option. All the SEMCA AJCs are required to meet the requirements of the Michigan Works! Certification Criteria described in LEO WD PI 21-36 and other appropriate polices issued by LEO-WD.

  Programs included in the SEMCA Michigan Works! System includes all WIOA required partners:
  - Wagner-Peyser Employment Services; WIOA Adult, Dislocated Worker, and Youth; Trade Adjustment Assistance (TAA); Partnership. Accountability. Training. Hope (PATH); Veterans Employment Services; Food Assistance Employment and Training (FAE&T), TANF, TANF Refugee Program, Reemployment Services and Eligibility Assessment (RESEA), Access to services and programs such as Michigan Rehabilitation Services (MRS), Adult Education, Department of Health and Human Services (DHHS), and Bureau of Services for Blind Persons (BSBP) is made available through partnerships with local and regional entities.
  - Each AJC has local relationships with non-profits, schools, community service agencies, and employer organizations that will continue to be developed to keep expanding services.
  - Additionally, SEMCA utilizes The Information Center (TIC) as a referral service for residents of Southeast Michigan to connect people with the human service resources that fit their individual needs.

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

  SEMCA works with entities carrying out core programs and other workforce development programs

to provide service alignment. Many WIOA core partner programs are made available at each of the AJCs in the SEMCA area, including Adult (WIOA Title I), Dislocated Worker (WIOA Title I) and Wagner-Peyser Employment Services (WIOA Title IV). Youth (WIOA Title I) is available at each of the AJCs except for the Monroe AJC, where Youth programs are offered at the Monroe Intermediate School District (ISD). Access to Adult Education and Family Literacy Programs (WIOA Title II) are made available through referral at each of the AJCs. MRS (WIOA Title IV) are co-located with the Livonia and Wayne AJCs and offered through referral at the other SEMCA AJCs. MRS is also represented on the local WDB, filling a vital role in advising SEMCA and assisting with the coordination of service alignment.

SEMCA completed a three-year organizational strategic plan in 2021, effective January of 2022, which provides organizational guidance and continuous development for future decision making. Core partners and other entities were given electronic survey instruments and invited to attend WDB meetings as part of the plan's development. Several strategic priorities were identified to carry out core programs and other workforce development programs, which include the following:

- Partnerships – Develop and maintain the talent pool in SEMCA's Service Area by strengthening the connection between partner's strategic goals and SEMCA's services.
- Service Quality-Provide consistent, high-quality services by implementing ongoing professional development and training of SEMCA staff and service providers
- Funding Diversification-Diversify funding to support innovative service delivery and operational stability
- Branding-Increase brand clarity, understanding and awareness.

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

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

WIOA emphasizes services that lead to career pathways and stackable credentials as well as specialized services to those with substantial barriers to employment in partnership with Title IV Core Partners including MRS and BSBP as required. SEMCA AJCs have embraced these concepts and look to continue expanding their usage in the coming years. By working with employers and developing strong, work-based training relationships, SEMCA expects to have greater employment placement and retention.

Traditional classroom training will continue to be widely used in high demand fields such as Information Technology, Healthcare, Logistics, and Advanced Manufacturing. Training in fields and occupations that have clear and attainable pathways will be the focus of classroom training as well as work-based training. Support Services, when a need is demonstrated and other options exhausted, will be available for enrolled participants with needs such as transportation assistance to and from school or work, uniforms/work clothing, and books for school. Case management and career advising is geared towards long-term career growth and not focused solely on placing job seekers into immediate jobs with limited wage and advancement potential. Co-enrollment is encouraged for participants that are eligible and would benefit from being served by multiple programs.

- To help expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, SEMCA will:
    - Align workforce development efforts around high demand and high wage occupations through contractual arrangements for its service delivery providers that expand access to employment training and education.
    - Continue to strengthen and expand partnerships with economic development entities, MRS, BSBP, Veterans Services, Adult Education providers, Career and Technical Education (CTE) providers, and other core and partner programs.
    - Develop policies, staff training, and strategies to support expanding access to individuals and employers who can benefit from programs and services.
    - Utilize strategies and career coaching models to enrich case managers who work directly with participants including individuals with barriers, youth, and low-skilled adults to provide supportive services and set career and education goals that lead to credentials and employment.

- To help facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, SEMCA will continue to:
    - Execute and maintain MOUs with core partners to ensure core programs and services will be available to all customers in the SEMCA Michigan Works! System.
    - Develop relevant policies to facilitate the development of career pathways through the use of career exploration tools.
    - Leverage multiple programs to service participants through co-enrollment that are eligible or suitable to provide them access to full resources that support credential attainment and employment success.

- To help improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable), SEMCA will continue to:
    - Strengthen and collaborate with its community college partners: Henry Ford College (HFC), Monroe County Community College (MCCC), Schoolcraft College, and Wayne County Community College District (WCCCD). Real-time labor market information is utilized by community colleges for curriculum development and ensure enhanced marketability for students and graduates upon entering the local workforce.
    - Strengthen and collaborate with other training providers, businesses, and labor organizations that provide stackable and portable credentials via training and work-based learning opportunities.
    - Expand pre-apprenticeship and apprenticeship opportunities in collaboration with WIN, the State, employers, labor organizations, and USDOL.

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

- ***Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.***
- ***Support a local workforce development system that meets the needs of businesses in the local area.***
- ***Improve coordination between workforce development programs and economic development.***
- ***Strengthen links between the one-stop delivery system and unemployment insurance programs.***

Note: Strategies and services may include the implementation of initiatives such as incumbent worker training (IWT) programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of employers - supporting the local board's overall strategy to align local resources, required partners, and entities that carry out core programs.

The unemployment rate in the SEMCA region has consistently been low since the end of the COVID 19 pandemic. Available talent had become a scarce commodity in the SEMCA area, following a national trend. There were large disparities between job demand and labor force participation where employers were seeking new talent, but labor force participation was not keeping pace. Much of this was attributed to vast changes in demographics, including a skills gap in the available workforce pool, baby boomers retiring, and millennials opting to enter the workforce later in lieu of higher educational degrees.

Post-pandemic, SEMCA has reopened the doors to our AJC's for in-person services. We have also continued to use virtual service delivery options that were developed due to the COVID-19 pandemic. This allows us to provide services to customers that may have barriers to utilizing our services in person, attract talent from a wider range for our local employers and serve a large group of customers at one time optimizing AJC staff time.

To help match talent with demand, SEMCA works with job seekers and employers using real-time labor market information along with feedback from employers to determine demand in specific fields and occupations. Since 2005, SEMCA has used alternatives to the traditional labor market information to understand market demand. Further, in early 2012, WIN was created by the Southeast Michigan MWAs and Community Colleges to coordinate industry sector strategies delivering real-time actionable marketplace intelligence to support better, more efficient solutions for employers. SEMCA plans to continue to utilize these improved data sources to align with industry clusters and continue to identify high demand jobs and emerging industries.

SEMCA uses a few strategies and services to support a local workforce development system that meets the needs of businesses in the local area. SEMCA facilitates engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs by engaging WDB private sector members, local chambers of commerce, economic development agencies, and employer consortium groups.

SEMCA's Business Services staff, in collaboration with invited partners, meet monthly to discuss best practices, share ideas, and coordinate the delivery of services to local employers including people with disabilities. Programs and resources are available to include on-the- job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of employers. Our partnership is strengthened by partners like Michigan Economic Development Corporation (MEDC), MRS, and BSBP as they provide additional resources such as retention and other acquisition services for business needs for current employees with disabilities as well as hiring supports and accommodations. MRS and BSBP can also provide an array of disability awareness training for employees, job analysis, ergonomic assessments, and other resources/recommendations for business assistance.

Additionally, SEMCA staff members along with partner staff are part of several employer focused groups, including WIN, Michigan Alliance for Greater Mobility Advancement (MAGMA), Health Careers Alliance,

Electric Vehicle Jobs Academy (EVJA) and the Michigan Energy Workforce Development Consortium (MEWDC). Coordination is also made through SEMCA staff representation on the SEMCOG Talent Task force and via participation of SEMCOG on SEMCA's WDB. Further, SEMCA staff members participate in a Southeast Michigan Works Agency Council (SEMWAC), which is collaboration between six MWAs in Southeast Michigan working together to develop effective strategies to serve employers and job seekers.

SEMCA works to strengthen linkages between the One-Stop delivery system and unemployment insurance programs by incorporating those programs into the system at each of the AJCs. Individuals visiting AJCs to complete their UI claims are provided with an overview of the services offered at the AJC. Staff at the AJC encourage UI claimants to participate in the services offered and encourage the use of the One-Stop delivery system to better match needs, increase job placements and reduce the duration of unemployment. If it becomes apparent that a UI claimant is unable to utilize self-services due to poor computer skills level, literacy, or some other barrier, then assistance is provided, and appropriate referrals are made to include MRS and BSBP where indicated.

Below summarizes each required area in this section.

- ***Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.***

  SEMCA facilitates engagement of employers and workforce development of co-enrollment programs with private sector, local chambers of commerce, and economic development agencies by leading and participating in business round tables, employer informational sessions, fact finding and onsite employer visits. Employer needs are assessed for co-enrollment resources and opportunities across all programs.

- ***Support a local workforce development system that meets the needs of businesses in the local area.***
  - SEMCA continues to utilize LMI data and the sector strategies to drive workforce development services programs.
  - SEMCA continues to ensure that all Business Services staff are trained and certified through the MWA Business Solutions Professionals (BSP) model training.
  - SEMCA hosts monthly best practice meetings that include training and developing strategies so that Business Services staff are equipped to engage with and provide employers with a full array of workforce programs and services.

- ***Improve coordination between workforce development programs and economic development.***

  SEMCA will continue its strong partnership with local chambers of commerce and economic development agencies, as well as participate in employer focus groups. These include the Detroit Regional Partnership, Detroit Region Aerotropolis Corporation, I-275 Industrial Council, Michigan Minority Supplier Development Council, Wayne County Economic Development, MEDC, Monroe County Business Alliance, Dearborn Chamber of Commerce, Greater Romulus Chamber of Commerce, Livonia-Westland Chamber of Commerce, Plymouth Canton Chamber of Commerce and Southern Wayne County Regional Chamber of Commerce. All these entities have an important role in partnering with SEMCA on collaborative workforce programs and economic development initiatives.

- **Strengthen links between the One-Stop delivery system and Unemployment Insurance programs.**
  - SEMCA will continue to strengthen its partnership with the State Unemployment Insurance

Agency (UIA) office via the Michigan Works Association staff that host various state departments as presenters, who provide information, guidance, and technical assistance to help strengthen the linkage. SEMCA will continue to provide basic UI informational materials and direct UI claimants to the designated UI telephone line available in each service center as well as the State's website.

- SEMCA will continue to allow UI claimants to access office equipment as needed to contact the UIA.
- SEMCA staff will not give any verbal or written advice to UI claimants regarding their benefits or claims and limit the assistance that is provided to those approved by the UIA.

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

SEMCA works with several regional partners, including WIN, and SEMWAC. These partnerships are described in more detail below and in the WIOA Regional Plan for Region 10.

WIN supports MWAs and Community Colleges in Southeast Michigan with real-time data on careers, educational opportunities, and various grant and program support. SEMCA also serves as the fiduciary of WIN created by the Southeast Michigan MWAs and community colleges to coordinate industry sector strategies and grant application as well as delivering real-time actionable marketplace data. For example, One Workforce Industry Infinity (OWII) is a $1 million, four-year grant from the U.S. Department of Labor's Employment and Training Division that was awarded to WIN and its partners to train Southeast Michigan workers in advance manufacturing, logistics and IT. Through the State of Michigan WDA-LEO, SEMCA is involved with the MiLEAP, and Electric Vehicle Jobs Academy (EVJA) grants as well, which are also regional in scope and involve high levels of collaboration.

SEMWAC is a forum for MWAs in Southeast Michigan to collaborate on region-wide projects, employer support, and grants. It is a collaboration between six MWAs in Southeast Michigan working together on regional planning, grants, and regional workforce solutions. SEMCA works with these collaborative efforts in conjunction with close partnerships with business organizations such as local Chambers of Commerce, Small Business Development Centers (SBDCs) and economic development agencies to expand its support for entrepreneurial and microenterprise services. SEMCA works with these entities to help connect with employers, both large and small, that need talent services. Additionally, providing talent recruitment, resume screening and other talent services for small, start-up companies will be pursued as part of SEMCAs standard Business Services. SEMCA will continue to enrich relationships with regional organizations and chamber of commerce regarding local workforce investment activities along with regional economic development activities.

SEMCA's CEO serves as the representative for all Workforce Development on the Executive Committee of the Southeast Michigan Council of Governments (SEMCOG). Additionally, he is a member of the SEMCOG Future Skills Task Force, which has convened business, employers, education, labor, workforce development, and government organizations. The purpose of the Task Force is to identify and help develop the necessary education and training infrastructure to address future workforce skills, and position Southeast Michigan for long-term economic success.

SEMCA promotes entrepreneurial skill training and microenterprise services. We work closely with our economic development partners such as Great Lakes

Women's Business Council, Monroe County Business Alliance, and ACCESS Capital Ready Program. We also encourage interested participants to work with our local Michigan Small Business Development Center (MI-SBDC). Activities include financial coaching, navigating funding opportunities, small business education support, business plan development, market research, strategic planning, and HR & Organizational Development.

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

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

  To ensure the continuous improvement of eligible providers of services through the system and consistently meet the employment needs of local employers, workers, and jobseekers, SEMCA has developed an organization-wide Performance and Quality Improvement (PQI) program. The PQI program is a comprehensive process that involves all staff levels in successfully facilitating SEMCA's mission and vision. In accordance with the law, all service providers are competitively procured, and all contracts contain thorough quality improvement expectations. SEMCA conducts routine QI reviews with each of its contracted providers to ensure contractual compliance, program efficacy, and fiscal accountability.

  In addition, developing and implementing strategies that allow SEMCA to meet and exceed these performance measures set by LEO-WD is critical to the success of SEMCA programs and its continuous improvement of quality. Because SEMCA functions in an administrative role and does not provide direct services to participants, it is responsible for ensuring its contractors can meet and exceed these performance measures. Therefore, SEMCA's strategic priorities are geared towards ensuring our contractors can meet expectations. To accomplish this, SEMCA regularly monitors each contractor's programmatic data to identify strengths and areas where improvement is needed, provides individual technical assistance and guidance to each contractor, offers training as it relates to meeting performance measures, administers quality improvement and best practice meetings for contractors, communicates all policy updates to contractors, encourages professional development opportunities for SEMCA and contractor staff, routinely assesses the strengths and progress of the program as well as identifies areas that require improvement, and develops programmatic strategies to address areas that require improvement and clearly communicates those strategies to the contractors for implementation.

  SEMCA will ensure continued improvement of eligible providers of services, and to ensure that they meet the employment needs of local employers, workers, and job seekers as follows:
  - SEMCA will continue to employ strategies utilizing WIOA performance indicators as a baseline to evaluate contractors providing workforce services. For example, SEMCA will continue to set WIOA enrollment and exit targets for service providers that will be monitored regularly, including monthly at best practice meetings and quarterly with contract signers.

- SEMCA will continue to provide combined quarterly program and fiscal technical assistance meetings for service providers to ensure employment needs of local employers, workers, and jobseekers are being met.
- SEMCA will continue to use its organization wide PQI tools, which is a comprehensive plan that involves all program and staff levels. In accordance with the law, all service providers are competitively procured, and all contracts contain thorough quality improvement expectations. SEMCA utilizes a third-party monitoring firm that conducts routine QI site visits with each of its contracted providers to ensure contractual compliance program efficacy and fiscal accountability.
- SEMCA will maintain policies that are focused on aligning its service delivery with in-demand and high wage jobs that can meet and or exceed local demand.

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

  SEMCA is committed to providing meaningful services to its customers, even when on-site face-to-face interaction is interrupted. Many SEMCA services are provided virtually using technology. A recent rebranding campaign included a revamp of SEMCA's website that is more robust and user friendly for job seekers and employers. SEMCA hopes to implement additional enhancements to its website, following best practices from other MWAs in the region. SEMCA has implemented a web-enabled customer portal to provide enhanced communication opportunities between customers and AJC staff. This system allows a person to create an account, access jobs and workshops as well as connect with a coach to receive services. SEMCA has also implemented a web-based system to provide better engagement opportunities for our PATH participants.

  Access to service provision for harder-to-reach populations through existing technology channels like Pure Michigan Talent Connect (PMTC), Career Pathways, and social media platforms will continue to be employed. SEMCA utilizes social media to promote programs and services for employers and job seekers such as information on resources and support, sharing of labor market information, soft skills trainings, and other webinars.

  For participants with limited ability and access to use computer technology, they will be encouraged through printed outreach materials (brochures/flyers) to contact their local workforce center by phone, where staff-assisted services and training can be made available. For participants enrolled in WIOA and other programs, SEMCA contractors will explore options that allow the provision of supportive services to address these barriers as part of their individual service strategy in consultation with their career coach.

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

  The SEMCA One-Stop system, including its contractors and on-site partners, comply fully with the non-discrimination provisions of the WIOA (Section 188) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.). The SEMCA system ensures equal opportunity

in employment and access to services with consideration given to the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. The SEMCA system does not discriminate in employment opportunities or practices based on race, color, religion, sex, national origin, age, disability, sexual orientation, or any other characteristics protected by law. Reasonable accommodation is made for qualified individuals with known disabilities in collaboration with MRS, BSBP, and other partners. SEMCA provides technical assistance and ongoing support for addressing the needs of individuals with disabilities. SEMCA, MRS, and BSBP have conducted in-service training workshops to enhance professional development in disability awareness.

To support compliance and prioritize access to services, SEMCA has developed and implemented policies and procedures to ensure compliance, including an Equal Opportunity Policy, Discrimination Complaint Procedure, and Reasonable Accommodation Policy and Procedures. The scope of the Reasonable Accommodation Policy includes that service providers will provide reasonable accommodations to the known physical and mental limitations of qualified individuals with disabilities unless the accommodation constitutes an undue hardship. Currently, SEMCA offers expanded access to services using Infinity Tables, HP Scanjet 5590 Scanner, Expert Mouse Trackball, Uniphone 1140/TTY-TDD Device, Discover Board (alternate keyboard), JAWS (text reading), WORD Q Software, OCR Software - Readris Pro and ZOOM TEXT. SEMCA will provide alternative accommodation or services, if available that would not result in undue hardship.

SEMCA works to bring together core program partners to integrate services and supportive services, and leverage resources to improve services to individuals with disabilities and other protected groups such as the unemployed, underemployed, or those receiving Social Security disability benefits. By utilizing services available through our One-Stop system, SEMCA can connect individuals to existing successful career pathways programs.

