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5/25/2016

WIOA

Local/Regional Four-Year Plan

Reed, Sharon (GLBMW)

EAST CENTRAL MICHIGAN PROSPERITY REGION 5

SECTION I

REGIONAL PLAN REQUIREMENTS

Section 106(c)(1) of the WIOA requires local boards and chief elected officials in each planning region to engage in a regional planning process that results in the preparation and submission of a single regional plan. Regional plans must incorporate the local plans for each of the local areas within the planning region consistent with the requirements of the WIOA Proposed Rules Section 679.540(a). In addition, the regional plan must include:

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

The Workforce Innovation and Opportunity Act (WIOA) reforms planning requirements, previously governed by the Workforce Investment Act of 1998 (WIA), to foster better alignment of federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of WIOA's principal areas of reform is to require States to plan across WIOA core programs and include a planning process for the East Central Michigan Regional-Local plan.

This reform promotes a shared understanding of the workforce needs within each region-local area and fosters development of more comprehensive and integrated approaches; such as career pathways and sector strategies; for addressing the needs of businesses and workers. Successful implementation of many of these approaches called for within WIOA requires robust relationships across programs. WIOA requires Regional-Local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Regional-Local plans.

East Central Michigan Prosperity Region 5 board staff have participated in WIOA Planning, such as: webinars, training sessions, planning meetings (including brainstorming and resource mapping strategies) and a series of conference calls (see Chart A below). An executive summary was prepared for WDB Members and WIOA Core Partners. All were invited to participate and have input in the development of the plan, from each of the following WIOA Core Programs:

- The Adult Program – Title I of WIOA,
- The Dislocated Worker Program – Title I of WIOA,
- The Youth Program – Title I of WIOA,
- The Adult Education and Family Literacy Act Program – Title II, and
- The Wagner-Peyser Act Program – Wagner-Peyser Act, amended by Title III,
- The Vocational Rehabilitation Program – Title I of the Rehabilitation Act of 1973, as amended by Title IV

WIOA Regional Planning Process

Type of Event	Title of Event	Date
Webinar	WIOA Stakeholder Consultation: Strengthening the One Stop System	8/21/2014
Webinar	WIOA Stakeholder Consultation: Job-Driven Training for Adults and Dislocated Workers	8/22/2014
Webinar	WIOA Stakeholder Consultation: Integrated Performance Reporting and the ETPL	8/25/2014
Webinar	WIOA Stakeholder Consultation: Consultation with Consumers, Advocacy Groups, and Direct Service Providers on Services for Individuals with Disabilities	8/26/2014
Webinar	WIOA Stakeholder Consultation: Services to Disconnected Youth	9/5/2014
Webinar	WIOA Stakeholder Consultation: Strategic Program Alignment and Unified Planning	9/11/2014
Webinar	Performance Under WIOA: Some "What if..." Scenarios Using WIA Data	9/30/2014
Webinar	WIOA Technical Assistance Webinar: Eligible Training Provider List (ETPL)	12/15/2014
Webinar	Listening Session on States' Role in the Evaluation and Research under WIOA	2/24/2015
Webinar	Event: Intro to WIOA- Prerequisite to Implementation (Gaylord)- MW Association	3/2/2015
Webinar	WIOA Vision and System Update Webinar (workforce3one)	3/4/2015
Webinar	Collaborations Between Adult Basic Education and Local Workforce Investment Boards	3/20/2015
Webinar	WIOA Quick Start Action Planners: A New Tool for the Implementation of WIOA	3/24/2015
Webinar	Launch of the Innovation and Opportunity Network (ION): A Peer Learning Community Focused on Implementing WIOA	6/3/2015
Webinar	WIOA Ready Set Go Conference- MW Association	6/17/2015
Webinar	Michigan Works! Conference	10/15/2015
Training	WIOA Local Plan Strategy Session	2/23/2016
Meeting	Planners Group Meeting	2/24/2016
Meeting	Regional WIOA COMP	3/2/2016
Meeting	WIOA Comp Plan	3/11/2016
Meeting	WIOA Comp Plan	3/31/2016
Webinar	WIOA Planning Meeting with MWR7B and MWGLB	4/5/2016