SEMCA continues to explore changes in service delivery design and establish or expand partnerships that better connect education, training, workforce, and supportive services to improve employment outcomes of individuals with disabilities. SEMCA encourages active engagement with businesses to identify the skills and support those individuals with disabilities specific needs and communicate these needs to the partners, education, and training providers, as well as individuals with disabilities.

SEMCA regularly assesses the physical and programmatic accessibility of service center facilities to ensure continued compliance and access for individuals with disabilities and other protected groups. Equipment at the One-Stop AJCs is tested monthly by contractors to ensure they are in working order.

- ***A description of the roles and resource contributions of the One-Stop partners.***

Roles and resource contributions of One-Stop partners are negotiated at the administrative level through the execution of cooperative agreements, service contracts, Infrastructure Funding Agreements (IFAs), and Memorandums of Understandings (MOUs).

SEMCA's One-Stop system offers numerous programs including identified core partners that are under SEMCA's executed agreements, such as:

  - Programs authorized under Title I of the WIOA, including the WIOA Adult, Dislocated Worker, and Youth programs

- Employment Services authorized under the Wagner-Peyser Act, as amended by Title III of the WIOA
- Adult Education and Literacy Activities that are authorized under Title II of the WIOA
- Vocational Rehabilitation programs that are authorized under Title I of the Rehabilitation Act of 1973
- Career and Technical Education Programs at the Postsecondary Level that are authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- Trade Adjustment Assistance (TAA) activities that are authorized under Chapter 2 of Title II of the Trade Act of 1974
- Unemployment Compensation Programs that are authorized under State unemployment compensation laws, in accordance with applicable Federal law
- Programs that are authorized under Section 212 of the Second Chance Act of 2007
- Programs that are authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)) and Work Programs that are authorized under Section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))

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

The intake eligibility process begins with the WIOA Orientation/Initial Screening. At this group meeting, available services are discussed, and a description of the AJC's purpose and mission is shared with customers. The second step in this process is the WIOA Intake and Registration Appointment. Eligibility documents are collected, and verification of the eligibility items is measured against the available documentation.

Once the second meeting with the candidate is completed, the required enrollment paperwork is submitted to SEMCA, and the eligibility is verified again by SEMCA's Management Information System (MIS) department for accuracy and then entered into Michigan's One Stop Management Information System (OSMIS). Individuals that lack proper documentation to enter the WIOA Adult, Dislocated Worker, or Youth programs are informed of the services available through core partners. An explanation regarding the PMTC is provided along with schedules for available workshops and seminars. Additionally, SEMCA partners work with agencies as needed for specific customer needs and make appropriate referrals. TIC, which is SEMCA's resource for community resources, is often one of the first calls for most matters.

WIOA Adult and Dislocated Worker employment and training activities are available in SEMCA One-Stop AJCs to include Basic Career Services, Individualized Career Services, and Follow-up Career Services. Each is detailed below.

Basic Career Services: universally accessible and made available to all individuals who seek employment and training services. These services require less staff time and involvement and include:

- WIOA eligibility determination, outreach, intake (including worker profiling), orientation to information, and other services available through the One-Stop system, initial assessment of skill levels, including literacy, numeracy, and English Language proficiency, as well as aptitudes, abilities (including skill gaps), and supportive service needs.

- Labor exchange services including job search, placement assistance, career counseling including provision of information on in-demand industry sectors and occupations, and provision of information on nontraditional employment.
- Business services including appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system, referrals to, and coordination of activities with, WIOA partner programs and, when appropriate, other workforce development programs.
- Disseminating accurate local, regional, and national workforce and labor market employment statistics information, including job vacancies in labor market areas and information on the earnings, skill requirements, and advancement opportunities for demand occupations.
- Provision of performance and program cost information on eligible training providers, by program and type of providers, and workforce services, by program and type of providers.
- Provision of information, in usable and understandable formats and languages, on the MWA's WIOA performance accountability measures, and on any other additional performance information that relates to the MWA's AJC network.
- Provision of information, in usable and understandable formats and languages, on the availability of supportive services or assistance, and on appropriate referrals to such services and assistance, including childcare, child support, medical, or child health assistance through Michigan's Medicaid and Children's Health Insurance Programs.
- Provision of information on benefits under the Supplemental Nutrition and Assistance Program (SNAP), Earned Income Tax Credit (EITC) assistance, HUD housing counseling and assistance services, and TANF assistance.
- Assistance in establishing eligibility for non-WIOA-funded training and education programs, and in eligibility for financial assistance for these programs.
- Provision of information and meaningful assistance on filing claims under UI programs.

Individualized Career Services: made available, if determined to be appropriate, for an individual to obtain or retain employment. Comprehensive and specialized assessments (e.g., diagnostic testing, specialized assessments, and in-depth interviewing and evaluation) of a customers' skills levels, employment barriers, and appropriate employment goals to include:

- Individual Employment Plan (IEP) development, which is an on-going strategy to identify
- the customer's employment goals, appropriate achievement objectives, and the appropriate combination of services
- Group counseling, mentoring and individual counseling, which is a one-on-one session that may explore in greater detail a participant's issues, problems, or situations
- Career planning short-term prevocational services such as learning, communication, personal maintenance, and interviewing skills; punctuality; and professional conduct services) to prepare individuals for unsubsidized employment or training
- Financial literacy services which include supporting participants' ability to create
- household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals; and supporting participants' ability to manage spending, credit, and debt, including credit card debt, effectively
- Workforce preparation activities which include programs or services that help customers
- acquire the basic academic, critical thinking, digital literacy, and self-management skills they need to enter and complete post-secondary education, training, or employment
- out-of-area job search and relocation assistance

- English language acquisition programs integrated and education and training programs

Follow-up Career Services: provided, as appropriate, for Adult and Dislocated Worker program participants who are placed in unsubsidized employment, for up to twelve months after their first day of employment. Counseling about the workplace is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

Training Services: provided to Adults and Dislocated Workers who, after an interview, evaluation or assessment, and career planning, have been determined to:

- be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency, or to obtain wages that are comparable to or higher than wages from their previous employment, if these individuals received only career services
- need training services to obtain or retain the foregoing employment
- have the skills and qualifications to participate successfully in training services
- be in a training program that is directly linked to the employment opportunities of a local or regional area, or of another area to which the individual will commute or relocate
- be unable to obtain other grant assistance (e.g., state-funded training grants and Federal Pell grants) for such training, or who need assistance beyond what is available from these other sources to pay for such training
- be eligible to receive funding for WIOA training services

Training services may include the following:

- Registered apprenticeships
- Occupational skills training, including training for nontraditional employment
- On-the-Job training
- Customized Training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training programs that assist qualified unemployed individuals who are seriously interested in starting a business in Michigan and becoming self-employed
- Adult education and literacy activities, including activities of English language acquisition, and integrated education and training programs provided concurrently or in combination with any of the training services, with the exception of registered apprenticeships and transitional jobs training

SEMCA and its One-Stop partners provide its customers with quality and in-demand focused employment and training services. SEMCA continues to meet WIOA performance indicator goals.

8. A description of the design framework for youth programs in the local area, and how the 14 program elements required in 20 CFR Section 681.460 are to be made available within that framework.

Program Design Framework

The purpose of WIOA Youth services is to assist young people, ages 14-24, who face significant barriers to success in the labor market, by providing resources and support to overcome those barriers and successfully transition to self-sufficiency. The program target includes populations with barriers to employment, basic skills deficient, offenders, homeless individuals, English language learners, individuals aging out of foster care, pregnant or parenting individuals, and persons with disabilities. The program design is essential to assisting providers develop and implement comprehensive service diversity, inclusion, and equity strategies based upon the participants needs.

Intake
Involves registration, eligibility determination, and collection of documentation to support verification of eligibility for services. Other services also include referral for basic skills development, social emotional needs that may impact employment, and referral to other services as appropriate.

Assessments

The assessment process identifies the participant's interest, goals, abilities, support service needs, academic level, skills levels, prior work experience, employability skills, and service needs. Assessment results are used to develop the Individual Service Strategy.

Individual Service Strategy (ISS)

The ISS is a plan created by the Coach based on results of the participant's intake and any assessments completed. The ISS identifies employment goals, educational objectives and appropriate services for the participant and is an essential part of identifying service strategies that directly align with WIOA performance indicators.

Career Coaching/Case Management

A career coach/case manager is assigned to assist youth in making informed choices and successfully completing the program and follow-up services.

Supportive Services

Providers must provide support services to participants that are necessary to enable the youth to participate in WIOA authorized activities.

Follow-Up

Career Coaches/Case Managers will establish procedures and provide follow-up services for participants up to 12 months following exit from the program. The services help to ensure a youth is successful during their postsecondary education or employment after the program. Service delivery will be based on employment services, work-based opportunities, preparation for postsecondary education and training opportunities, and youth development.

Program providers will incorporate the following 14 program elements into their service delivery:

1) Tutoring, study skills training and instruction
2) Alternative secondary school offerings, dropout recovery services

3) Paid and unpaid work experiences, including summer employment opportunities, job shadowing, and internships
4) Occupational skills training that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields.
5) Education offered concurrently with workforce preparation
6) Leadership development opportunities that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.
7) Supportive services
8) Adult mentoring
9) Follow-up services (12 months)
10) Comprehensive guidance and counseling
11) Financial literacy education
12) Entrepreneurial skills training to provide the basics of starting and operating a small business.
13) Provision of labor market and employment information, access to career counseling, career exploration, career awareness, Talent Tours, and the use of labor market tools.
14) Activities that help youth prepare for, and transition to, post-secondary education and training.

9. A local definition of Part B of Basic Skills Deficiency, which reads "a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society."

SEMCA defines the local definition of "Basic Skills Deficiency" as:

- Have a score at or below 8th grade level on an English reading, writing, or computing generally accepted standardized test or a youth or adult who is unable to compute or solve problems, read, write English at a level necessary to function on the job, or in the individual's family or society.

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

SEMCA holds that there are several common practices relevant to the design of a quality program. These include providing comprehensive approaches to serving youth, tailoring services to the individual, encouraging intensive participation, incorporating appropriate motivational strategies, providing a safe and structured environment, communicating high expectations and respect for youth, involving youth in their own learning, and providing consistent one-on-one case management support.

While SEMCA's Youth Program is considered an "employment, training, and education" program, SEMCA also recognizes that programs are most successful when they assist youth in building a range of competencies. Quality programs intentionally help youth build recognized competencies in the following five areas: working, academic, learning, connecting, and thriving.

SEMCA recognizes that its Youth Program cannot provide activities in all competency areas for every youth, and therefore, collaborates closely with MRS/BSBP for youth with employment barriers/disabilities and expects partnerships and referral relationships to be developed with complimentary organizations.

SEMCA recognizes that a critical element in operating quality programs is the measuring, documenting, and reporting of youth outcomes and progress toward those outcomes. SEMCA requires each Contractor to focus on youth results and incorporate a continuous process for examining program strengths and for making program improvements, ages 14-24.

In addition, SEMCA is particularly committed to our local youth and helping them to engage in their development and progress toward long-term self-sufficiency. SEMCA has adopted the following four principles of youth development in its approach to developing a comprehensive youth and workforce development system:

- Value the individual strengths of young people rather than focusing exclusively on their problems.
- Give youth authentic opportunities to make meaningful contributions to their communities.
- Provide all youth with caring adults who provide structure, accountability, and high expectations.
- Take a holistic approach to providing services to youth and address academic, employability, civic and social involvement, emotional, and physical needs.

Youth Activities:

- Career exploration activities, including Talent Tours and career experiences in high-demand industries and occupations
- Pre-apprenticeship camps to inform and engage youth in hands on exposure and training
- Labor market information and activities that help youth prepare for, and transition to, post-secondary education and training
- Tutoring, study skills training, alternative secondary school offerings, dropout recovery services
- Paid and unpaid work experiences, including internships, job shadowing, and summer employment opportunities
- Occupational skills training
- Leadership development opportunities
- Supportive services, adult mentoring, follow-up services
- Comprehensive guidance and counseling
- Financial literacy education
- Entrepreneurial skills training
- Community service projects
- JMG-Jobs for Michigan Graduates: A drop out recovery and dropout prevention program that equips young adults with the skills to overcome barriers and succeed in education, employment, and as citizens.

The Wayne County College Access Network (WCCAN) mobilizes local and regional organizations and resources to provide adequate educational support to all learners and create a college-going culture in all out-Wayne County schools. The goal is that 60% of out-Wayne County residents will obtain a postsecondary degree or valuable credential by 2030.

SEMCA defines the local definition of “Requires Additional Assistance” for Youth Eligibility as:

Individual who requires Additional Assistance

- Have repeated at least one secondary grade level or are one year over age for their grade.

- Have a core grade point average of less than 1.5.
- For each year of secondary education, are at least two semester credits behind the rate required to graduate from high school.
- Are emancipated youth.
- Have aged out of foster care.
- Are previous dropouts, have been suspended five or more times, or have been expelled.
- Have court/agency referrals mandating school attendance.
- Are deemed at risk of dropping out of school by a school official.
- Have been referred to or are being treated by an agency for a substance abuse related problem.
- Have experienced recent traumatic events, are victims of abuse, or reside in an abusive environment as documented by a school official or other qualified professional.
- Have serious emotional, medical, or psychological problems as documented by a qualified professional.
- Have never held a job.
- Have been fired from a job within the 12 months prior to application.
- Have never held a full-time job for more than 13 consecutive weeks.

Conditions:

- Reference: WIOA Section 129 (a)(1)(C)(iv)(VII) and Michigan's WIOA Manual
- January 29, 2018. Chapter 3 – Individual who Requires Additional Assistance. Youth who are enrolled into the WIOA Youth Program using the above locally defined youth eligibility criterion must meet all other WIOA. Youth eligibility requirements (i.e., citizen of the United States or an eligible non-citizen, registered with Selective Service 'if applicable', and a low-income individual) as defined by the Act.
- SEMCA requires case note documentation, as well as all other supporting documentation, to accompany the file when using the above defined youth eligibility criterion.

11. Information regarding any waivers being utilized by the local area, in accordance with any Michigan Department of Labor and Economic Opportunity (LEO), Workforce Development (LEO-WD) communicated guidelines or requirements regarding the use of the waiver(s).

SEMCA currently is not utilizing any local area waivers. SEMCA has no plans to request local waivers currently.

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

- The overarching goal of SEMCA and the WDB when it comes to training and employer support is to place job seekers in high-demand fields that align with career pathways which will allow for promotion and wage growth. Locally, these fields tend to be in alignment with the Michigan Industry Cluster Approach (MICA) in the industries of advanced manufacturing, health care, information technology and logistics. Most classroom and work-based training and apprenticeships in these fields provide career advancement opportunities. Programs of training services must be directly linked to the employment opportunities in

the local area or the region, or in another area to which the participant is willing to commute or relocate.

SEMCA will coordinate secondary and post-secondary education programs and activities with education and workforce investment activities through several initiatives. Partnership collaboration with MRS and BSBP will optimize accessibility for students with disabilities. By working with these initiatives, SEMCA and its partners will coordinate strategies to enhance services and work to avoid duplication of services.

Early/Middle College

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

Wayne County College Access Network (WCCAN)

WCCAN is one of Michigan's 32 Local College Access Networks (LCANs) which are community-based alliances supported by a team of community and education leaders representing K-12 education, higher education, nonprofit sector, government, business, and philanthropy. WCCANs major goal is to increase the percentage of out-Wayne County residents with degrees or postsecondary certificates to Sixty by 2030, in alignment with the Governor's goal.

WCCAN is administered by SEMCA and mobilizes local, regional, and national organizations and resources to:

- Align adequate educational support to all learners and create a college-going culture in out- Wayne County
- Lower systemic barriers preventing students from pursuing education beyond high school
- Improve coordination of higher education access services particularly to low-income students, first generation college-going students, and students of color

WCCAN aims to create measurable steps to reach the post-secondary degree or certificate attainment goal of 2030 by helping local schools plan and organize college focused events like financial aid/FAFSA, College Week, and career day events. WCCAN connects students and families in need with educational and financial resources (grants, scholarships, and other financial aid opportunities). WCCAN also focuses on regional college and career fairs and media campaigns, plans and organizes lunch and learn programs for counselors in out-Wayne County, and disseminates information on in-demand occupations, internship/apprenticeships, and unpaid work experience programs in the area.

Jobs for Michigan's Graduates (JMG)

JMG is a state- based affiliate of the national Jobs for America's Graduates (JAG) program and is committed to raising graduation and employability rates for Michigan youth. SEMCA administers JMG in the out-Wayne and Monroe counties and offers three of the JAG models: the out of school dropout recovery model (five centers), in-school dropout prevention alternative model (Monroe), and multi-year model (Ecorse, Hamtramck, and River Rouge).

Programming emphasizes completion of a high school diploma or GED and successful transition into employment, post-secondary education, and/or the military. The SEMCA JMG program also provides soft

skill training (interviewing skills, job search, and job placement), labor market information, college campus visits and talent tours, and other career exploration activities.

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

SEMCA has an established local policy allowing the provision of supportive services to individuals who are participating and registered in WIOA and unable to obtain supportive services through other programs providing such services. Supportive services may only be provided when they are necessary to enable individuals to participate in Title I WIOA activities. Participants receiving these services must be able to demonstrate a need and require support to complete their plan and obtain employment. Partnership collaboration with MRS and BSBP may include opportunities for blended funding where allowable and indicated on a case-by-case basis. Supportive services are not an entitlement, they are provided to remove barriers. All WIOA supportive services must be provided in adherence to the guidelines and regulations detailed in the WIOA and in accordance with the LEO PIs. All federal programs require that the money spent on an individual be traceable back to that individual. There must be a paper trail and the money given must be documented in the customer's file and on the OSMIS.

WIOA resources are limited and will be administered with the knowledge that some supportive service needs may be met through linkages with other partners. It is mandatory for SEMCA contractors to contact TIC when supportive service needs arise before utilizing supportive service dollars. Every effort must be made on the part of program staff to find other resources available in the community to assist with participant needs. Resource and service coordination is required and must be documented in the customer's case file and OSMIS. For example, participants who qualify for supportive services from another agency, such as DHHS, must demonstrate that they have been denied services by that agency, or that the support provided by the agency does not meet their needs.

Contractors are advised to use their own discretion about dollars per customer spent for supportive service provision. Funds are disbursed through SEMCA and tracked by individuals and by service providers. Needs related payments are allowed, but only through prior approval by SEMCA on a case-by-case basis.

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

Supportive services include services such as, but not limited to assistance with transportation, housing, family care, and access to the internet and technology. Supportive Services may be provided only after the contractor has consulted with the one-stop partners, including but not limited to TIC, Veterans' Representative(s), MRS, BSPB, and other community service organizations. Resource and service coordination is required and must be documented in the customer's case notes. The need for assistance and efforts to meet the need must be documented in the participant's IEP or ISS.

SEMCA will work cohesively and comprehensively to determine how each participant's needs will be met by the partners' different types and levels of Supportive Services. Participants will be referred to outside agencies if those needs cannot be met with internal resources. Supportive Services such as transportation

will be coordinated through the provision of gas vouchers, public transit passes, agency-owned or contracted transportation, or Community sponsored transportation. SEMCA has in the past and continues to partner with local transportation resources towards achieving solutions that are most reasonable and cost effective.

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

Currently, SEMCA has a $400 maximum per WIOA Adult or Dislocated Worker participant per program year for Supportive Services and not to exceed a cap of $1,000 per lifetime. Exceptions may be allowed on a case-by-case basis only with prior written approval from SEMCA. Due to funding limitations, WIOA support service funding is to be used as the last resort. WIOA resources are limited and must be administered with the knowledge that some supportive service needs may be met through linkages with other partners. It is mandatory that The Information Center be contacted when supportive service needs arise before utilizing supportive service dollars.

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

It is the policy of SEMCA to aid employers in finding qualified candidates for job openings and assist job seekers in getting the necessary services to upgrade skills and find good jobs. One of the many activities available to participating job seekers is training. SEMCA provides allowable training services to registered, eligible participants in adherence to the guidelines and regulations detailed in the WIOA and in accordance with LEO-WD. Because of limitations on funding, non-work-based- training is limited to $5,000 per participant. For work-based training, the funding cap is $10,000.

Training services may be provided to a participant who otherwise meets program requirements while an application for a Federal Pell Grant is pending. If a participant is subsequently awarded a Federal Pell Grant, appropriate reimbursement shall be made to SEMCA from such Federal Pell Grant. SEMCA will partner and collaborate with MRS and BSBP for blended funding opportunities for people with disabilities and/or employment barriers.

SEMCA believes that the success of the service delivery system is dependent on the development of true partnerships and honest collaboration at all levels and among all stakeholders. The cornerstone of the workforce investment system is one-stop service delivery that unifies numerous education, training, and employment programs into a single, customer-friendly system inclusive of people with disabilities and/or employment barriers in each area. The one- stop system promotes the coordination of programs, services, and governance structures so that the customer has access to a seamless system of workforce investment services. Services providers are known throughout the SEMCA area as part of the Michigan Works! system and not by individual program or contractor names. This is made a requirement as early as the procurement process and reinforced through language in contracts with the service providers. It is expected that contractors maximize coordination and work together at every level to improve service delivery and avoid duplication of services.

Best Practices meetings are held monthly by SEMCA staff with Program Managers to discuss projects, priorities, and performance. All SEMCA's AJCs operate the WIOA Title I Adult, Dislocated Worker, and

Youth programs; the WIOA Title III Wagner-Peyser Employment Service program; the Temporary Assistance for Needy Families (TANF) Act's PATH Initiative; and the TAA Program. Therefore, coordination among these programs is effectively achieved, and the duplication of services among these programs is reduced to a minimum. Monthly Best Practice meetings are held with all program managers to ensure integration of service delivery amongst multiple workforce and talent development initiatives to prevent duplication across programs.

Co-located AJC partners attend regular on-site meetings and share current activities and announcements. Alignment of core and optional programs will be made possible by mutually identifying the pressure points and crossover areas that lead to duplication or inefficiencies.

SEMCA's Business Services staff are responsible for business outreach to identify and present the needs, concerns, and expectations of the employers and develop a strategy to serve the employers on a customized basis. Staff are located at every AJC and divided into zones within the SEMCA service areas to avoid duplication of services to employers. Business Services staff meeting monthly with SEMCA Program Mangers to ensure that services delivery is integrated seamlessly into the One-Stop system. The business needs of employers are met by the SEMCA System responding cohesively with a demand driven system while providing the highest level of customer service.

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

- ***The identification of a point of contact (name, address, phone number, email).***

  Colleen Mallory, Workforce Programs Manager, Southeast Michigan Community Alliance, 25363 Eureka Road, Taylor, MI 48180, (734) 229-3520, colleen.mallory@semca.org.

- ***Information regarding whether the MWA is providing employment services directly in the local area or if service providers are being used. If service providers are being used, please include the name of the provider, the type of entity, and whether or not the provider is a merit-based organization. For type of entity, please choose from the following: state governmental agency, local unit of government, special purpose unit of government, school district, intermediate school district, public community college, public university, or other.***

  SEMCA currently provides Employment Services through service providers through a competitively procured process. Below is the information for the providers:

Service Provider Name	Type of Entity
Downriver Community Conference (DCC)	Other
Monroe County Government	Local Unit of Government

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

  Wagner-Peyser Employment Services (ES) is a basic labor exchange system, which assists job seekers in finding employment by providing access and direction in how to use PMTC at no cost to an employer or job seeker. All full One-Stop Michigan Works! AJCs offer all the available services. In the

SEMCA Region, each center has a Resource Room or area that is specifically designated for ES Labor Exchange Services activities. Labor Exchange Services are provided using the three tiers of services: self-services, facilitated services, and staff assisted services. These services begin as soon as someone walks into a SEMCA AJC*.*

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

  There are three levels of ES services offered to the general public:

  1) Self-Service using PMTC/Job Bank Internet-based system and Resource Rooms.

     Customers will self-register their resume on the PMTC or search resumes for qualified candidates. Customers will initially complete a hard copy of the ES resume screens. Posted materials, flyers and other resources help visitors understand the process. Facilitators will provide individualized instructions wherever necessary.

     Customers will have access to the following services:
     - Job seeker resume entry
     - Job Seeker search activity
     - Employer Job Order entry
     - Employer search of PMTC
     - Resource Center access

  2) Facilitated Service to help job seekers and employers who cannot use PMTC or Resource Rooms unaided, due to a lack of computer familiarity, literacy, and disability, lack of access to the system or some other barrier.

     If it becomes apparent that the customer is unable to self-register due to poor computer skills, literacy, lack of access to the system, or some other physical or mental barriers, then assistance will be provided.

     The information entered on PMTC will be in the form and context presented by the customer without editing or embellishment. For customers who are unable to write English, the hard copy resume form will be completed in their native language. It will then be translated as literally as possible into English and entered in PMTC.

     Employers may be advised how the search operates and the ways in which resumes can be identified by category. Employers may request resumes based upon certain search criteria, but all responses will be forwarded without screening or additional selection by ES staff.

     At each AJC, the following facilitated services will be provided as needed: Resume Entry
     - Demonstration of resume entry process
     - Advisement on selection of password
     - Assistance with Internet navigation
     - Assistance with key entry
     - Data entry of resume
     - Print & copy resume

Job Seeker Search Activities

- Demonstrate how search works
- Assist with navigation
- Explain different types of searches
- Help select search criteria
- Enter search based on job seeker's criteria
- Provide directions to employer locations
- Fax resume to employers at job seeker's request
- Distribute Civil Service applications
- Equipment is accessible for practice in typing and word processing skills
- Provide access to self-assessment tools

Job Orders

- Demonstrate employer registrations and job entry process
- Assist with navigation or registration
- Assist with or enter unsuppressed job orders for employers without Internet access
- Advise employers on local wage rates
- Accept job orders over the phone or by fax
- Advise employers of labor market characteristics

Employer Search of the PMTC

- Demonstrate search capabilities
- Advise employers of search alternatives to refine/expand matches
- Enter searches for employers
- Download print, mail or fax all resumes that match search criteria

Facilitated services are further described in the ES Manual in Section 400

3) Staff assisted services for those who need more intensive staff assistance to obtain jobs. At each AJC, ES staff will provide job seeker selection and referral services in addition to the following mediated services will be provided as needed:

Job Development

- Job Search Planning
- Job Search Workshops
- Assessment and testing services
- Career Guidance
- Specific Labor Market Information
- Resume writing assistance
- Job Finding Clubs

Job Orders

- Conduct search, screen resumes and only send the employer selected job seekers
- Contact job seekers who have been identified and make referrals to employers
- Contact job seekers who have been identified and make interview appointments
- Contact job seekers who have been identified and do additional screening
- Conduct Reference Checks

- Interpret proficiency and aptitude tests

Mediated services are further described in the ES Manual Section 400

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

  In the SEMCA Region, each center has a Resource Room or area that is specifically designated for ES Labor Exchange Services activities. Labor Exchange Services are provided using the three tiers of services: self-services, facilitated services and staff assisted services. These services begin as soon as someone walks into the AJC***.***

  Any job seeker, whether collecting unemployment insurance or not, may enter his or her resume into PMTC. Employers will be provided with access and directions on how to use PMTC to find qualified workers. Each ES site will operate M-F, from 8 am to 5 pm, with full staffing (excluding weekends and state holidays). The SEMCA region has multiple access points to PMTC. Computers and job seeking materials are available throughout the AJC.

  There are currently 6 (six) SEMCA Michigan Works! American Job Center (AJC) locations operating and one (1) satellite center in Grosse Pointe. All ES locations are ADA compliant. SEMCA has a strong collaboration with MRS, BSBP, and TTD Deaf Services, and are continually seeking ways to update our assistive technology.

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

  Designated Offices:

ACJ Site	Number of ES Staff
Dearborn	2.5
Highland Park	2.5
Livonia	3.5
Monroe	3
Southgate	3.5
Wayne	3.5
Grosse Pointe (Satellite)	.5

- ***A description of how the Unemployment Insurance (UI) Work Test will be administered. This description must include an explanation of how the registration of UI claimants will be conducted and how reporting claimant non-compliance with the "able, available, and seeking work" requirements will be managed.***

  All Unemployment Insurance Claimants must personally complete an ES registration in a timely manner, before their benefit payment will be authorized. ES staff will ensure that UA claimants complete and have their resume activated in The PMTC to meet the registration requirement. ES staff will also assist customers that have registered at a different location than the MWA Service Center and verify their registration.

  ES staff provides a unique stamp and initial each claimant's verification card and electronically log the name and social security number after ES registration has been verified. ES staff works cooperatively

with the UIA staff to assist customers in completing the registration/verification process. ES staff that have specific evidence of a claimant's unavailability for or lack of seeking work will report to them by completing the required forms and submitting them to the UIA.

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

  Reemployment Service Eligibility Assessment (RESEA) requirements will be administered consistent with required RESEA plans submitted annually as required by LEO-WD PIs and subsequent change(s) as follows:

  UI will generate a letter (UI 6360) to each claimant informing them to contact one of the MWA Service Center locations to schedule their RESEA appointment.

  Each week, UI will generate a list of claimants that will be accessible in the OSMIS. The record will include the claimant's name, address, date of birth, and email address. Each MWA will receive a consistent number of RESEA claimants each week.

  The email addresses provided will allow the MWAs to contact the claimants to explain the RESEA letter they have received from UI. If an email is not provided, a letter may be sent to the claimant. This initial contact from the MWA will allow a personalized invitation and introduction to the RESEA program. Attachment A provides an example of an email and a letter that may be used to send to the claimant.

  A claimant has until the date listed in the letter (UI 6360) to contact the MWA to schedule their RESEA; however, the MWA has 21 calendar days to schedule the RESEA appointment from the "Letter Sent Date."

  If the claimant does not contact the MWA or the claimant contacts the MWA after the date in their letter, the OSMIS will not create a RESEA activity and automatically sends the claimant's information back to UI with a result code of "No Contact." No MWA action is needed. The weekly claimants' report will reflect the "No Contact" in the record status column. This will occur 24 calendar days after the "Letter Sent Date."

  If the claimant contacts the MWA after their posted deadline, **DO NOT** refer the claimant back to UI. UI will send a Fact-Finding form to the claimant requesting details on why they missed their deadline.

  When a UI claimant contacts the MWA to schedule their RESEA appointment, the MWA staff must determine the status of the customer's OSMIS registration. Staff will then choose which of the following apply to the claimant and take the action indicated:

  - **The claimant has an active W-P registration.**
    Match the claimant to an active Wagner-Peyser (W-P) registration by creating a "RESEA." After the RESEA activity has been created, the OSMIS will change the status of the claimant from "Pending Resolution" to "Resolved" on the "RESEA Weekly File" report. The RESEA may then be scheduled in the OSMIS.

  - **The claimant has an existing W-P registration, but it has been "Exited."**

Manually update the W-P registration for the claimant. After the W-P registration is updated, the MWA can go back to the "RESEA Weekly File" to find the claimant and schedule the RESEA appointment. This changes the status of the claimant on the "RESEA Weekly File" from "Pending Resolution" to "Resolved."

- **The claimant has no existing W-P registration.**
  In the rare case this occurs, the MWA will make a new registration over the phone. Once the claimant's W-P registration is active, the MWA can go back to the "RESEA Weekly File" to find the claimant's name, and then, continue to match the claimant to the active W-P registration. This changes the status of the claimant on the "RESEA Weekly File" from "Pending Resolution" to "Resolved."

After the OSMIS registration is verified, the RESEA scheduling information needs to be completed (date, time, MWA location) for the RESEA appointment. The appointment must be scheduled by the date that appears on the letter and held within 21 calendar days of the "Letter Sent Date."

In the event the claimant needs to reschedule their appointment, the MWA will enter the new date in the OSMIS, which still is required to be within the 21 calendar days of the "Letter Sent Date." This occurs by choosing the claimant in the OSMIS under the "Schedule Participant Report," and selecting the "Scheduling" tab. The "Rescheduling Section" is just below the "Scheduling Section" in green. Each field in this section is mandatory. Rescheduling may occur if the claimant calls prior to their scheduled appointment.

The MWA and the claimant will discuss the benefits of returning for a second RESEA appointment. A second RESEA appointment may be scheduled for that day, or the claimant may choose to call and schedule a second appointment within 45 business days of the initial completed RESEA. It is highly recommended that a second RESEA be scheduled with the claimant. Continued contact with the claimant and additional services provided will increase the opportunity of the claimant returning to work sooner.

The second appointment must be entered in the OSMIS showing the date and time of the appointment.

If the claimant is a "no show" to their second RESEA appointment, an eligibility issue will be noted in the OSMIS.

If the claimant needs to reschedule their second RESEA appointment, they may do so within the 45 business days of the originally scheduled second RESEA. Rescheduling is completed in the tab labeled "Scheduling."

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

SEMCA participates in the Michigan component of the National Labor Exchange system by providing access to PMTC and receiving and forwarding certain interstate and intrastate job orders to designated staff for processing.

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

    1) AJC staff identifies veterans and other eligible spouses at each point of entry by encouraging them to self-identify. All customers who self-identify as veterans or eligible spouses will immediately be notified by AJC staff; they may be qualified to receive additional services from a DVOP Specialist. The notification includes the following:
        - As a veteran or eligible spouse, the customer is entitled to receive Priority of Service.
        - As a veteran or eligible spouse, the customer may be eligible to receive personalized employment services from a DVOP Specialist.
        - DVOP Specialist services are in addition to other services.

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

    2) Providing the DVOP Application Form; If a veteran or eligible spouse customer is interested in pursuing DVOP services, AJC staff immediately provides that customer a copy of the DVOP Application Form (with instructions). It is intended that the DVOP Application Form be completed immediately by the customer, and promptly returned to AJC staff.

        When providing the form, AJC staff notifies the customer of the following:
        - The information is being requested on a voluntary basis.
        - Completing the form is a requirement for DVOP Specialist services.
        - The information will be kept confidential.
        - Refusal to provide the information will not subject the customer to any adverse treatment.
        - The information will be used only in accordance with law.
        - Where to return the completed form.

        If the customer is determined to be qualified to receive DVOP Specialist services, proceed to paragraph 4 below; if not, proceed to paragraph 5 below.

        For a DVOP Application Form to be complete, Section 1 must include a full name and address, either a telephone number or e-mail address (preferably both), Section 2 or 3 must have all questions answered, and Section 4 must have all questions answered.

    3) Customer is Qualified to Receive DVOP Specialist Services: Customers who are determined to be qualified to receive DVOP Specialist services must immediately be referred by AJC staff to the DVOP Specialist assigned responsibility for that One-Stop Service Center. The process sequence for making this referral is:
        a. Ensure that the customer has an active Wagner-Peyser registration in the State of Michigan OSMIS, creating the registration is necessary.

b. Enter the customer's OSMIS ID in the "Customer OSMIS ID" box in the "For Staff Use only" section of the DVOP Application Form.
c. For that customer, enter the service "Referral to Supportive Service" in OSMIS, with "DVOP Specialist" entered in the "Name of Agency "box.
d. Notify the receiving DVOP Specialist of the referral and provide the customer's DVOP Assessment Form to the DVOP Specialist.
e. The receiving DVOP Specialist will keep the customer's DVOP Application Form on file in accordance with all applicable privacy policies and laws.

4) Customer is Not Qualified to Receive DVOP Specialist Services: For customers who are determined not to be qualified to receive DVOP Specialist Services MWA staff must immediately:
   a. Inform the customer that the DVOP Specialist is not the best person to assist them.
   b. Continue to provide the customer with all other appropriate services and programs as with any other customer, and in accordance with the requirements pf Priority of Service.
   c. Keep the customer's DVOP Application Form on file in accordance with all applicable privacy policies and laws. Either a physical or electronic copy may be maintained, and will be kept until further guidance is given by LEO-WD.

Veterans' Priority:

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

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

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

  SEMCA provides the same level of services to MSWs as we do others seeking our assistance. This includes access to employment services, benefits, protections, counseling, testing, and job and training referral services received by the universal population. SEMCA follows sections 500-599 regarding Agricultural Labor Exchange.

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

  SEMCA AJC staff work closely together to ensure that access to the same employment services, benefits, protections, counseling, testing, and job and training referral services are received by all

participants. Regular referrals are made from ES to WIOA and other programs as needs arise for the customer. SEMCA has a policy to articulate how case notes regarding Direct Linkage/Referrals are to be entered by SEMCA contractors into the OSMIS. Access to the services for the required partners must be made available through the AJCs or through referral, including intake and registration, eligibility determination (if applicable), enrollment in the program, and referral to program activity. This integration in our system has increased our ability to leverage services while adequately meeting the needs of the customer.

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

  SEMCA may use Wagner-Peyser funds to ensure it has adequate physical facilities including telephone equipment, storage, and internet connections at all AJC locations. Funding may also be utilized to ensure that all AJCs meet ADA requirements.

18. ***A description of any navigators being utilized in the local area to provide targeted support and resources to specific groups of individuals with barriers to employment.***

    SEMCA has two New Americans Navigators who work with the targeted customers, primarily PATH, to help them eliminate barriers and navigate through systems which can assist in that process. Navigators also work with local businesses, non-profits, faith-based organizations, and others to create new partnerships as well as employment and training opportunities.