Meeting	WIOA Comp Plan	4/13/2016
Conference Call	WIOA Regional Partners	4/21/2016
Meeting	WIOA Planning Meeting	4/25/2016
Meeting	WIOA Planning Meeting	5/2/2016
Meeting	WIOA Planning Meeting	5/9/2016
Conference Call	WIOA Core Partners	5/9/2016
Meeting	WIOA Planning Meeting	5/16/2016
Meeting	WIOA Planning Meeting	5/23/2016

Chart A

2. 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 analysis shall include:

Information on the trends and characteristics of the East Central Michigan workforce is important, as is an understanding of the characteristics of Prosperity Region 5 jobs by industry and occupation, and the potential future sources of these jobs. The following section provides information on recent payroll job trends in East Central Michigan, in-demand and emerging industry sectors and occupations, and key “knowledge and skills” required for the future workforce.

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

Existing and Emerging In-Demand Industry Sectors and Occupations

This section provides information and insights on existing and emerging in-demand industry sectors and occupations. The Workforce Innovation and Opportunity Act (WIOA) defines “in demand industry” as: “An industry sector that has a substantial current or potential impact (including jobs that lead to economic self-sufficiency and opportunities for advancement) on the state, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors.”

Private Sector Industries

- East Central Michigan saw private sector jobs expand by 12,120 or 7.2 percent since 2009, largely fueled by a 5,430 job expansion in Manufacturing and 4,730 job expansion in Professional and Business Services statewide. Private payroll grew by 453,500 or 14.3% during the same period.
- The only industry to see private sector job losses over 2009 levels was Financial Activities (other than Trade, Transportation, and Utilities which was effectively unchanged). The sector decreased by 810 jobs or 9.8% from 2009 to 2015.

Current Distribution of East Central Michigan’s Payroll Jobs

- In 2015, Trade, Transportation, and Utilities was the region’s largest industry, employing just over 20 percent of the region’s workers.

- After Trade, Transportation, and Utilities, the region’s largest industries are Education and Health Services, Manufacturing, and Professional and Business Services.
- While Professional and Business Services is the fourth-largest industry in the region, it ranks third in terms of employment in the state as a whole.
- The top five declining industries in the East Central Region included: Publishing Industries, except internet at -35.9%, Real Estate at -25.7%, Non-store Retailers at -24%, Accommodation at ---18.1%, and Religious, Grant making, Civic, Professional, and Similar Organizations at -18 percent.

In-Demand Industry Sectors

The Michigan Bureau of Labor Market Information and Strategic Initiatives interprets the phrase “in-demand industry that leads to economic self-sufficiency” as a growth industry that pays a high wage (above the average for all occupations). “Opportunity for advancement” refers to career pathways within an industry cluster.

While the law defines “in-demand” industry and occupations, no clear guidance is given to distinguish “existing” from “emerging” industries or occupations. In the current analysis, we define “existing” as industries that show a strong short-term rate of job expansion (over the past three years and/or in the next two years); and “emerging” as industries projected to show significant long-term job gains.

In-Demand industries rank well in East Central Michigan Prosperity Region 5 on a number of indicators, both in the short and long run. Most of the sectors have displayed high recent employment growth (numeric and percent); have a strong long-term job outlook and provide above average wages. The Michigan Bureau of Labor Market Information and Strategic Initiatives sort and rank industry sectors by:

- Employment growth rate over the past three years (2012-2014);
- Projected long-term job growth rate for the next ten years (2012-2022);
- Numeric short-term projected job growth; and
- Average weekly wage.

Existing In-Demand Industries

These are industries that display high employment growth (numeric and percent) in the past three years and are projected to grow in the short run (until 2015) and pay well. These are occupations that are showing high real-time demand today; are projected to continue to grow in the short run (until 2015); and offer a relatively high wage.

East Central Michigan Existing In-Demand Occupations

The region has a strong manufacturing base, comprised of employers in both urban and rural settings. Products produced in the region includes automotive, automotive related components, wood processing equipment, pontoon boats, trailers, commercial kitchen equipment, food production, and production that supports aerospace and defense industries.

The Manufacturing industry is experiencing skill shortages in several areas. Such skill shortages include but are not limited to Assembly/Production Workers, CNC Operators, Electrical Engineers, Lathe Operators, Machinists, Mechanical Engineers, Production Supervisors and Welders. Area employers have identified that demand in this sector will continue, not only due to growth but also due to a significant number of staffs in the workforce exiting due to retirement.

Jobs in this industry sector require, at minimum a high school education plus specialized training beyond high school, often requiring certifications that can lead to an Associates' Degree or be part of an employer-sponsored apprenticeship. Employers in this sector have begun to address employment and training needs for the near term and long term.

Healthcare is another major industry in the region. Jobs in the Healthcare industry are expected to grow at a faster rate than any other industry in the region. The industry shortages and demands are uniquely interrelated. As workers leave the workforce due to retirement, they are expected to increase the demand for healthcare services. Demand for workers will also be impacted by increases in healthcare occupations due to growth of facilities such as a new medical school and a new surgical center, which will be opening in the region.

The types of occupations in this sector vary significantly with regard to education and training requirements. Many occupations in this sector require training beyond high school and/or industry-recognized certificates or licensures. Occupations expected to see demand include but are not limited to Certified Nursing Assistants (CNAs), Direct Care Workers (DCWs), Emergency Medical Technicians (EMTs), Licensed Practical Nurses (LPNs), Medical Assistants, Phlebotomists, Physical Therapists and Occupations Therapists, Registered Nurses (RNs), Social Workers and Surgical Technicians.

The Construction industry is attempting to hire at a rate that out paces the available talent according to several area employers. Employers in this industry state they are willing to train candidates for their open positions.

Their struggle is finding talent in sufficient number interested in their industry. Positions in demand in the construction fields include but are not limited to Electricians, Electrician Helpers, Plumbers, Plumber Helpers, Carpenters, Roofers, HVAC Mechanics and Installers, Heavy Equipment Operators, and Crane Operators. While some of these professions are laborer positions that begin as entry level positions, many require specialized training, including Associates' Degree and Trade School education, others may require employer sponsored apprenticeships.

Other industries of note include Accounting, IT, Commercial Bakeries, Cooks and Service sector positions. The demand for skilled Accounting professionals remains high throughout the region. Individuals with degrees in accounting are able to transition into the field immediately upon completion of post-secondary education and are then trained on the job to develop skills, knowledge and expertise in the field and within their specific accounting specialties.

There is an ongoing need for IT professionals within the region. This includes Software Consultants, Computer Technicians, Engineers and Network Engineers. Companies in the area are seeking professionals with Associates' and/or Bachelors' degrees in IT with credentials such as Microsoft Certifications and a variety of transferrable IT skills to perform all necessary IT functions.

Commercial Bakeries produce high volume consumable goods, and require professional bakers that are able to create product in volume. This level of proficiency is in demand in our region. Retailers, commercial bakeries, and specialty bakeries require this level of skill.

The Service Industry has hundreds of job openings annually. Major retailers in this sector stressed the importance of customer service, but due to the diverse nature of their unique needs, they did not identify any training that prepared job seekers for these positions. Internal training is provided by each employer on a limited basis. Job seekers are expected to have basic common sense and customer service skills that comes along with being a customer.

GLBMW Business Services staff conducted employer outreach to obtain near term forecast needs for critical openings in the industries previously referenced. The following chart (*see Chart B*) details the number of openings local employers anticipate in the next two years.