19. ***A description of how the local board will coordinate the WIOA Title 1 workforce investment activities with adult education and literacy activities under the WIOA Title II. This description shall include how the local board will carry out the review of local applications submitted under Title II consistent with the WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232.***

    SEMCA ensures access for all individuals, of every skill level, the opportunity to pursue the skills, training, and education they need to obtain employment that will lead to financial stability and economic security for themselves and their families. Employers also have the assurance that trained and qualified workers will be available to fill their current and future openings. Services at the AJCs are intended to provide a broad array of recruitment, assessment, readiness, placement, coaching and follow up services consistent with a demand driven system.

    SEMCA's Career Education Advisory Council (CEAC) is made up of representatives of employers, organized labor, local school districts, post-secondary institutions, intermediate school districts, career and technical educators, public school parents and academic educators. The CEAC serves in an advisory capacity to the WDB, and it is the intent of SEMCA to use the CEAC to aid in coordinating WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II. In addition, as an advisory group to the WDB, regional CEACs will help coordinate with other educational entities in guiding career development programs and career pathways, such as high schools, community colleges, career and technical education, adult education programs, prisoner reentry programs, corrections education, veteran's programs, and college access networks in support of the WDBs' mission and strategic workforce development plans. Furthermore, CEACs will aid the WDB to carry out the review

of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. The CEACs will also assist the local WDBs with the development and implementation of career pathways.

SEMCA will coordinate WIOA Title I activities with WIOA Title II Adult Education and Literacy Activities by implementing the following strategies:

- SEMCA has developed excellent working relationships with Wayne RESA and the Monroe County ISD and entities that operate WIOA Title II Adult Education and Literacy Activities that allow coordination with centers to be easily achieved.
- The CEAC advises the WDB on WIOA Title II Adult Education and Literacy Activities.
- The services the MWA's Adult Education and Literacy entities provide are identified and described in the MOUs along with strategies for coordinating these services with the AJCs.
- SEMCA, Wayne RESA, Monroe ISD and its WIOA Title II Adult Education partners are in the process of redefining and adjusting program service delivery and design to improve workforce investment activities and outcomes to be consistent with WIOA. For example, the team is working to identify gaps in WIOA services that Adult Education can possibly fill. We will continue to align adult education and core partners services to increase career exploration and awareness via business and education collaboration.

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

21. A description of the entity responsible for the disbursal of grant funds (Grant Recipient).

SEMCA is a nationally accredited non-profit that has administered over the past ten years nearly $400 million of governmental and foundation funding from dozens of federal, state and county agencies and foundations. SEMCA has developed a reputation as a highly professional, responsive, competent, and nimble administrative organization. This success is substantially rooted in our philosophy that strong partnerships can result in increased resources, efficiencies, innovation, and opportunities.

Since 1996, SEMCA has been a designated workforce development agency operating six full-service One-Stop AJCs and one satellite center throughout Monroe and out-Wayne Counties (excluding the City of Detroit, which has its own Michigan Works! designation). Currently, SEMCA oversees a network of eight workforce development contractors with more than 64,053 visitors to its various AJCs in 2023. SEMCA is governed by two volunteer boards, the WDB and the SEGA, which is comprised of representatives

selected by the elected officials from the SEMCA region. SEMCA currently administers approximately $32 million annually in local, state, and federal grant funds. SEMCA also currently serves as the fiduciary for WIN and SEMWAC, as well as the GEM Talent Transformation regional project, demonstrating its ability to provide behind-the scenes fiscal support infrastructure and fully respecting the responsibilities and roles reserved for the management staff of partner organizations.

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

SEMCA awards all grants and contracts through open and free competition. Requests for Proposals (RFP) are issued to determine a system of contractors that provides the most convenient, efficient, productive, uniform (franchise model) and cost-effective services for its customers. With the RFP, SEMCA places an emphasis on addressing the needs of local and regional businesses and aligning service strategies with regional labor markets and talent development activities. SEMCA maintains an extensive bidders list of agencies, institutions and entities that have expressed an interest in being notified of opportunities to administer programs for SEMCA (SEMCA's current contractors are included on the bidders list). When an RFP is released, those on the bidders list are sent an announcement indicating an RFP has been released with instructions on where it can be obtained. Notification of the RFP release is also posted online along with the actual RFP on SEMCA's web site. Bidders' conferences are held for all procurements to provide SEMCA the opportunity to present the RFP and answer questions posed by those in attendance.

Proposals are reviewed to determine the ability of the bidder(s) to deliver the procured program services in a cost-effective and quality manner. Proposals received are independently evaluated and scored by a team of proposal evaluators resulting in each proposal earning an average composite score. The average scores are ranked and used as the basis for funding recommendations that are presented to the WDB for consideration and action.

23. The local levels of performance negotiated with the Governor and CEO(s) to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under the WIOA Title I Subtitle B, and the One-Stop delivery system in the local area. Local boards are not required to provide or negotiate performance levels for those measures designated by USDOL as baseline measures as described in Section II.

These measures remain undetermined as they have not yet been negotiated. SEMCA agrees to abide by all new local levels of performance as they are negotiated using the baseline data.

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

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

SEMCA is proud of its accreditation through the Council of Accreditation (COA). The process of receiving accreditation and re- accreditation incorporates quality improvement activities with other well

established management activities such as performance monitoring and evaluating client and provider services. Staff members from all programs conduct site visits, routine reviews of ongoing performance data, and facilitate routine best practices meetings at which all contractors are mandated to attend. Program managers conduct annual performance reviews of their staff focusing on past accomplishments and planning for continuous improvement and future success.

Under the WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational and other human resource programs collaborate to create a seamless customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to program services. SEMCA relies on input from its Boards (WDB and SEGA) to address effectiveness, programmatic and physical accessibility, and continuous improvement as part of the certification process. MRS's Business Network Division helps with ADA Accessibility Evaluations. Within the SEMCA system, One-Stop partners collaborate to create a seamless service delivery system that enhances access to services and improves employment outcomes for all individuals. The intent is to have a workforce development system that can respond to the SEMCA area's specific needs with unique solutions and creative partnerships. In addition to service delivery, one-stop partners share in the operating costs of the AJCs and contribute towards costs and services that benefit all one-stop partners and their customers. Using MOUs, roles and contributions of the one-stop partners are outlined, including cost allocation.

SEMCA utilizes Michigan Works! Operations funding from LEO-WD to support and enhance the One-Stop service delivery system. These funds are used in support of One-Stop activities that improve customer service, inform, and educate the public about the service centers and upgrade facilities. Because these funds are limited, SEMCA allocates One-Stop center infrastructure costs based on a cost allocation methodology approved by the local board resulting in an equitable distribution of costs to programs. Infrastructure costs directly associated with a One-Stop partner are apportioned based on square footage and outlined in the MOU with that organization.

25. A description of how training services outlined in the WIOA Section 134 (Adult and Dislocated Worker) will be provided through the use of individual training accounts, including:

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

It is the policy of SEMCA to aid employers in finding qualified candidates for job openings and assist job seekers in getting the necessary services to upgrade skills and find good jobs. One of the many activities available to participating job seekers is training. Training services may be provided to a participant who otherwise meets program requirements while an application for a Federal Pell Grant is pending. If a participant is subsequently awarded a Federal Pell Grant, appropriate reimbursement shall be made to SEMCA from such Federal Pell Grant. SEMCA will partner and collaborate with MRS and BSBP for blended funding opportunities for people with disabilities and/or employment barriers.

SEMCA abides by the requirements of WIOA in ensuring informed customer choice in the selection of training programs and utilizes Michigan's Eligible Training Provider List (ETPL) to aid customers seeking training. There are many qualified training providers, both private and public on ETPL. For training

services funded through WIOA Section 134 (Adult and Dislocated Worker), training programs must be listed on ETPL with the providers work-based training consisting of on- the-job training, customized training, incumbent worker training, internships, and paid or unpaid work experience opportunities or transitional employment. Collaboration with MRS and BSBP may identify opportunities for braided funding for people with disabilities and/or barriers to employment.

For work-based training, contracts with employers and/or the training provider are executed. All training activities are entered on the OSMIS upon approval of SEMCA's MIS staff and monitored regularly.

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

The WDB, consisting of representatives of businesses, labor organizations and education plays a vital role in the development of the regional and local plans. The Local Plan was presented to the WDB and SEGA Board at their July meetings with an invitation to provide input. Once developed, the Local Plan was made available to the public through a posting on SEMCA's website for a mandatory 30-day public comment period. Members of the public, including representatives of business, labor organizations, and education, were invited to submit comments on the proposed Local Plan to SEMCA. Any comments that express disagreement with the Local Plan are sent to the Governor along with a copy of the final Local Plan.

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

Technology can enable information, as well as many services, to be accessed wherever computer and internet access is available. In recognition of this reality, SEMCA encourages its contractors to assist with the development and deployment of a more robust web presence, including websites and menu of online resources. While these online resources are not expected to replace more traditional brick and mortar sites for service, virtual services should be offered to employers and job seekers to every extent possible. SEMCA will collaborate with MRS and BSBP for consultation when required to maximize accessibility of One-Stop technology.

Integration of services is ensured using the State's OSMIS database system, which has numerous key features and components. Each component makes use of a single applicant record that contains all the information about that person. The One-Stop Management Information System is Web-based, enabling it to be accessed from any site that has an Internet connection. A login process maintains security for the system. Service providers enter services to customers into the OSMIS database as they are provided. Data can only be entered by, and is only displayed to, users who have permission to see and use the information. Data entered is available to system users immediately after entry is complete. OSMIS is also enhanced with updates implemented on a continuous basis to include reporting modifications and to simplify data entry and tracking for all programs.

In addition to OSMIS, SEMCA uses customer relations management (CRM) software called Launchpad for

tracking its Business Services activities. Launchpad is used across the SEMCA area to assist staff in the delivery and tracking of quality services that are provided to employers.

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

SEMCA AJC staff, when using WIOA Adult or Dislocated Worker funds to provide individualized career services, training services, or both, must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Under WIOA, priorities must be implemented regardless of the amount of funds available to provide services in the local area. Priority Groups are Recipients of Public Assistance; Low Income individuals; Individuals who are Basic Skills Deficient; Underemployed Individuals; Veterans and Eligible Spouses. Priority Populations include:

<u>Recipients of Public Assistance</u>

For the purposes of WIOA, a public assistance recipient includes an individual or an individual who is part of a family, currently receiving, or who in the past 6 months has received assistance through:

- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)
- Supplemental Security Income (SSI); or
- Any other State or local income-based public assistance

<u>Other Low-income Individuals</u>

WIOA sec. 3(36) defines a low-income individual as someone who receives public assistance as described above or:

- is in a family with total family income that does not exceed the higher of—(I) the poverty line; or (II) 70 percent of the lower living standard income level.
- is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act).
- receives or is eligible to receive a free or reduced-price lunch under the Richard B. Russell National School Lunch Act.
- is a foster child on behalf of whom State or local government payments are made; or
- is an individual with a disability whose own income meets the income requirement, but who is a member of a family whose income does not meet this requirement.

WIOA sec. 3(5) defines basic skills deficient as referring to an individual:

- who is a youth with English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; including the Test for Adult and Basic Education (TABE); or
- who is a youth or adult, that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.
- lacks the short-term pre-vocational skills (i.e., the learning skills, communication skills, or the computer literacy skills) that an individual needs to prepare for unsubsidized employment or training, as documented by and in his/her comprehensive assessment
  *Note: Individuals who are English language learners meet the criteria for "basic skills deficient" and must be included in the priority populations for the Title I Adult program.

Veterans

Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, including WIOA programs.

- First, to Veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funds. This means that veterans and eligible spouses who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive priority for services provided with WIOA adult formula funds.
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds, which are low income, receiving public assistance or basic skills deficient (defined below).
- Third, to Veterans and eligible spouses who are not included in WIOA's priority groups.
- Fourth, as a priority population established by the WDB, Underemployed Individuals as defined in the WIOA manual:
    - Individuals employed less than full-time (35 hours or less per week) who are seeking full-time employment. -or-
    - Individuals who are employed in a position that is inadequate with respect to their skills and training. -or-
    - Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment, which equals less than 70 percent of the individual's wage received from their most recent job earnings.
- Last, to non-covered persons outside the groups given priority under WIOA with approval from management.

29. A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide Rapid Response (RR) activities

SEMCA has developed a policy describing how it will coordinate workforce investment activities carried out in the local area with statewide RR activities provided by LEO to address actual or potential dislocation events, in accordance with the WIOA, Section 134(2)(A) and 20 Code of Federal Regulation (CFR) 682.300 to 682.330. SEMCA's policy includes coordinating workforce investment activities for both business and workers to include the following:

- Immediate and on-site contact with the employer, affected workers or their representatives, and the local community, which includes an assessment of, and strategy to address: 1) the employer's layoff plans and schedule; 2) the background, probable assistance needs, and reemployment prospects of the affected workers; and 3) resources available to meet the short and long-term assistance needs of the affected workers
- The provision of information and access to unemployment compensation benefits and programs, such as employment and training activities, including information on the TAA program, Pell Grants, the GI Bill, and other resources
- Delivery of other necessary services and resources including workshops, classes, and job fairs to support reemployment efforts for affected workers
- Ongoing engagement, partnership, and relationship-building activities with businesses in the community, to create an environment for successful layoff aversion efforts and to enable the provision of assistance to dislocated workers in obtaining reemployment as soon as possible
- Assisting employers in managing reductions in force, which may include early identification of firms

at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs
- Establishing linkages with economic development activities at the State and local levels, including business retention and expansion activities
- Engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses
- Connecting businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff to help facilitate rapid reemployment

30. A description of RR activities.

RR activities encompass activities necessary to plan and deliver services to dislocated workers to facilitate a relativity quick and unencumbered transition to employment or training, following either a permanent closure or mass layoff, unlikely to return to a previous industry or occupation, determining eligibility for self-employed individuals, including family member, farm workers and ranch hands or a natural (or other) disaster resulting in a mass job dislocation. SEMCA participates in full cooperation with state staff responsible for providing RR activities.

State staff is assigned a geographic territory with the responsibility for the coordination of RR activities between the state and the local area. A Worker Adjustment Retraining Notification (WARN) Act notice typically activates the RR intervention in plant closings and mass layoffs. The WARN Act requires employers with more than 100 employees to provide at least 60 days advance notice of a covered plant closing or mass layoff at a site where the plant closing/mass layoff will affect at least one-third of the workforce and a minimum of 50 employees.

The state monitors media reports and uses a network of local contacts, such as the MWAs, state and local economic development officials, MEDC, union officials, United Way, and other partners to identify plant closings or layoffs.

SEMCA assists the state RR team in working with companies experiencing mass layoffs and filing WARN notices. In addition to RR meetings, SEMCA staff provide Worker Orientations to workers that have been laid off to provide them with information including services offered at their local AJC. Laid off workers can access the AJC nearest to them to receive assistance with resume writing/updating, job- seeking skills, workshops and re-training into high-demand occupations.

- Services included as part of the RR process include:
    a. Initial RR meeting with the company and union officers (if applicable).
    b. Worker orientation meetings for employees. These meetings include presentations by MWA service providers and provide information on: Employment Services, WIOA-funded Career Services (Basic and Individualized), and Training Services; TAA, if applicable; special population services (MRS, BSBP, Veterans' services); and local/community services (United Way, TIC, local community colleges, credit union counseling, etc.). Collaboration with other State agencies (e.g., Office of Retirement Services, Friend of the Court) are planned as needed. Michigan UIA representatives may also participate in worker orientation meetings and provide information on how to file/claim unemployment insurance benefits. Establishment and organization of a Joint Adjustment Committee (JAC). A JAC is an ad hoc group of workers and managers who organize to provide

adjustment services on behalf of the employees who are about to lose their jobs due to a plant closure or a mass layoff. The purpose of a JAC is to help displaced workers make a successful transition to a satisfactory job or training in the shortest possible time (reference Policy Issuance (PI) 06-12, "Establishment of Labor Management Committees, also known as JACs at Sites of Facility Closures and Mass Layoffs," issued September 26, 2006).

c. Layoff Aversion IWT, which includes an assessment of the potential for averting layoffs in consultation with the state or local economic development agencies, including private sector economic development entities and other key partners, up to a year in advance of an actual or potential dislocation event. Special attention and reference should be given to the timeframes and activities charted in the USDOL Training Employment Notice (TEN) 9-12. An IWT is the actual employment and training instrument to upgrade and alter skills to maintain employment or transition to similar employment, a preventative measure, to save jobs, increase economic productivity, and decrease the negative impacts of unemployment. Reference the USDOL Training and Employment Guidance Letter (TEGL) 30-09, the USDOL TEN 9-12, and the PI 12-02.
d. State Adjustment Grants (SAGs) are additional increments to a local area's Dislocated Worker formula funding award to meet documented funding deficits. The MWAs may request additional funding for a single or multiple dislocation event(s) via a SAG, following the application process outlined in the SAG PI 12-32. The process includes review of the application and supporting documents and negotiation with the MWA to finalize the award. The WD reserves the right to award SAGs with specific terms and conditions, including demonstration that the SAG aligns with the Michigan Industry Cluster Approach, an obligation to spend all or part of the SAG by the end of the Program Year (PY) in which it was granted, or other time period as determined by the WD.
e. National Dislocated Worker Grants (NDWGs) are another form of assistance provided to dislocated workers. The NDWGs are discretionary grants awarded by the Secretary of Labor to provide employment-related services for dislocated workers in specific circumstances. The WD and local MWAs work together to develop the application and project design for an NDWG, in response to a specific dislocation event.
f. SEMCA has a local policy describing how it will coordinate workforce investment activities carried out in the local area with the aforementioned statewide RR activities provided by the WD to address actual or potential dislocation events, in accordance with the WIOA, Section 134(2)(A) and 20 CFR 682.300 to 682.330. In addition to the general RR elements listed under the subsections above, the policy includes, but is not limited to the following actions:
    i. A listing of the name of the person, title, mailing address, email address, and telephone number primarily responsible for (1) JACs, (2) SAGs, and (3) NDWGs.
    ii. The steps taken to include layoff aversion as a component of RR, whether realized as a policy or a set of procedures in conformity with the USDOL TEGL 30-09, the USDOL TEN 9-12, and the PI 12-02.
    iii. A description of the coordination of layoff aversion with IWT.
    iv. A description of the MWA's role in the function of JACs.
    v. A description of the local circumstances which would activate a request for a SAG (for example, specific level or percent of local dislocated worker formula funding expended, obligated and/or unobligated; specific level or percent of

local and/or regional unemployment; the size of an actual or potential dislocation event; the time period between local dislocation events, etc.).