**Great Lakes Bay Michigan Works
East Central Prosperity Region 5**

**WIOA Local-Regional Plan
Program Year 2016 – 2019**

Position	Median Wage per hour	Hiring Projection In 2 years
HEALTHCARE		
Registered Nurse	\$30	500+
LPN's	\$20	300
Certified Nursing Assistance	\$13.50	500+
Phlebotomist	\$14	200
Medical Assistant	\$13.50	150
Direct Care Worker	\$9.50	500
Physical/Occupational Therapist	\$40	300
Social Worker	\$22	100
EMT	\$15	200
Paramedic	\$17.50-\$20	120
Surgical Tech	\$16	50
MANUFACTURING		
CNC Operators	\$20	80
Lathe Operator	\$18-22	45
Assemblers/Production	\$15	450
Machinists	\$20	50
Welders	\$19	30
CNC Programmer	\$21	100
Steel Fabricators	\$20	50
Electrical-Industrial	\$20	40
Machine Technician	\$20	20
Hydraulics	\$19	10
Maintenance	\$20	10
Industrial Sewers	\$15	10
Robotics	\$	10
Quality Control	\$19	13
Purchasing	\$31	10
Engineers (Plastics, R & D, Electrical, Mechanical)	\$45	15
Project Managers	\$34	10
CONSTRUCTION		
Electricians	\$30	20
Electrician Helper	\$15	20
Plumber	\$30	40
Plumber Helper	\$14	20
Carpenter	\$18	160
Roofer	\$12	50
HVAC Mechanic	\$15	75
Heavy Equipment Operator	\$35	20
Crane Operator	\$20-\$50	10
AUTOMOTIVE		
Auto Mechanic	\$12-22	23
Oil Change Tech	\$8.50-12	40
Service Writers	\$15	12
Auto Body Tech	\$12-19	15
Detailer	\$10	40
Certified Diesel Mechanic	\$12-\$20	26
Diesel Technician	\$12-\$16	10
Trailer Equipment	\$12-\$22	20
Truck Drivers	\$10-\$26.50	400
Accountants	\$30-\$40	200
SERVICE INDUSTRIES		
Hospitality	\$10	4,300
Landscaping	\$9-\$14	100
Retail	\$8.50-\$20	5,000
Bakers-Commercial	\$13	50
Cooks	\$10-\$15	70

Chart B

High-Demand and High-Wage Occupations

- Industrial Machinery Mechanics is among the top 15 high-demand, high-wage occupations in East Central Michigan. Second in terms of numeric growth, after Registered Nurses (445/8%), this occupational category is projected to add 195 new jobs with a growth rate of 25% over the next 10 years. General and Operations Managers also report significant employment growth of 190 or 7.2 percent, but is the second highest in terms of average annual openings for a total of 69 jobs.
- Physical Therapists and Software Developers, Applications both report a total of 80 new jobs with growth rates of 21.1% and 23.9% between 2012 and 2022 (these rank second and third highest among growth rates). *See Table 24.*

Table 24- High Demand - High Wage Occupations - 2012 - 2022 - East Central Michigan Prosperity Region

Occupations	2012 Employment	2022 Employment	Growth Rate	Annual Openings	Hourly Wage
Accountants and Auditors	1,180	1,310	11.0%	48	\$29.58
Architectural and Engineering Managers	605	650	7.4%	19	\$55.15
Chief Executives	655	670	2.3%	16	\$63.47
Construction Managers	475	525	10.5%	13	\$37.73
Dental Hygienists	475	570	20.0%	21	\$27.87
General and Operations Managers	2,650	2,840	7.2%	69	\$38.61
Industrial Machinery Mechanics	780	975	25.0%	42	\$23.82
Industrial Production Managers	740	765	3.4%	16	\$47.38
Lawyers	765	805	5.2%	16	\$42.25
Mechanical Engineers	685	725	5.8%	27	\$35.29
Medical and Health Services Managers	750	820	9.3%	25	\$40.33
Pharmacists	525	540	2.9%	14	\$57.61
Physical Therapists	380	460	21.1%	17	\$36.69
Registered Nurses	5,565	6,010	8.0%	152	\$31.13
Software Developers, Applications	335	415	23.9%	12	\$36.25

Required: WIOA Act, Section 108, (b), (1), (A), (i), (ii)

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

Emerging In-Demand Occupations

These are occupations that are projected to display solid job gains (numeric and percent) over the next 10 years (until 2022); along with high annual job openings and provide above average wages.

Occupational Outlook

- Between 2012 and 2022, employment in the East Central Michigan Prosperity Region is expected to increase by 13,560 or 5.7%. At least a dozen occupational categories are projected to record growth rates above the regional average: business and financial operations (6.5%), computer and mathematical (11.8%), architecture and engineering (6.1%), community and social service (7.7%), healthcare practitioners and technical (9.6%), healthcare support (17.4%), building and grounds cleaning and maintenance (7.4%), personal care and service (7.4%), construction and extraction (13.0%), installation, maintenance, and repair (7.9%), production (7.1%), and transportation and material moving (5.8%).
- Service – Nearly one in five jobs in East Central Michigan will be a service job in 2022, unchanged from the 2012 share of jobs in services occupations. These jobs include positions in food preparation and serving, building and grounds cleaning and maintenance, personal care and service, and protective services.
- Professional – The second-largest occupational group both now and in 2022, is in the professional category. This category includes a diverse group of occupations representing everything from accountants to computer programmers and postsecondary teachers.
- Administrative Support – This group contributes about 13.8% of the region’s employment. This occupational group includes some of the largest single occupations such as bookkeepers, secretaries and office clerks.
- Healthcare – This group of occupations is projected to have the largest increase in share of regional employment for 2022, increasing from 10.9% of regional employment in 2012 to 11.6% in 2022. *See Table 20.*

Table 20- Employment Projections by Major Occupational Category 2012-2022- East Central Michigan Prosperity Region

Occupational Category	2012	2022	Number	Percent
Total, All Occupations	238,455	252,015	13,560	5.7%
Management	13,870	14,535	665	4.8%
Business and Financial Operations	8,140	8,670	530	6.5%
Computer and Mathematical	2,715	3,035	320	11.8%
Architecture and Engineering	5,720	6,070	350	6.1%
Life, Physical, and Social Science	2,605	2,680	75	2.9%
Community and Social Service	4,675	5,035	360	7.7%
Legal	1,205	1,265	60	5.0%
Education, Training, and Library	13,760	13,730	-30	-0.2%
Arts, Design, Entertainment, Sports, and Media	2,685	2,830	145	5.4%
Healthcare Practitioners and Technical	15,705	17,205	1,500	9.6%
Healthcare Support	10,290	12,085	1,795	17.4%
Protective Service	3,960	4,055	95	2.4%
Food Preparation and Serving Related	21,950	22,795	845	3.8%
Building and Grounds Cleaning and Maintenance	11,380	12,220	840	7.4%
Personal Care and Service	8,125	8,725	600	7.4%
Sales and Related	24,890	25,425	535	2.1%
Office and Administrative Support	33,935	34,725	790	2.3%
Farming, Fishing, and Forestry	2,920	3,065	145	5.0%
Construction and Extraction	8,205	9,270	1,065	13.0%
Installation, Maintenance, and Repair	10,025	10,815	790	7.9%
Production	19,210	20,565	1,355	7.1%
Transportation and Material Moving	12,490	13,220	730	5.8%

Required: WIOA Act, Section 108, (b), (1), (A), (i), (ii)

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

Employment Trends in Major Occupational Groups

- Employment in almost all occupational groups in East Central Michigan is projected to grow below the statewide average through 2022.

- Three groups of occupations are expected to account for over half of the 13,560 new jobs in East Central Michigan.
- Healthcare occupations will contribute about 3,295 new jobs to the regional economy (or 24.2% of all new jobs). This group includes the fast-growing registered nurses occupations along with physical therapists, dental hygienists, and pharmacists.
- Service is the second-largest group in terms of newly-added jobs, projected to create 2,380 positions through 2022. This group includes many occupations in the restaurant, hotel, and recreation industries which are predominant in the region.
- The construction and repair group of occupations will contribute 1,855 new positions to the region, or about 14% of the region's newly created jobs. This group encompasses not only construction laborers but also electricians, power line repairers, plumbers, roofers, and many other careers in specialty trade contractors.

Employment Trends in Detailed Occupations

- Because of the need to replace workers who are retiring or otherwise leaving occupations in the area, the largest groups are projected to see the most annual openings through 2022.
- Fast-growing occupational groups such as Healthcare will have significant numbers of annual openings due to growth each year. Nearly 40% of all annual openings in Healthcare occupations are expected to be due to newly-created openings or positions.
- In the East Central Michigan Region, about 21% of annual openings are expected to come from employment expansion, while the remaining 79% will be from the need to replace workers.
- Registered Nurses also continue to report job growth of 445 jobs or 8.0% but requires at a minimum at least an Associate's Degree. Nursing Assistants reported an increase of 410 or 11.3% requiring vocational training/certification.
- Home Health Aides are the largest Healthcare occupation. It will add the largest number of jobs, increasing by 1,045 or 31.6 percent. Home Health Aides positions require less than a high school diploma and or little to no work experience.
- After years of decline, Construction is now considered a "comeback" sector. Construction Laborers made the list of the top 15 occupations with the largest numeric growth and the largest percentile growth. Construction and Extraction Occupations experienced a numeric growth of 1,065 or 13.0% with the largest in Construction Laborers with an increase of 275 or 16.9 percent. Carpenters increased by 165 or 15.8% and Electricians reported an increase of 120 or 11.2 percent for East Central Michigan Prosperity Region.
- The Installation, Maintenance, and Repair Occupations reported an overall increase of 790 or 7.9 percent between 2012 and 2022 for East