PUBLIC REVIEW AND COMMENT PROCESS

Prior to the date on which the local board submits a local plan to the Governor for approval, SEMCA will:

- ***Make available copies of the proposed local and/or regional plan to the public through electronic and other means, such as public hearings and local news media.***
- ***Allow members of the public, including representatives of business, labor organizations, and education, to submit to the local board for consideration comments on the proposed local and/or regional plan. Local boards shall provide no more than a 30-day period for comment on the plan before its submission to the Governor for approval, beginning on the date on which the proposed plan is made available.***
- ***Submit any comments that express disagreement with the plan to the Governor along with the plan.***

Part II: Labor Market Data and Economic Conditions Analysis

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.

The following labor market data and analysis represent Region 10, which, as noted above, consists of Macomb, Monroe, Oakland, St. Clair, and Wayne counties.

Core Partner Involvement

To ensure an accurate analysis of regional labor market data economic conditions, the MWAs engaged core partners during all phases of the process. MWA leadership identified the following core partners that represent 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; and
- Title IV: Michigan Rehabilitation Services and the Michigan Bureau of Services for Blind Persons.

Core partners were asked to identify available data that clarifies the nature and special needs of service populations, to identify the strengths and weaknesses of workforce development activities, and the regional partners' capacity to provide workforce services for respective populations. The survey questions and responses are identified below.

When the draft regional plan was made available for their comment, core partners were notified and encouraged to make comments on their organizations' behalf. During the initial comment phase, no formal comments were made. Core partners who have representatives on WDBs could also review and comment on the regional plan. Several WDB members made comments during the review process, many of which have been incorporated into this plan.

Employment Needs

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

Existing In-Demand Occupations

Occupations in Figure 1 include those that require a high school diploma or more, experienced high demand through calendar year 2023, and are expected to grow, in the short-term, over the next two years (through 2025). Additionally, these occupations offer an hourly wage above the statewide median wage of $21.88 per hour, and occupations with lower wages have been filtered out. Region 10 MWAs support career pathway opportunities for occupations that require high levels of education, including those in Figure 1. Figure 3 displays high-demand jobs available with shorter-term training.

Figure 1: WIOA Region 10's Top 50 Existing/Current In-Demand Occupations

SOC	Job Title	2023 Jobs	2025 Jobs	2023 - 2025 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education
13-1081	Accountants and Auditors	18,704	18,948	1.3%	1,551	4,127	$37.95	Bachelor's degree
15-1243	Aerospace Engineers	184	206	11.8%	21	264	$43.54	Bachelor's degree
11-9021	Architectural and Engineering Managers	7,876	7,998	1.5%	552	1,727	$67.12	Bachelor's degree
15-1253	Civil Engineers	4,309	4,579	6.3%	390	2,279	$38.08	Bachelor's degree
17-3022	Clinical and Counseling Psychologists	824	864	4.8%	61	422	$35.95	Doctoral or professional degree
11-3013	Computer and Information Systems Managers	7,495	7,628	1.8%	550	229	$67.23	Bachelor's degree
13-2099	Computer Occupations, All Other	3,942	4,003	1.5%	279	9,060	$46.32	Bachelor's degree
11-3131	Construction Managers	2,984	3,125	4.7%	282	1,940	$50.64	Bachelor's degree
15-1231	Data Scientists	2,178	2,308	6.0%	196	4,023	$43.66	Bachelor's degree
19-4092	Dentists, General	1,614	1,644	1.8%	62	579	$93.51	Doctoral or professional degree
15-1255	Electrical Engineers	5,605	5,697	1.6%	347	2,877	$49.12	Bachelor's degree
29-1217	Electrical Power-Line Installers and Repairers	1,182	1,240	4.9%	124	179	$48.82	High school diploma or equivalent
11-3021	Financial Managers	10,252	10,551	2.9%	842	4,882	$63.98	Bachelor's degree
27-4021	First-Line Supervisors of Construction Trades and Extraction Workers	6,947	7,188	3.5%	674	593	$35.62	High school diploma or equivalent
29-1125	First-Line Supervisors of Mechanics, Installers, and Repairers	5,777	5,903	2.2%	540	2,747	$37.53	High school diploma or equivalent
29-2036	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	7,168	7,458	4.0%	863	1,119	$28.17	High school diploma or equivalent

SOC	Job Title	2023 Jobs	2025 Jobs	2023 - 2025 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education
11-1021	General and Operations Managers	38,642	39,477	2.2%	3,491	7,288	$49.18	Bachelor's degree
29-2053	Heavy and Tractor-Trailer Truck Drivers	23,116	24,438	5.7%	3,103	10,568	$25.74	Postsecondary nondegree award
11-3111	Human Resources Managers	2,529	2,563	1.3%	205	1,795	$58.99	Bachelor's degree
15-2021	Industrial Engineers	14,853	15,105	1.7%	947	5,253	$46.69	Bachelor's degree
13-2041	Information Security Analysts	1,836	1,916	4.4%	150	642	$49.34	Bachelor's degree
27-2032	Insurance Sales Agents	6,561	6,828	4.1%	659	1,546	$24.47	High school diploma or equivalent
19-3094	Interior Designers	734	803	9.4%	102	537	$29.31	Bachelor's degree
19-2021	Lawyers	9,772	9,856	0.9%	414	1,484	$51.62	Doctoral or professional degree
13-1011	Logisticians	5,008	5,207	4.0%	500	2973	$39.75	Bachelor's degree
13-1031	Management Analysts	7,978	8,225	3.1%	768	2,674	$45.71	Bachelor's degree
11-9121	Managers, All Other	5,134	5,247	2.2%	429	2,418	$60.24	Bachelor's degree
13-1074	Market Research Analysts and Marketing Specialists	10,274	10,639	3.6%	1,117	3,056	$36.74	Bachelor's degree
11-2011	Marketing Managers	2,878	2,953	2.6%	265	2,936	$62.69	Bachelor's degree
15-2051	Mechanical Engineers	20,162	20,403	1.2%	1,214	4,898	$48.03	Bachelor's degree
11-9039	Medical and Health Services Managers	6,328	6,679	5.5%	618	4,787	$49.14	Bachelor's degree
21-2021	Nurse Practitioners	3,460	3,741	8.1%	296	1,679	$53.78	Master's degree
19-1023	Occupational Health and Safety Specialists	1,080	1,134	5.0%	142	799	$36.99	Bachelor's degree
21-1018	Occupational Therapists	1,892	1,963	3.7%	139	811	$40.52	Master's degree
29-1021	Operating Engineers and Other Construction Equipment Operators	3,393	3,568	5.2%	376	369	$32.02	High school diploma or equivalent
15-1212	Operations Research Analysts	749	789	5.3%	65	740	$40.55	Bachelor's degree

SOC	Job Title	2023 Jobs	2025 Jobs	2023 - 2025 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education
19-5012	Optometrists	625	645	3.2%	43	300	$65.76	Doctoral or professional degree
25-9044	Physical Therapist Assistants	1,443	1,548	7.3%	253	895	$27.26	Associate's degree
21-1019	Physical Therapists	3,212	3,366	4.8%	201	1,590	$44.92	Doctoral or professional degree
21-1013	Physician Assistants	2,200	2,310	5.0%	164	733	$55.78	Master's degree
13-1028	Project Management Specialists	11,914	12,192	2.3%	968	5,710	$48.50	Bachelor's degree
11-9051	Property, Real Estate, and Community Association Managers	3,184	3,308	3.9%	306	1,461	$30.24	High school diploma or equivalent
27-3011	Real Estate Sales Agents	1,129	1,201	6.4%	132	1,483	$24.77	High school diploma or equivalent
11-2021	Sales Managers	6,879	6,936	0.8%	525	4,928	$65.21	Bachelor's degree
13-2071	Software Developers	23,200	23,747	2.4%	1,515	12,922	$50.39	Bachelor's degree
13-2072	Software Quality Assurance Analysts and Testers	1,428	1,467	2.7%	108	788	$41.17	Bachelor's degree
21-1029	Speech-Language Pathologists	1,702	1,796	5.5%	139	1,825	$39.92	Master's degree
11-3061	Transportation, Storage, and Distribution Managers	3,635	3,769	3.7%	354	2,827	$44.66	High school diploma or equivalent
21-1093	Veterinarians	839	877	4.5%	47	683	$57.40	Doctoral or professional degree
13-2082	Web and Digital Interface Designers	605	629	3.9%	55	810	$39.13	Bachelor's degree

Source: Bureau of Labor Statistics (2023) and Lightcast (2024)

Emerging In-Demand Occupations

Occupations in Figure 2 include those that require a high school diploma or more, that are projected to record solid job expansion over the long-term (through 2033), and that have high annual job openings and median wages above the state median of $21.88 per hour. Selection criteria included a combination of projected growth, both numeric and percent, that showcased growth as constant or positive for all occupations, sizable annual openings, and occupations that require more than a high school diploma.

Figure 2: WIOA Region 10's Top 50 Emerging/Future In-Demand Occupations

SOC	Description	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-1081	Accountants and Auditors	18,704	19,280	3.1%	1,508	$37.95	Bachelor's degree
11-3012	Administrative Services Managers	2,666	2,800	5.0%	222	$51.15	Bachelor's degree
11-9041	Architectural and Engineering Managers	7,876	8,098	2.8%	527	$67.12	Bachelor's degree
13-1199	Business Operations Specialists, All Other	12,186	12,888	5.8%	1,140	$37.34	Bachelor's degree
17-2051	Civil Engineers	4,309	5,090	18.1%	354	$38.08	Bachelor's degree
11-3021	Computer and Information Systems Managers	7,495	7,954	6.1%	542	$67.23	Bachelor's degree
15-1299	Computer Occupations, All Other	3,942	4,135	4.9%	273	$46.32	Bachelor's degree
11-9021	Construction Managers	2,984	3,404	14.1%	267	$50.64	Bachelor's degree
15-2051	Data Scientists	2,178	2,671	22.7%	193	$43.66	Bachelor's degree
29-1021	Dentists, General	1,614	1,726	6.9%	59	$93.51	Doctoral or professional degree
49-9051	Electrical Power-Line Installers and Repairers	1,182	1,334	12.8%	115	$48.82	High school diploma or equivalent
11-3031	Financial Managers	10,252	11,346	10.7%	834	$63.98	Bachelor's degree
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	6,947	7,608	9.5%	645	$35.62	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	5,777	6,126	6.0%	525	$37.53	High school diploma or equivalent
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	7,168	7,971	11.2%	836	$28.17	High school diploma or equivalent
11-1021	General and Operations Managers	38,642	40,999	6.1%	3,397	$49.18	Bachelor's degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	23,116	26,985	16.7%	3,017	$25.74	Postsecondary nondegree award
17-2112	Industrial Engineers	14,853	15,255	2.7%	884	$46.69	Bachelor's degree

SOC	Description	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
15-1212	Information Security Analysts	1,836	2,137	16.4%	148	$49.34	Bachelor's degree
41-3021	Insurance Sales Agents	6,561	7,448	13.5%	645	$24.47	High school diploma or equivalent
27-1025	Interior Designers	734	938	27.7%	96	$29.31	Bachelor's degree
23-1011	Lawyers	9,772	10,205	4.4%	422	$51.62	Doctoral or professional degree
13-1081	Logisticians	5,008	5,654	12.9%	488	$39.75	Bachelor's degree
13-1111	Management Analysts	7,978	8,726	9.4%	747	$45.71	Bachelor's degree
11-9199	Managers, All Other	5,134	5,491	7.0%	419	$60.24	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	10,274	11,486	11.8%	1,104	$36.74	Bachelor's degree
11-2021	Marketing Managers	2,878	3,106	7.9%	258	$62.69	Bachelor's degree
31-9011	Massage Therapists	869	1,086	25.0%	152	$25.83	Postsecondary nondegree award
17-2141	Mechanical Engineers	20,162	20,536	1.9%	1,155	$48.03	Bachelor's degree
11-9111	Medical and Health Services Managers	6,328	7,743	22.4%	626	$49.14	Bachelor's degree
29-1171	Nurse Practitioners	3,460	4,592	32.7%	290	$53.78	Master's degree
19-5011	Occupational Health and Safety Specialists	1,080	1,260	16.6%	141	$36.99	Bachelor's degree
29-1122	Occupational Therapists	1,892	2,156	13.9%	136	$40.52	Master's degree
31-2011	Occupational Therapy Assistants	751	939	25.0%	134	$28.45	Associate's degree
47-2073	Operating Engineers and Other Construction Equipment Operators	3,393	3,899	14.9%	360	$32.02	High school diploma or equivalent
15-2031	Operations Research Analysts	749	891	18.9%	64	$40.55	Bachelor's degree
29-1041	Optometrists	625	692	10.8%	35	$65.76	Doctoral or professional degree
31-2021	Physical Therapist Assistants	1,443	1,848	28.1%	264	$27.26	Associate's degree
29-1123	Physical Therapists	3,212	3,783	17.8%	190	$44.92	Doctoral or professional degree
29-1071	Physician Assistants	2,200	2,643	20.1%	163	$55.78	Master's degree
13-1082	Project Management Specialists	11,914	12,640	6.1%	925	$48.50	Bachelor's degree

SOC	Description	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
11-9141	Property, Real Estate, and Community Association Managers	3,184	3,571	12.2%	297	$30.24	High school diploma or equivalent
29-1141	Registered Nurses	44,225	45,566	3.0%	2,561	$38.86	Bachelor's degree
15-1252	Software Developers	23,200	25,239	8.8%	1,493	$50.39	Bachelor's degree
15-1253	Software Quality Assurance Analysts and Testers	1,428	1,568	9.8%	106	$41.17	Bachelor's degree
29-1127	Speech-Language Pathologists	1,702	2,073	21.8%	137	$39.92	Master's degree
15-2041	Statisticians	205	260	26.9%	19	$50.85	Master's degree
11-3071	Transportation, Storage, and Distribution Managers	3,635	3,995	9.9%	336	$44.66	High school diploma or equivalent
29-1131	Veterinarians	839	979	16.7%	44	$57.40	Doctoral or professional degree
15-1255	Web and Digital Interface Designers	605	699	15.4%	55	$39.13	Bachelor's degree

Source: Bureau of Labor Statistics (2023) and Lightcast (2024)

In-Demand Middle Skills Occupations

Occupations in Figure 3 show high real-time demand, provide relatively high wages, and require training or education beyond high school, but less than a bachelor's degree. Wages are above the state median wage of $21.88 per hour for each occupation, and most are also above the MWA-defined threshold for economic self-sufficiency in the City of Detroit, defined as about $24.00 per hour. While the top current in-demand occupations generally require a bachelor's degree or higher education, many Region 10 MWA customers seek shorter-term education or training to find work. Figure 3 provides a snapshot of Region 10's middle skills occupations.

Figure 3: WIOA Region 10's Top 50 Currently In-Demand Middle Skills Occupations

SOC	Job Title	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
17-3021	Aerospace Engineering and Operations Technologists and Technicians	152	185	21.8%	18	$31.37	Associate's degree	None
53-2021	Air Traffic Controllers	278	300	8.0%	27	$72.97	Associate's degree	Long-term on-the-job training
49-3011	Aircraft Mechanics and Service Technicians	1,999	2,194	9.8%	173	$28.82	Postsecondary nondegree award	None
53-2022	Airfield Operations Specialists	215	240	11.8%	22	$36.28	High school diploma or equivalent	Long-term on-the-job training
17-3011	Architectural and Civil Drafters	999	1,144	14.5%	115	$27.56	Associate's degree	None

SOC	Job Title	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
49-3023	Automotive Service Technicians and Mechanics	9,506	10,033	5.5%	877	$23.95	Postsecondary nondegree award	Short-term on-the-job training
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	3,710	4,079	10.0%	359	$25.60	High school diploma or equivalent	Long-term on-the-job training
43-5011	Cargo and Freight Agents	1,411	1,631	15.6%	178	$22.45	High school diploma or equivalent	Short-term on-the-job training
47-2031	Carpenters	6,900	7,389	7.1%	639	$28.30	High school diploma or equivalent	Apprenticeship
17-3022	Civil Engineering Technologists and Technicians	989	1,078	9.0%	104	$28.10	Associate's degree	None
47-4011	Construction and Building Inspectors	2,008	2,140	6.5%	249	$28.40	High school diploma or equivalent	Moderate-term on-the-job training
29-1292	Dental Hygienists	3,174	3,389	6.8%	237	$34.92	Associate's degree	None
33-3021	Detectives and Criminal Investigators	1,123	1,172	4.4%	89	$45.31	High school diploma or equivalent	Moderate-term on-the-job training
29-2032	Diagnostic Medical Sonographers	1,373	1,493	8.7%	85	$36.08	Associate's degree	None
17-3023	Electrical and Electronic Engineering Technologists and Technicians	1,188	1,263	6.3%	126	$31.01	Associate's degree	None
49-9051	Electrical Power-Line Installers and Repairers	1,182	1,334	12.8%	115	$48.82	High school diploma or equivalent	Long-term on-the-job training
47-2111	Electricians	12,274	12,526	2.0%	1,124	$31.77	High school diploma or equivalent	Apprenticeship
33-2011	Firefighters	3,144	3,375	7.3%	264	$28.07	Postsecondary nondegree award	Long-term on-the-job training
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	6,947	7,608	9.5%	645	$35.62	High school diploma or equivalent	None
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	818	868	6.0%	55	$39.13	Postsecondary nondegree award	Moderate-term on-the-job training
39-1013	First-Line Supervisors of Gambling Services Workers	677	752	11.1%	84	$30.62	High school diploma or equivalent	None
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	5,777	6,126	6.0%	525	$37.53	High school diploma or equivalent	None
33-1012	First-Line Supervisors of Police and Detectives	1,174	1,223	4.2%	84	$44.61	High school diploma or equivalent	Moderate-term on-the-job training
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	7,168	7,971	11.2%	836	$28.17	High school diploma or equivalent	None

SOC	Job Title	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
53-2031	Flight Attendants	2,679	2,761	3.0%	366	$31.07	High school diploma or equivalent	Moderate-term on-the-job training
11-9051	Food Service Managers	3,695	3,889	5.3%	439	$31.32	High school diploma or equivalent	None
29-9021	Health Information Technologists and Medical Registrars	311	359	15.4%	25	$31.71	Postsecondary nondegree award	None
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3,842	4,094	6.5%	358	$25.35	Postsecondary nondegree award	Long-term on-the-job training
53-3032	Heavy and Tractor-Trailer Truck Drivers	23,116	26,985	16.7%	3,017	$25.74	Postsecondary nondegree award	Short-term on-the-job training
49-9041	Industrial Machinery Mechanics	8,390	9,006	7.3%	736	$29.61	High school diploma or equivalent	Long-term on-the-job training
41-3021	Insurance Sales Agents	6,561	7,448	13.5%	645	$24.47	High school diploma or equivalent	Moderate-term on-the-job training
29-2061	Licensed Practical and Licensed Vocational Nurses	4,339	4,739	9.2%	385	$29.11	Postsecondary nondegree award	None
31-9011	Massage Therapists	869	1,086	25.0%	152	$25.83	Postsecondary nondegree award	None
49-9062	Medical Equipment Repairers	682	759	11.2%	73	$27.54	Associate's degree	Moderate-term on-the-job training
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	1,604	1,789	11.6%	159	$28.44	High school diploma or equivalent	Long-term on-the-job training
31-2011	Occupational Therapy Assistants	751	939	25.0%	134	$28.45	Associate's degree	None
47-2073	Operating Engineers and Other Construction Equipment Operators	3,393	3,899	14.9%	360	$32.02	High school diploma or equivalent	Moderate-term on-the-job training
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	73	97	32.7%	10	$38.45	High school diploma or equivalent	Moderate-term on-the-job training
31-2021	Physical Therapist Assistants	1,443	1,848	28.1%	264	$27.26	Associate's degree	None
47-2152	Plumbers, Pipefitters, and Steamfitters	5,901	6,043	2.4%	532	$35.86	High school diploma or equivalent	Apprenticeship
33-3051	Police and Sheriff's Patrol Officers	8,604	8,886	3.3%	702	$31.43	High school diploma or equivalent	Moderate-term on-the-job training
43-5061	Production, Planning, and Expediting Clerks	3,531	3,795	7.5%	399	$25.43	High school diploma or equivalent	Moderate-term on-the-job training

SOC	Job Title	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
11-9141	Property, Real Estate, and Community Association Managers	3,184	3,571	12.2%	297	$30.24	High school diploma or equivalent	None
41-9021	Real Estate Brokers	726	820	12.9%	74	$26.53	High school diploma or equivalent	None
41-9022	Real Estate Sales Agents	1,129	1,346	19.2%	125	$24.77	High school diploma or equivalent	Moderate-term on-the-job training
29-1126	Respiratory Therapists	1,956	2,114	8.1%	115	$31.67	Associate's degree	None
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	13,228	13,332	0.8%	1,267	$33.00	High school diploma or equivalent	Moderate-term on-the-job training
25-3021	Self-Enrichment Teachers	2,910	3,253	11.8%	407	$23.25	High school diploma or equivalent	None
53-6051	Transportation Inspectors	254	278	9.2%	26	$44.00	High school diploma or equivalent	Moderate-term on-the-job training
11-3071	Transportation, Storage, and Distribution Managers	3,635	3,995	9.9%	336	$44.66	High school diploma or equivalent	None

Source: Economic Modeling Specialists, Intl (EMSI)

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

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

A close look at Region 10's existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories, including the Healthcare Practitioners and Technicians, Information Technology, Architecture and Engineering, Businesses and Financial, and Management occupations. It is critical to understand what knowledge, skills, and abilities, and what tools, technologies, and certifications (if available) are expected, of successful job candidates in these occupations.

These occupations all require a solid foundation in such basic skills as reading, communication, math, and cognitive abilities that influence the acquisition and application of knowledge in problem solving. Most occupations require active learning and critical thinking skills, and all require workers to possess technical skills and knowledge related to their specific occupational discipline, and to master certain tools and technologies and even achieve specific certifications.

Healthcare Practitioner and Technical Occupations

Knowledge, Skills, and Abilities

Knowledge of the information and techniques one needs to diagnose and treat human injuries and diseases is important in all critical healthcare occupations. This includes knowledge of symptoms, treatment alternatives, drug properties and interactions, and preventive healthcare measures.

Knowledge	Skills	Abilities
Medicine and Dentistry	Active Listening	Problem Sensitivity
Biology	Reading Comprehension	Near Vision
Customer and Personal Service	Speaking	Oral Expression
Therapy and Counseling	Critical Thinking	Deductive Reasoning
Psychology	Monitoring	Information Ordering

Tools, Technologies, and Certifications

Tools and technologies related to healthcare occupations include several that ensure quality in the delivery of health services as well as increasing efficiencies in delivery of care, such as electronic medical records and time management.

Many certifications are required in healthcare occupations because most careers involve licensure. Beyond occupational-specific requirements, important certifications are concentrated in specific areas of patient care.

Tools and Technologies	Certifications
Medical Software	Basic Life Support (BLS)
Microsoft Office	Cardiopulmonary Resuscitation (CPR)
Scheduling Software	Advanced Cardiovascular Life Support (ACLS)
Information Retrieval	Licensed Practical Nurse (LPN)
Categorization Software	American Registry of Radiologic Technologists (ARRT)

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, information ordering, and deductive reasoning.

Knowledge	Skills	Abilities
Computer and Electronics	Critical Thinking	Information Ordering
Engineering and Technology	Active Listening	Deductive Reasoning
Customer and Personal Service	Complex Problem-Solving	Mathematical Reasoning
Mathematics	Systems Analysis	Problem Sensitivity
Communications and Media	Time Management	Oral Expression

Tools, Technologies, and Certifications

Computer occupations require a diverse set of technologies. Depending on the occupation, individuals employed in these occupations will need to know everything from traditional software packages to such advanced computer programming languages as Structured Query Language, Java, and Linux.

Similarly, numerous certifications are associated with computer occupations. Often, certifications are specific to some software package or technology (e.g., the Cisco Network Associate certification). In other instances, certifications are more general (e.g., Project Management Professional). These and other certifications for Information Technology occupations follow:

Tools and Technologies	**Certifications**
Data Base User Interface and Query Software	Certified Information Systems Security Professional
Development Environment Software	Project Management Professional Certification
Enterprise Resource Planning	CompTIA A+
Project Management	Cisco Certified Network
Web Platform Development	Certified Information System

Architecture and Engineering Occupations

Knowledge, Skills, and Abilities

Architecture and Engineering occupations are both technical and practical, so they require a mix of knowledge, skills, and abilities. Mechanical applications, design, and the laws of physics are among the most important areas of knowledge for this category of occupations.

Skills needed involve making decisions after analyzing tremendous volumes of data. Leading skills are complex problem solving, critical thinking, and judgment and decision making.

Knowledge	**Skills**	**Abilities**
Engineering and Technology	Complex Problem Solving	Information Ordering
Design	Critical Thinking	Mathematical Reasoning
Mechanical	Quality Control Analysis	Written Expression
Building and Construction	Judgment and Decision-Making	Deductive Reasoning
Physics	Systems Analysis	Visualization

Tools, Technologies, and Certifications

Many Architecture and Engineering occupations are expected to use tools and technologies targeted at improving quality and reducing defects or inefficiencies (e.g., Quality Assurance and Six Sigma).

Similarly, certification for Engineers and other occupations in this category are also concentrated in quality improvement. High demand certifications include Six Sigma Green Belt, LEED Accredited Professional, and Project Management Professional.

Tools and Technologies	**Certifications**
Project Management	Professional Engineer License
Quality Assurance	Six Sigma Green Belt

Scientific Software	Engineer in Training
Computer Aided Design	LEED Accredited Professional
Photo Imaging Software	Project Management Professional Certification

Business and Financial Occupations

Knowledge, Skills, and Abilities

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

Knowledge	**Skills**	**Abilities**
Customer and Personal Service	Active Listening	Oral Comprehension
Administration and Management	Critical Thinking	Written Comprehension
Economics and Accounting	Reading Comprehension	Deductive Reasoning
Administrative	Speaking	Problem Sensitivity
Mathematics	Monitoring	Information Ordering

Tools, Technologies, and Certifications

Most of the occupations in this category require office productivity software, including Microsoft Office for documents, spreadsheets, publications, and database administration.

In addition to productivity software, tools and technologies for business and financial occupations may involve risk management and such technical proficiencies as Generally Accepted Accounting Principles.

Many certifications in this area are occupation specific, including 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	**Certifications**
Accounting Software	Certified Public Accountant
Business Intelligence and Data Analysis Software	Project Management Professional Certification
Human Resource Software	Enrolled Agent
Financial Analysis Software	Certified Internal Auditor
Microsoft Office	Chartered Financial Analyst

Management and Supervisory Occupations

Knowledge, Skills, and Abilities

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

Knowledge	Skills	Abilities
Administration and Management	Judgment and Decision Making	Deductive Reasoning
Customer and Personal Service	Complex Problem Solving	Oral Expression
Sales and Marketing	Critical Thinking	Problem Sensitivity
Personnel and Human Resources	Coordination	Information Ordering
Economics and Accounting	Management of Resources	Written Expression

Tools and Technologies

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

Tools and Technologies

Office Suite Software
Enterprise Resource Planning
Customer Relationship Management
Document Management Software
Project Management Software

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.

An analysis of the workforce development activities in Region 10 indicate that gaps exist and currently range from a lack of talent to fill jobs related to new technology, and the increasing numbers of skilled workers leaving the workforce for retirement. The following gaps are top priorities for the MWAs:

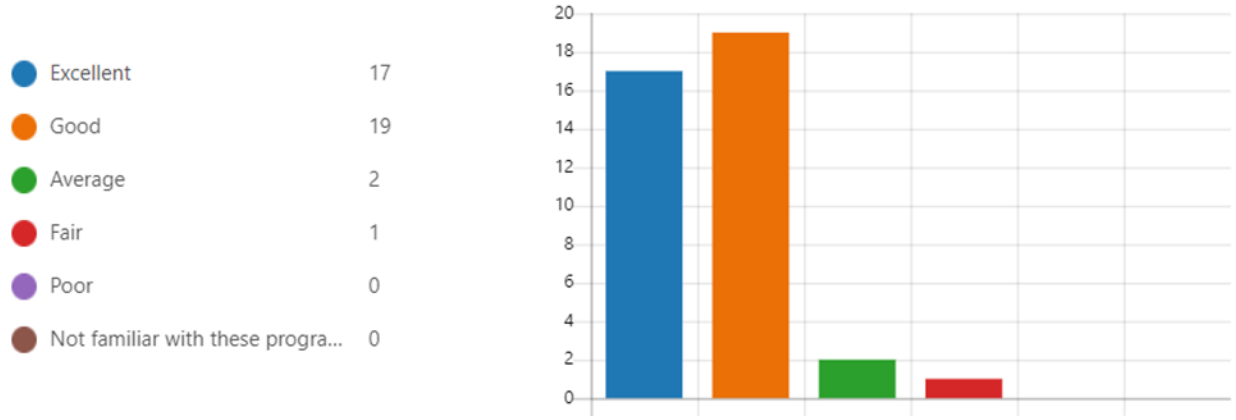
- Aging workers are leaving the workforce and taking skilled knowledge with them: MWAs in the region are working together on several grants to encourage more apprenticeship programs with employers. This will help younger workers learn from more experienced workers and will ensure companies do not lose important knowledge.
- Educational attainment does not match employer needs: MWAs are encouraging workers and job seekers to pursue career pathways that lead to industry-recognized, portable, stackable credentials so individuals can fill in-demand jobs and increase earnings.
- Job seekers and entry-level workers lack the employability skills necessary for successful employment: MWAs in the region are collaborating with non-profits and other local programs to train job seekers in employability skills making it more likely to gain and retain employment.
- Workers need to be upskilled for new technologies: MWAs and partners in the region are continuing to encourage employers to use workforce programs and funding provided by the state

and federal government to help upskill current workers, increasing retention of workers and increasing wages.

Strengths and Weaknesses

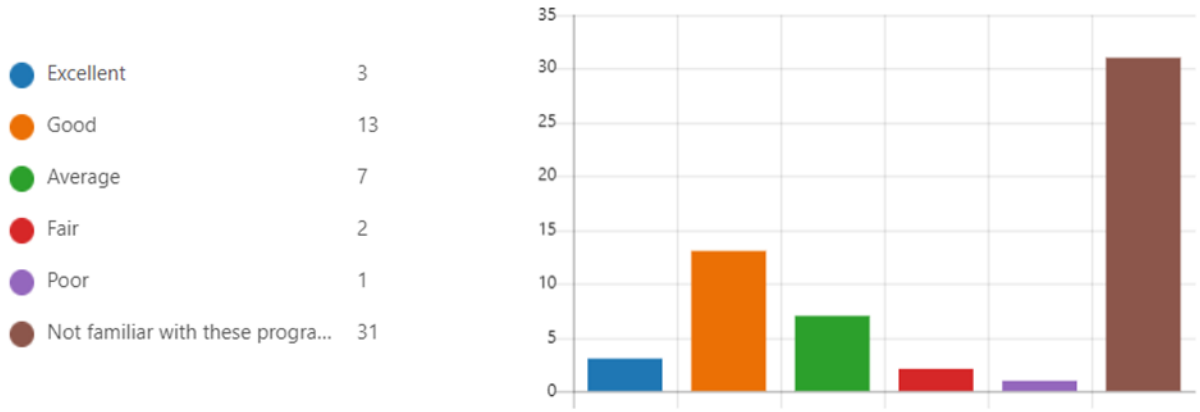
To help inform this plan, core partners from Region 10 were sent a questionnaire for input on workforce system strengths, weaknesses, and the region's capacity to provide the needed workforce development activities. Once these comments were received, a team of MWAs directors and lead staff met to review the 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: How would you rate the strength of the Michigan Works! Agency's WIOA programs and services in your region? This includes services to unemployed and underemployed adults, laid-off workers, and youth programs.



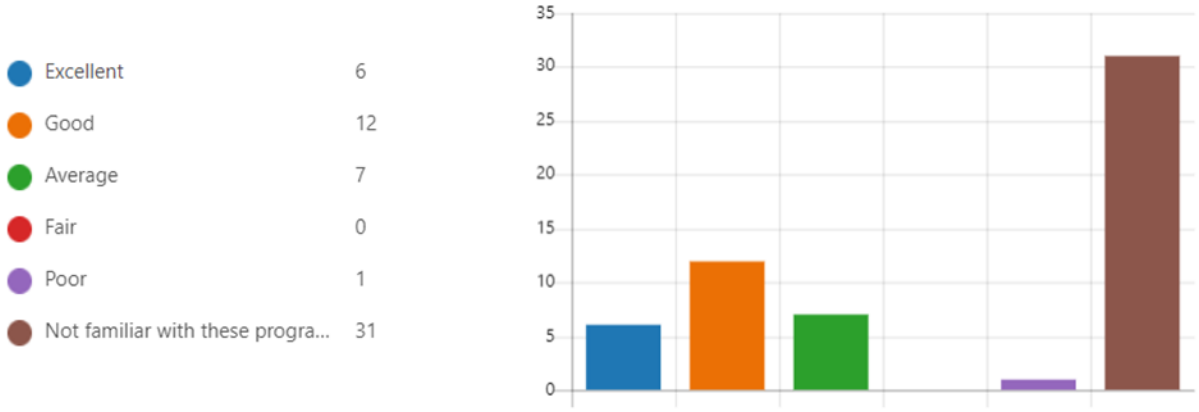
The general sentiment toward Michigan Works! Agency WIOA Title I – IV programs were very positive. Most respondents provided a rating of either "Excellent" or "Good" for these programs, although three respondents provided a rating of "Average" or worse.

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



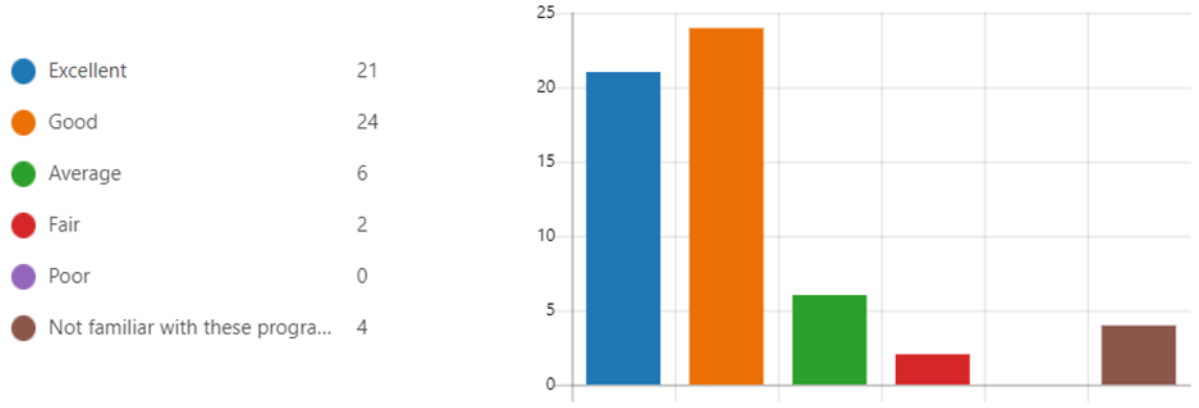
Respondents were less optimistic, in general, about the strength of the Job Corps program compared to WIOA programs and services. Most of those respondents were either not familiar with these programs, or rated them Good-to-Average, in aggregate.

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



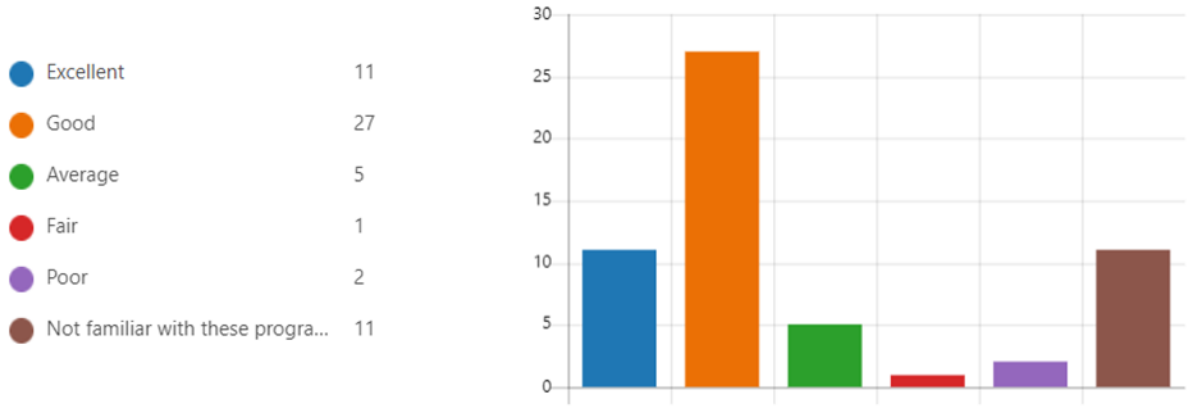
Similar to responses for the Job Corps program, respondents were either unfamiliar with these programs, or rated them anywhere between "average" and "excellent".