Central Michigan. Increases reported for Automotive Service Technicians and Mechanics, Bus and Truck Mechanics and Diesel Engine Specialists and the largest increase for Industrial Machinery Mechanics at 195 or 25.0 percent.

- In the Production category, an overall increase of 1,355 or 7.1% was reported for East Central Michigan. Growth in the Team Assemblers, Computer-Controlled Machine Tool Operators, Metal and Plastic, Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic was reported. The largest numeric growth was in the Machinist category with 340 or 16.5 percent. Welders, Cutters, Solderers, and Brazers and Inspectors, Testers, Sorters, Samplers, and Weighers also reported increases.
- The East Central Michigan showed an increase in Heavy and Tractor-Trailer Truck Drivers of 420 or 15.1 percent. *See Chart C.*

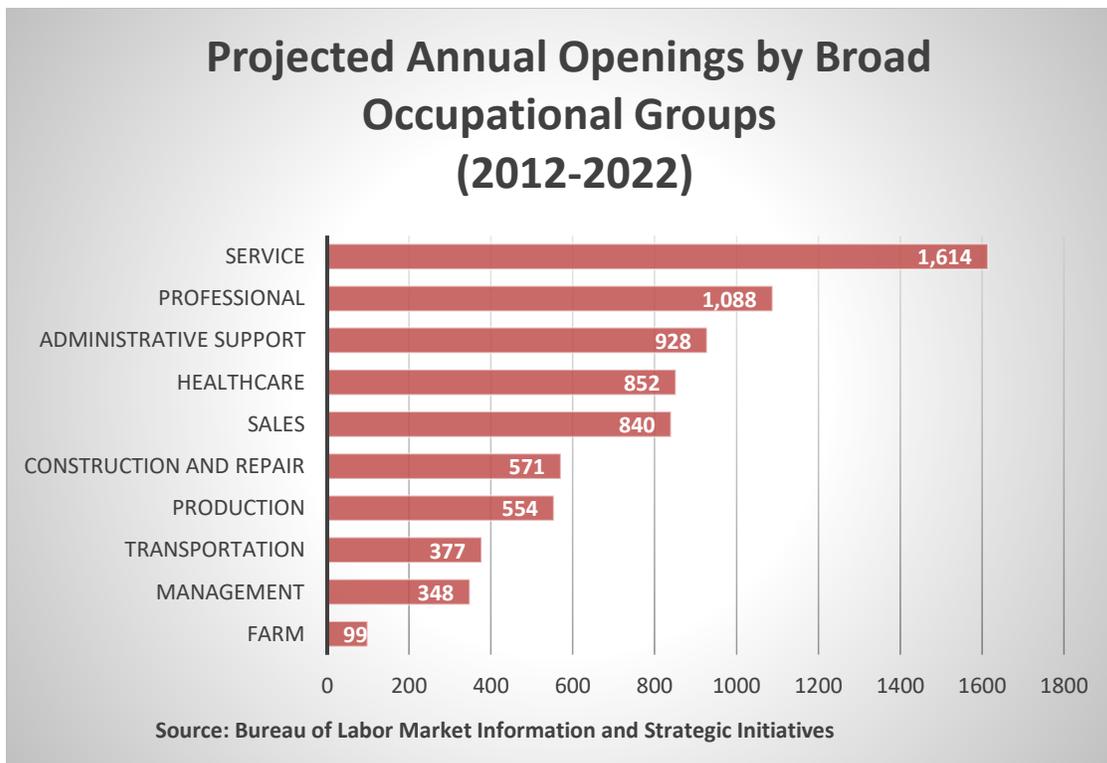


Chart C

- 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.