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



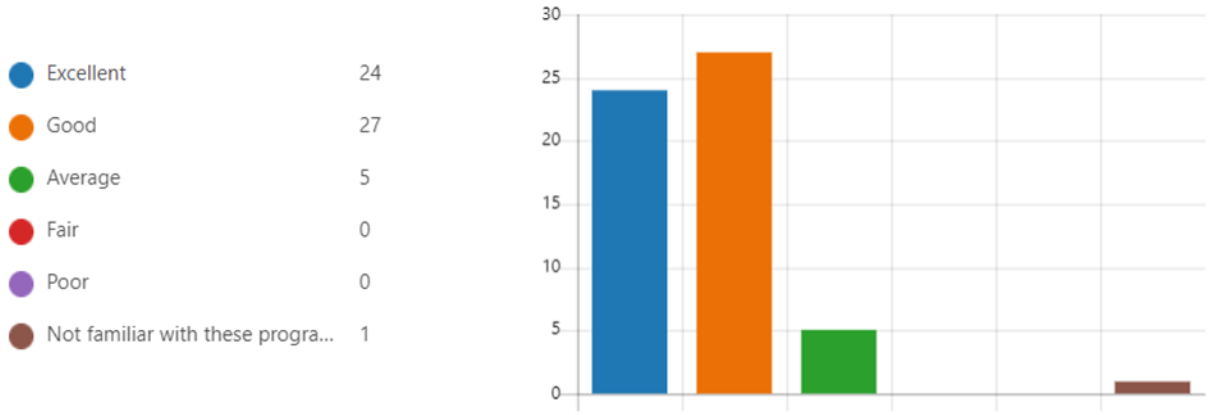
Adult education programs, including ESL and GED programs, were highly rated across the region. Among all the respondents, most rated the strength of programs as "Excellent" or "Good" overall.

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



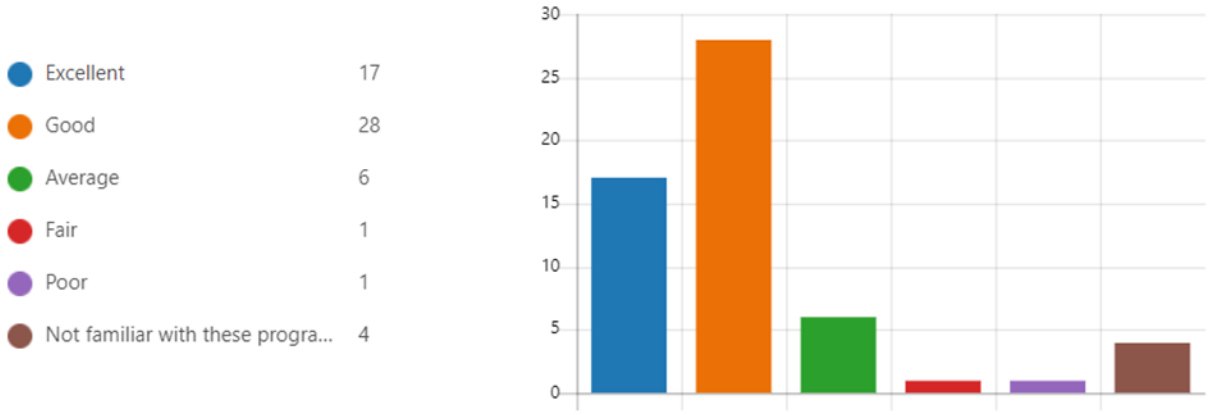
Results for adult literacy were mixed compared with previous responses. Although a significant majority still rated programs "Good" overall, the responses were even, including eight responses in the Poor-to-Average range. Compared to ratings of other services, the data suggests that adult literacy programs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

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



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

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



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

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

- **Innovative training** for youth, persons with different abilities, and adults
- **Equitable wages** for staff to increase retention and facilitate success for program participants.
- **Connectivity** with various organizations and services provided.
- **Supportive services** eliminate barriers to employment like childcare and transportation.
- **Adaptability, timeliness, teamwork, and adequate staffing** of programs.
- **Collaboration** between Michigan Works! Agencies (MWA) and Community Colleges.
- **Employer-driven training** through the Going Pro Talent Fund (GPTF).
- **Knowledge and support** of clients' needs in the region, especially Detroit.
- **Coordination** with other programs/organizations.
- **Apprenticeship opportunities**, including youth apprenticeships.
- **Partnerships** in adult education and Michigan Works!
- **Professional services** to help clients meet their employment and training goals.
- **Employment and Resource Fairs** on a continuing basis.
- **Vocational rehabilitation services** are easy to navigate.

- **Commitment to learning** for students whose first language is not English.
- **Paid work experience** programs.
- **Funding** across many sources to support jobseekers and employers.
- **Well-informed WIOA partners** of community needs.
- **High-quality services** to clients, especially with the increase of refugee numbers.
- **Veterans' Services** onsite at the American Job Centers.
- **Young Professionals Program** has consistently produced great candidates who are well-prepared for the workforce.
- **Alignment** of training programs with industry needs.

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

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

Education and Training Alignment with Industries and Occupations

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

A close look at the Region 10 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories, including the Healthcare Practitioners and Technicians, Information Technology, Architecture and Engineering, Businesses and Financial, and Management occupations. Moreover, 12 of the region's top 15 existing in-demand, high-wage occupations require a bachelor's degree for entry-level openings. Figure 4 shows the number of programs available in Region 10 for each of the top 15 existing in-demand occupations. The education and training availability was found via the Michigan Training Connect (MITC) portal on the Pure Michigan Talent Connect (PMTC) website.

In addition to the programs available in the following table, several large four-year universities and other educational providers are in the region. In 2023, 36,002 postsecondary completions were awarded in the five-county region according to Integrated Postsecondary Education Data System (IPEDS) data. Some top jobs have ample training available beyond the MITC-available data: just over 9.3 percent of these completions were in Engineering and Engineering Technology programs, and 19.3 percent were for Health Professions. Among all degrees conferred, a total of 20.6 percent of healthcare completions were for a credential beyond a bachelor's degree, a requirement for certain top jobs, including Physical Therapists, Speech-Language Pathologists, and Physician Assistants, all of which typically require at least a master's degree.

Note: The data in Figure 4 provides a snapshot of education and training opportunities based on the data available within the MITC portal and does not necessarily encompass all the education and training opportunities for each occupation in Region 10.

Figure 4: Education Opportunities for the Top 15 Existing In-Demand Occupations in Region 10

SOC	Job Title	2023 Jobs	2023 - 2025 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
15-1253	Civil Engineers	4,309	6.3%	390	2,279	$38.08	Bachelor's degree	4 Associate 1 Bachelor's 3 Certificates
11-3131	Construction Managers	2,984	4.7%	282	1,940	$50.64	Bachelor's degree	8 Associate 9 Bachelor 12 Certificates
15-1231	Data Scientists	2,178	6.0%	196	4,023	$43.66	Bachelor's degree	1 Associate 3 Bachelor's 16 Certificates
11-3021	Financial Managers	10,252	2.9%	842	4,882	$63.98	Bachelor's degree	1 Associate 3 Bachelor's 2 Certificates
11-1021	General and Operations Managers	38,642	2.2%	3491	7,288	$49.18	Bachelor's degree	7 Associate 13 Bachelor's 11 Certificates
13-1011	Logisticians	5,008	4.0%	500	2,973	$39.75	Bachelor's degree	3 Associate 7 Bachelor's 7 Certificates
13-1031	Management Analysts	7,978	3.1%	768	2,674	$45.71	Bachelor's degree	5 Associate 9 Bachelor's 9 Certificates

SOC	Job Title	2023 Jobs	2023 - 2025 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
11-9039	Medical and Health Services Managers	6,328	5.5%	618	4,787	$49.14	Bachelor's degree	1 Associate 5 Bachelor's 6 Certificates
21-2021	Nurse Practitioners	3,460	8.1%	296	1,679	$53.78	Master's degree	4 Master's 4 Doctoral or Professional Degrees
21-1019	Physical Therapists	3,212	4.8%	201	1,590	$44.92	Doctoral or professional degree	2 Doctoral or Professional Degrees
21-1013	Physician Assistants	2,200	5.0%	164	733	$55.78	Master's degree	4 Associate 1 Bachelor's 32 Certificates
13-1028	Project Management Specialists	11,914	2.3%	968	5,710	$48.50	Bachelor's degree	5 Associate 8 Bachelor's 16 Certificates
13-2071	Software Developers	23,200	2.4%	1515	12,922	$50.39	Bachelor's degree	8 Associate 5 Bachelor's 36 Certificates
21-1029	Speech-Language Pathologists	1,702	5.5%	139	1,825	$39.92	Master's degree	1 Master's 1 Doctoral or Professional Degree
11-3061	Transportation, Storage, and Distribution Managers	3,635	3.7%	354	2,827	$44.66	High school diploma or equivalent	6 Associate 8 Bachelor's 7 Certificates

Source: Bureau of Labor Statistics (2023), Lightcast (2024), MITC (2024)

Overall, Region 10's education and training program availability is strong, with a number of colleges and universities located in the area. Data in Figure 4 shows that the Software Developers for Applications job have gained at least two available bachelor's degree programs in Region 10 since 2018, according to the PMTC portal. This, however, is not enough to satisfy the needs of Region 10's employers, particularly in the growing tech hub of Detroit. Because of training deficiencies, such non-degree programs as Experience IT and Grand Circus have been created in the Detroit area to generate a pipeline of qualified IT workers.

The in-demand management positions in Figure 4 have a strong number of education and training opportunities available in Region 10. Despite the high number of programs, employers struggle to find workers with the appropriate credentials for high-wage management positions, according to anecdotal feedback from employers and MWAs across the State.

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.

The City of Detroit's population is currently well below the regional average educational attainment, according to the 2022 Census Bureau data displayed in Figure 5. In the City of Detroit, 16.9 percent of individuals hold a bachelor's degree or higher, compared to 31.1 percent in the state as a whole. In addition, the educational attainment rate (bachelor's or higher) in Oakland County is 49.5 percent, one of the highest rates in the State of Michigan, while the rates in Wayne, Monroe, St. Clair and Macomb counties are 26.5 percent, 22.6 percent, 19.9 percent and 26.8 percent, respectively. The current

educational attainment levels in the City of Detroit, Region 10, and the state of Michigan do not align with increasing employer needs. Too few individuals are prepared for in-demand jobs as more employers require higher skills for employment.

Figure 5: Educational Attainment

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Population 25 years and over	6,938,439	623,718	109,932	906,930	114,600	1,205,390	417,331	2,960,570
High school graduate or higher, number of persons, age 25+, 2018-2022	6,366,037	565,282	100,775	859,267	105,342	1,058,102	345,689	2,688,768
High school graduate or higher, percent of persons, age 25+, 2018-2022	91.8%	90.6%	91.7%	94.7%	91.9%	87.8%	82.8%	90.8%
Bachelor's degree or higher, number of persons, age 25+, 2018-2022	2,160,351	167,161	24,842	449,241	22,800	319,402	70,464	983,446
Bachelor's degree or higher, percent of persons, age 25+, 2018-2022	31.1%	26.8%	22.6%	49.5%	19.9%	26.5%	16.9%	33.2%

Source: 2018-2022 ACS Five-Year Estimates

The most recent labor force participation rates show Macomb and Oakland counties well above the state average of 61.5 percent, and the City of Detroit well below. These rates have been steadily increasing, with more individuals of working age participating in the labor force over the last several years. This achievement for Michigan occurred despite an aging workforce and slow population growth. Figure 6 highlights these values.

Figure 6: Labor Force Participation Rates

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Population 16+	8,166,427	719,240	126,258	1,044,318	131,970	1,408,500	496,762	3,430,286
In civilian labor force, count of population age 16+, 2018-2022	5,022,353	460,314	75,376	693,427	79,446	836,649	272,226	2,145,212
In civilian labor force, percent of population age 16+, 2018-2022	61.5%	64.0%	59.7%	66.4%	60.2%	59.4%	54.8%	62.5%

Source: 2018-2022 ACS Five-Year Estimates

At approximately 17.0 percent, Region 10's youth unemployment rate is significantly larger than the overall unemployment rate of 6.7 percent. To a lesser degree, the same is true for African American individuals.

Figure 7: Civilian Labor Force by Demographic Group – 2023 WIOA Region 10

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	2,142,938	1,998,911	144,027	6.7%
Sex				
Male 16+	1,131,548	1,053,856	77,692	6.9%
16-19	43,580	35,391	8,189	18.8%
20-24	104,437	91,017	13,420	12.8%
25-54	717,678	674,556	43,122	6.0%
55-64	199,903	190,448	9,455	4.7%
65 Plus	65,950	62,444	3,506	5.3%
Female 16+	1,011,390	945,055	66,335	6.6%
16-19	44,871	38,260	6,611	14.7%
20-24	99,869	87,978	11,891	11.9%
25-54	634,023	596,769	37,254	5.9%
55-64	177,120	169,247	7,873	4.4%
65 Plus	55,507	52,801	2,706	4.9%
Race				
White	1,455,589	1,381,158	73,322	5.0%
Black/African American	444,632	389,070	55,484	12.5%
Native American	4,808	4,481	329	6.8%
Asian	111,430	107,218	4,217	3.8%
Native Hawaiian / Pacific Islander	390	*	*	*
Some Other Race	31,295	28,387	2,895	9.3%
Two or More Races	97,315	89,025	8,188	8.4%
Ethnicity				
Hispanic	100,050	92,415	7,519	7.5%

Source: 2018-2022 ACS Five-Year Estimates

Figure 8: Labor Market Trends – 2017 – 2023 WIOA Region 10

Figure 8a: Labor Force, Persons

Geography	2017	2019	2021	2023	2017–2023 Numeric Change	2017–2023 Percent Change
WIOA Region 10	2,073,966	2,118,121	2,042,888	2,111,979	38,013	1.8%
Macomb	447,838	457,368	439,919	455,508	7,670	1.7%
Monroe	76,087	75,885	72,122	77,534	1,447	1.9%
Oakland	673,030	689,483	660,789	687,933	14,903	2.2%
St. Clair	76,071	77,287	74,301	77,012	941	1.2%
Wayne	800,940	818,098	795,757	813,992	13,052	1.6%
Michigan	4,911,000	4,980,000	4,775,000	5,008,000	97,000	2.0%
United States	160,320,000	163,539,000	161,204,000	167,116,000	6,796,000	4.2%

Figure 8b: Employment, Persons

Geography	2017	2019	2021	2023	2017–2023 Numeric Change	2017–2023 Percent Change
WIOA Region 10	1,978,724	2,028,345	1,915,403	2,034,326	55,602	2.8%
Macomb	428,149	438,286	414,146	439,505	11,356	2.7%
Monroe	72,521	72,902	67,771	74,284	1,763	2.4%
Oakland	649,306	666,319	630,128	667,877	18,571	2.9%
St. Clair	72,179	73,566	69,936	74,088	1,909	2.6%
Wayne	756,569	777,272	733,422	778,572	22,003	2.9%
Michigan	4,686,000	4,777,000	4,501,000	4,812,000	126,000	2.7%
United States	153,337,000	157,538,000	152,581,000	161,037,000	7,700,000	5.0%

Figure 8c: Unemployment, Persons

Geography	2017	2019	2021	2023	2017–2023 Numeric Change	2017–2023 Percent Change
WIOA Region 10	95,242	89,776	127,485	77,653	-17,589	-18.5%
Macomb	19,689	19,082	25,773	16,003	-3,686	-18.7%
Monroe	3,566	2,983	4,351	3,250	-316	-8.9%
Oakland	23,724	23,164	30,661	20,056	-3,668	-15.5%
St. Clair	3,892	3,721	4,365	2,924	-968	-24.9%
Wayne	44,371	40,826	62,335	35,420	-8,951	-20.2%
Michigan	225,000	203,000	274,000	195,000	-30,000	-13.3%
United States	6,982,000	6,001,000	8,623,000	6,080,000	-902,000	-12.9%

Figure 8d: Unemployment Rate, Percent

Geography	2017	2019	2021	2023	2017-2023 Rate Change
WIOA Region 10	4.6%	4.2%	6.2%	3.7%	-0.9%
Macomb	4.4%	4.2%	5.9%	3.5%	-0.9%
Monroe	4.7%	3.9%	6.0%	4.2%	-0.5%
Oakland	3.5%	3.4%	4.6%	2.9%	-0.6%
St. Clair	5.1%	4.8%	5.9%	3.8%	-1.3%
Wayne	5.5%	5.0%	7.8%	4.4%	-1.2%
Michigan	4.6%	4.1%	5.7%	3.9%	-0.7%
United States	4.4%	3.7%	5.3%	3.6%	-0.7%

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

Important Industry Sectors in WIOA Region 10

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 9 highlights the top 15 most in-demand industry sectors (2-digit NAICS level) in Region 10. In-demand is defined as those industries with the highest number of job postings during the past two years and growing with an average annual wage over $35,000. This average wage aligns with that used in the regional in-demand and emerging industries in the Michigan WIOA Unified State Plan. Various occupations exist within the local industries, which offer wages dependent on tenure and other factors. While the industry average is an important wage factor, the wages paid to workers in each occupation are a more relevant metric for workforce development. Figures 1 and 2 provide more detail on occupations. The 2023 employment levels for the highlighted industries are also shown in Figure 9.

Figure 9: WIOA Region 10's Top 15 In-Demand Industries

NAICS	Description	2023 Job Postings	2023 Jobs	2025 Jobs	2023-2025 Change	2023-2025 % Change	Avg. Earnings Per Job
72	Accommodation and Food Services	37,960	151,234	154,246	3,013	2.0%	$29,923
71	Arts, Entertainment, and Recreation	5,128	24,496	25,580	1,084	4.4%	$69,610
23	Construction	10,274	76,726	79,123	2,397	3.1%	$98,748
61	Educational Services	13,376	26,700	26,929	229	0.9%	$57,021
52	Finance and Insurance	18,179	80,486	80,529	43	0.1%	$123,418
62	Health Care and Social Assistance	87,874	269,665	275,408	5,743	2.1%	$77,310
55	Management of Companies and Enterprises	2,059	48,655	50,131	1,476	3.0%	$171,141
21	Mining, Quarrying, and Oil and Gas Extraction	999	921	956	35	3.8%	$123,181
81	Other Services (except Public Administration)	14,349	74,148	75,105	957	1.3%	$48,350
54	Professional, Scientific, and Technical Services	55,779	189,987	192,652	2,664	1.4%	$130,594
53	Real Estate and Rental and Leasing	7,262	31,262	32,407	1,145	3.7%	$80,276
48	Transportation and Warehousing	56,231	90,142	96,524	6,382	7.1%	$80,672
99	Unclassified Industry	13,090	6,563	8,106	1,543	23.5%	$63,407
22	Utilities	2,147	8,444	8,477	33	0.4%	$194,350
42	Wholesale Trade	22,342	75,990	76,103	114	0.1%	$119,345

Source: Lightcast (2024); DTMB (2023)

Figure 10 highlights Region 10's top emerging industries. Emerging industries are those with high growth (numeric and percent) expected over the next ten years, through 2033, and a high number of annual openings through 2033.

Figure 10: WIOA Region 10 Top 15 Emerging Industries

NAICS	Description	2023 Jobs	2033 Jobs	2023-2033 Change	2023-2033 % Change	Avg. Earnings Per Job
72	Accommodation and Food Services	151,234	157,992	6,758	4.5%	$29,923
11	Agriculture, Forestry, Fishing and Hunting	3,806	5,317	1,511	39.7%	$49,129
71	Arts, Entertainment, and Recreation	24,496	27,284	2,788	11.4%	$69,610
23	Construction	76,726	82,757	6,030	7.9%	$98,748
52	Finance and Insurance	80,486	81,057	571	0.7%	$123,418
62	Health Care and Social Assistance	269,665	291,949	22,285	8.3%	$77,310
51	Information	22,817	22,507	(310)	(1.4%)	$121,255
55	Management of Companies and Enterprises	48,655	53,318	4,663	9.6%	$171,141
21	Mining, Quarrying, and Oil and Gas Extraction	921	1,006	85	9.2%	$123,181
81	Other Services (except Public Administration)	74,148	78,070	3,922	5.3%	$48,350
54	Professional, Scientific, and Technical Services	189,987	196,246	6,259	3.3%	$130,594
53	Real Estate and Rental and Leasing	31,262	34,480	3,218	10.3%	$80,276
48	Transportation and Warehousing	90,142	107,326	17,185	19.1%	$80,672
99	Unclassified Industry	6,563	11,667	5,105	77.8%	$63,407
22	Utilities	8,444	8,276	(168)	(2.0%)	$194,350

Source: Lightcast (2024); DTMB (2023)

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.

Region 10 is a relatively small geographic area, representing about 3,230 square miles. The most recent Census estimate puts the region's population at 4.21 million, 42.0 percent of the state's population. Region 10 is also home to 43.1 percent of the state's business establishments and 44.4 percent of the state's employed population. The region is dense compared to the state. Region 10 has an average of 2,042 individuals per square mile, compared to the state's average of 178 individuals per square mile.

Most workers in the region commute to some degree. Nearly 60.0 percent travel more than 10 miles to their jobs each direction, and 21.7 percent travel more than 25 miles each direction, according to data from the LEHD Origin-Destination Employment Statistics (LODES) survey and Census OnTheMap. The region's average travel time to work was about 26.9 minutes each direction. This is just above the state's average of 24.5 minutes each direction. While the travel time across Region 10 does not vary much from the City of Detroit to the outer counties, the means of travel does differ. The typical Detroit household has only one, if any, vehicles available for travel to and from work, while the typical Region 10 household

outside of Detroit has two vehicles available, according to American Community Survey data. The housing ownership and vacancy rates in Region 10 communities are also notable. 2022 Census data indicates that nearly 23.0 percent of housing units in the City of Detroit are vacant, but city estimates suggest that the actual rate is much higher. In contrast, Region 10's vacancy rate averages 8.6 percent. Wayne County's vacancy rate is 13.3 percent but drops to 6.4 percent when the City of Detroit is excluded. The disparity between the City of Detroit and the region's other communities cannot be overemphasized.

The region is heavily concentrated and well connected by highways. However, for workers without regular access to a vehicle, traveling to employment may be difficult because the region lacks a comprehensive transit system. Most available jobs for individuals with lower-than-average education (typical of job seekers in the City of Detroit) are located beyond city limits in the outlying counties, which are not effectively connected by public transit. According to OnTheMap data, only 30.6 percent of Detroiters live and work in the city. Almost 70.0 percent commute outside of the city for their primary job, and 9.2 percent commute more than 50 miles each direction for work. Oakland County is vastly different, however; 55.7 percent of the population lives and works in the county, and only 7.1 percent of those who travel 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.

Region 10's geographic make-up is unique in Michigan. It is home to not only the largest city (which is also one of the most impoverished), but it is also home to some of the wealthiest and most populated communities in the state. The City of Detroit presents exceptional challenges for the region, though recent years have demonstrated significant progress.

Most job opportunities available within close geographic proximity to Detroiters, and those in the region without reliable transportation, are inaccessible for various reasons. The fastest-growing jobs and those with the most hiring in the region are in occupations that require post-secondary training and often a bachelor's degree. A strong mismatch exists between the available jobs, particularly the highest demand jobs as shown in Figures 1 through 3, which consistently require at least a college degree, and the current talent pool's skill and education level, where about 30.0 percent of Region 10's workers possess a college degree. Figure 5 provides education attainment information.

Figure 11 highlights the region's population demographics. The region is ethnically diverse, with a higher concentration of ethnic minorities than the state on average. This is particularly true in Wayne County and the City of Detroit.

Figure 11: Population Demographics

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Population	10,057,921	878,453	154,823	1,272,264	160,257	1,781,641	636,787	4,247,438
White	7,617,085	680,537	142,046	913,135	147,655	905,956	77,788	2,789,329
White Percent of Total	75.7%	77.5%	91.7%	71.8%	92.1%	50.8%	12.2%	65.7%
Black or African American	1,363,539	108,151	3,322	167,691	3,753	670,722	495,533	953,639
Black or African American Percent of Total	13.6%	12.3%	2.1%	13.2%	2.3%	37.6%	77.8%	22.5%
American Indian and Alaska Native	45,662	1,799	157	2,236	284	5,497	2,274	9,973
American Indian and Alaska Native Percent of Total	0.5%	0.2%	0.1%	0.2%	0.2%	0.3%	0.4%	0.2%
Asian	327,551	39,992	569	102,915	759	61,624	10,252	205,859
Asian Percent of Total	3.3%	4.6%	0.4%	8.1%	0.5%	3.5%	1.6%	4.8%
Native Hawaiian and Other Pacific Islander	2,780	462	12	405	22	350	94	1,251
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two or more races	543,305	40,084	7,250	70,819	6,531	91,998	23,902	216,682
Two or more races, Percent of Total	5.4%	4.6%	4.7%	5.6%	4.1%	5.2%	3.8%	5.1%
Hispanic or Latino	550,427	25,208	6,134	57,851	5,832	112,699	48,054	207,724
Hispanic or Latino Percent of Total	5.5%	2.9%	4.0%	4.5%	3.6%	6.3%	7.5%	4.9%
White alone, not Hispanic or Latino	7,394,140	669,918	139,170	889,221	144,743	866,868	64,186	2,709,920
White alone, not Hispanic or Latino Percent of Total	73.5%	76.3%	89.9%	69.9%	90.3%	48.7%	10.1%	63.8%

Source: 2018-2022 ACS Five-Year Estimates

Figure 12 shows that Region 10 is home to a large veteran population. As of 2022, 36.0 percent of the state's veterans lived in the region, including 4.6 percent in the City of Detroit.

Figure 12: Veteran Population

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Civilian Population 18+	7,903,494	695,215	122,132	1,011,234	127,257	1,361,166	479,926	3,317,004
Veterans, 2018-2022	498,788	39,559	9,318	48,275	9,628	72,681	22,765	179,461
Share of Veterans in the State	100.0%	7.9%	1.9%	9.7%	1.9%	14.6%	4.6%	36.0%

Source: 2018-2022 ACS Five-Year Estimates

Figure 13 highlights the region's age distribution. The population across Michigan is aging, and Region 10's age distribution generally reflects the state averages.

Figure 13: Age Distribution

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Population	10,057,921	878,453	154,823	1,272,264	160,257	1,781,641	636,787	4,247,438
Persons under 5 years, 2022	552,803	46,844	7,919	66,132	7,885	113,837	43,814	242,617
Persons under 5 years, 2022 percent	5.50%	5.33%	5.11%	5.20%	4.92%	6.39%	6.88%	5.71%
Persons under 5 years, 2018	572,374	47,677	7,960	68,288	8,098	115,396	49,366	247,419
Persons under 5 years, 2018 percent	5.69%	5.43%	5.14%	5.37%	5.05%	6.48%	7.75%	5.83%
Persons under 18 years, 2022	2,149,464	182,534	32,602	260,597	32,905	420,181	156,754	928,819
Persons under 18 years, 2022 percent	21.37%	20.78%	21.06%	20.48%	20.53%	23.58%	24.62%	21.87%
Persons under 18 years, 2018	2,196,098	186,502	32,824	269,153	34,121	420,346	169,766	942,946
Persons under 18 years, 2018 percent	21.83%	21.23%	21.20%	21.16%	21.29%	23.59%	26.66%	22.20%
Persons 65 years and over, 2022	1,786,825	153,699	29,207	222,540	31,019	281,455	91,780	717,920
Persons 65 years and over, 2022 percent	17.77%	17.50%	18.86%	17.49%	19.36%	15.80%	14.41%	16.90%
Persons 65 years and over, 2018	1,522,156	131,194	20,371	181,557	23,641	251,248	81,925	608,011
Persons 65 years and over, 2018 percent	15.13%	14.93%	13.16%	14.27%	14.75%	14.10%	12.87%	14.31%

Source: 2018-2022 ACS Five-Year Estimates

Region 10 has a greater share of foreign-born residents than Michigan on average. In addition, the region has a greater share of families where a language other than English is spoken in the home. According to Census data, a larger share of Region 10's individuals have limited English language proficiency than the state on average. Figure 14 highlights the foreign-born population within the region and the percentage of homes that speak a primary language other than English.

Figure 14: Foreign Born and Primary Language Spoken at Home

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Population, 2018-2022	10,057,921	878,453	154,823	1,272,264	160,257	1,781,641	636,787	4,247,438
Foreign-born persons, 2018-2022	694,860	99,284	3,512	166,176	3,081	168,249	35,917	440,302
Foreign-born persons, percent, 2018-2022	6.9%	11.3%	2.3%	13.1%	1.9%	9.4%	5.6%	10.4%
Population 5 years and over	9,505,118	831,609	146,904	1,206,132	152,372	1,667,804	592,973	4,004,821
Language other than English spoken at home, number of persons age 5 years+, 2018-2022	943,593	123,078	5,088	189,384	3,656	255,583	63,878	576,789
Language other than English spoken at home, percent of persons age 5 years+, 2018-2022	9.9%	14.8%	3.5%	15.7%	2.4%	15.3%	10.8%	14.4%

Source: 2018-2022 ACS Five-Year Estimates

A "limited English-speaking household", as shown in Figure 15, is one in which all members, 14 years and over, have at least some difficulty with the English language.

Figure 15: Limited English-Speaking Households by County

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Households	4,009,253	354,251	62,240	524,762	65,989	688,461	249,518	1,695,703
Limited English-speaking households, 2018-2022	67,271	11,095	189	13,514	270	18,831	5,803	43,899
Limited English-speaking households, percent of total, 2018-2022	1.7%	3.1%	0.3%	2.6%	0.4%	2.7%	2.3%	2.6%

Source: 2018-2022 ACS Five-Year Estimates

Figure 16 highlights Region 10's disabled population. Monroe, St. Clair, and Wayne counties, and the City of Detroit, have a higher share of disabled individuals under the age of 65 than the state on average.

Figure 16: Percent of Population Under 65 with a Disability

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total civilian noninstitutionalized population	9,949,793	871,490	153,758	1,265,417	158,988	1,770,251	631,434	4,219,904
Persons with a disability, under age 65 years, 2018-2022	831,675	68,592	13,933	78,104	16,148	172,704	83,270	349,481
With a disability, under age 65 years, percent of total, 2018-2022	8.4%	7.9%	9.1%	6.2%	10.2%	9.8%	13.2%	8.3%

Source: 2018-2022 ACS Five-Year Estimates

Figure 17 indicates that 41.9 percent of the state's disabled population resides in Region 10. The region is home to 42.2 percent of the state's overall population. This indicates that the region has a slightly, but not significantly, lesser share of the state's disabled population.

Figure 17: Individuals with Disabilities in Michigan by County –2022

Geography	2018 – 2022 Estimate	2018 – 2022 Share of State
Macomb County	121,934	8.7%
Monroe County	22,691	1.6%
Oakland County	144,565	10.3%
St. Clair County	26,582	1.9%
Wayne County	273,385	19.5%
State of Michigan	1,403,198	100.0%

Source: 2018-2022 ACS Five-Year Estimates

Figure 18 shows that the current disabled population in Region 10 is primarily female, of working age (18-64), and white. Compared to the general population distribution, however, a higher share of disabled Black/African American individuals reside in Region 10 than would be expected, based on the overall share of Black/African American individuals in the region.

Figure 18: Individuals with Disabilities by Demographic Group

Demographic Group	2022 Estimate	Percent Distribution
Total Population	589,157	100.0%
Sex		
Male	276,255	46.9%
Female	312,902	53.1%
Age		
17 and Under	40,935	6.9%
18-64	308,546	52.4%

Demographic Group	2022 Estimate	Percent Distribution
65 +	239,676	40.7%
Race		
White	377,162	64.0%
Black / African American	162,624	27.6%
Native American	2,132	0.4%
Asian	13,081	2.2%
Hawaiian / Pacific Islander	259	0.0%
Some Other Race	9,022	1.5%
Two or More Races	24,877	4.2%
Ethnicity		
Hispanic	21,348	3.6%

Source: 2018-2022 ACS Five-Year Estimates

Region 10's income distribution differs widely from the state and within the region. Just under one-fourth of Detroit's households live on less than $14,999 annually. The federal poverty guideline for a family of four in 2024 is $31,200. In the City of Detroit, 46.9 percent of families live near or below this income level, compared to 24.8 percent in the state of Michigan and 17.6 percent in Oakland County. Figure 19 details the income bracket of households within the region.

Figure 19: Households by Income Bracket

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Households	4,009,253	354,251	62,240	524,762	65,989	688,461	249,518	1,695,703
Households with Income of $0 - $9,999	202,166	14,210	2,264	19,033	2,749	54,749	32,472	93,005
Households with Income of $0 - $9,999, Percent	5.0%	4.0%	3.6%	3.6%	4.2%	8.0%	13.0%	5.5%
Households with Income of $10,000 - $14,999	165,381	11,058	2,167	14,230	2,749	41,807	26,240	72,011
Households with Income of $10,000 - $14,999, Percent	4.1%	3.1%	3.5%	2.7%	4.2%	6.1%	10.5%	4.2%
Households with Income of $15,000 - $24,999	301,401	24,667	4,411	26,586	4,829	62,082	30,935	122,575
Households with Income of $15,000 - $24,999, Percent	7.5%	7.0%	7.1%	5.1%	7.3%	9.0%	12.4%	7.2%
Households with Income of $25,000 - $34,999	327,120	27,164	5,096	32,436	5,573	60,593	27,371	130,862
Households with Income of $25,000 - $34,999, Percent	8.2%	7.7%	8.2%	6.2%	8.4%	8.8%	11.0%	7.7%
Households with Income of $35,000 - $49,999	484,737	41,540	6,787	47,896	8,704	89,208	38,264	194,135
Households with Income of $35,000 - $49,999, Percent	12.1%	11.7%	10.9%	9.1%	13.2%	13.0%	15.3%	11.4%
Households with Income of $50,000 - $74,999	689,069	60,757	11,326	73,471	11,580	112,968	37,811	270,102
Households with Income of $50,000 - $74,999, Percent	17.2%	17.2%	18.2%	14.0%	17.5%	16.4%	15.2%	15.9%

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Households with Income of $75,000 - $99,999	539,098	50,375	8,506	66,840	9,807	81,293	23,035	216,821
Households with Income of $75,000 - $99,999, Percent	13.4%	14.2%	13.7%	12.7%	14.9%	11.8%	9.2%	12.8%
Households with Income of $100,000 - $149,999	660,499	65,060	11,321	99,062	10,961	96,000	20,859	282,404
Households with Income of $100,000 - $149,999, Percent	16.5%	18.4%	18.2%	18.9%	16.6%	13.9%	8.4%	16.7%
Households with Income of $150,000 - $199,999	312,858	33,127	5,734	58,814	5,109	43,596	6,555	146,380
Households with Income of $150,000 - $199,999, Percent	7.8%	9.4%	9.2%	11.2%	7.7%	6.3%	2.6%	8.6%
Households with Income of $200,000+	326,924	26,293	4,628	86,394	3,928	46,165	5,976	167,408
Households with Income of $200,000+, Percentage	8.2%	7.4%	7.4%	16.5%	6.0%	6.7%	2.4%	9.9%
Average Household Income	$92,835	$93,292	$92,489	$126,488	$85,544	$81,036	$54,054	$98,258
Median Household Income	$68,505	$73,876	$72,573	$92,620	$66,887	$57,223	$37,761	$72,595
Per Capita Income	$37,929	$38,015	$37,704	$53,157	$35,483	$32,643	$22,861	$40,410

Source: 2018-2022 ACS Five-Year Estimates

Region 10's income disparities are a problem, with many residents living in poverty. In 2023, 49.1 percent of the state's public assistance registrants lived in the region. Compared to the region's overall share of the state's population, this is a significant number and share of those living on public assistance. The numbers are increasing, possibly due to policy changes and the COVID-19 pandemic. Many individuals are either approaching their limit or have already maxed out their benefits. The public assistance population disproportionately uses Region 10's workforce system, creating a strain on resources. Figure 20 highlights the number of individuals who are registered to receive state assistance, and who also have a work requirement.

Figure 20: Public Assistance Registrants in Michigan by County: 2021 – 2023

Geography	2021	2023	2021 - 2023 Percent Change	2023 Share of the State
Macomb County	31,180	34,476	10.6%	8.2%
Monroe County	4,305	4,621	7.3%	1.1%
Oakland County	25,598	26,279	2.7%	6.2%
St. Clair County	6,145	6,857	11.6%	1.6%
Wayne County	128,314	134,553	4.9%	32.0%
Michigan	393,338	420,873	7.0%	100.0%

Source: Michigan Department of Health and Human Services

Figure 21 indicates that Region 10's 2023 public assistance population is 61.7 percent of individuals aged 22 to 44, and 49.3 percent African American. Compared to the general population demographics in the region, these groups are over-represented.

Figure 21: Public Assistance Registrants: December 2023

Demographic Group	Assistance Program Registrants	Percent of Total
Total	206,786	100.0%
Sex		
Male	92,665	44.8%
Female	114,118	55.2%
Age		
14-15	981	0.5%
16-19	15,020	7.3%
20-21	9,565	4.6%
22-44	127,526	61.7%
45-54	39,132	18.9%
55-64	14,535	7.0%
65+	27	0.0%
Race		
White	71,390	34.5%
Black / African American	101,923	49.3%
Native American	1,179	0.6%
Other	10,316	5.0%
Hispanic	7,730	3.7%

Source: Michigan Department of Health and Human Services