Population

- In 2015, the population in East Central Michigan (Region 5) was estimated at 565,814, accounting for 5.7% of the total statewide population of 9,922,576.
- While the East Central Michigan Region lost nearly one percent of its population from 2009 to 2015, the state as a whole dropped half of one percent of its population over the same period. The regional reduction amounts to 5,262 fewer residents in 2015 than in 2009.
- Population gains were registered in three counties in the region from 2009-2015: Isabella (+3,522, +5.2%), Midland (+1,084, +1.3%), and Clare (+449, +1.5%) Counties. *See Table 1.*

Table 1 - Population Trends 2009 - 2015 East Central Michigan Prosperity Region 5

Area	2009	2011	2013	2015	2009-2015 Numeric Change	2009-2015 Percent Change
East Central Michigan Region	571,076	575,250	571,165	565,814	-5262	-0.9%
Arenac	16,092	15,634	15,451	15,261	-831	-5.2%
Bay	107,434	107,477	106,936	105,659	-1775	-1.7%
Clare	30,104	30,951	30,553	30,553	449	1.5%
Gladwin	25,724	25,839	25,514	25,164	-560	-2.2%
Gratiot	41,948	42,148	42,034	41,540	-408	-1.0%
Isabella	67,176	70,621	70,424	70,698	3,522	5.2%
Midland	82,548	83,765	83,593	83,632	1,084	1.3%
Saginaw	200,050	198,815	196,660	193,307	-6743	-3.4%
Michigan	9,969,727	9,875,736	9,898,193	9,922,576	-47151	-5.0%
United States	307,006,550	311,721,632	316,497,531	321,418,820	14,412,270	4.7%
Required: WIOA Act, Section 108 (b)(1)(A)						
Source: U.S. Bureau of the Census, Annual Population Estimates						

Age and Diversity

- From 2009 to 2014, the age group with the greatest percentage gain (13.1%) in both the state and region was 55-64 years old. Similarly, the same age group, 15-19 year old (7.7%), experienced the greatest decrease in both the region and state.
- In an interesting departure from the statewide trend, the African-Americans population gained 0.8% in the region while falling by 1.3% statewide. There was a decrease in the Hawaiian/Pacific Islander population of 7.4% in the region, but the Asian population increased by 6.9%. Two or more races showed a significant increase of 10.6%, but the largest increase was those of Hispanic ethnicity,

registering a greater increase in the region than in the state with an 11.7% increase.

Labor Market Trends

- The East Central Michigan (Region 5) labor force was measured at 271,586 in 2010. By 2015, the labor force was at 265,816, representing a reduction of 2.1%. Over the same period, the labor force in Michigan declined by 1.0 percent.
- Since 2010, employment in East Central Michigan (Region 5) increased by 4.9% from 239,718 to 251,393. The state also reported an increase of 7.1 percent. Saginaw County reported the largest numeric gain of 4,754 and Midland showing the largest percentage increase of 6.5% for the region. While the size of the labor force and the number of employed have both posted recent gains, both measures remain below the pre-recessionary levels. *See Table 5.*

Table 5 - Labor Force Trends 2010 - 2015 East Central Michigan Prosperity Region 5

Area	2010	2011	2013	2015	2010-2015 Numeric Change	2010 2015 Percent Change
East Central Michigan Region	271,586	267,002	265,748	265,816	-5770	-2.1%
Arenac	6,958	6,690	6,526	6,372	-586	-8.4%
Bay	54,666	53,330	53,318	53,075	-1591	-2.9%
Clare	12,542	12,174	11,943	11,775	-767	-6.1%
Gladwin	10,413	10,120	10,073	10,007	-406	-3.9%
Gratiot	19,544	19,081	18,545	18,399	-1145	-5.9%
Isabella	35,522	34,911	35,050	35,402	-120	-0.3%
Midland	41,219	40,874	40,983	41,559	340	0.8%
Saginaw	90,722	89,822	89,310	89,227	-1495	-1.6%
Michigan	4,799,000	4,685,000	4,730,000	4,751,000	-48000	-1.0%
United States	153,889,000	153,617,000	155,389,000	157,130,000	3241000	2.1%
Required: WIOA Act, Section 108 (b)(1)(C)						
Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Local Area Unemployment Statistics (LAUS)						

- The unemployment rate in East Central Michigan followed state and national trends, dropping significantly between 2010 and 2015. In 2010, the percent of those unemployed was at 11.7%. By 2015, the number of unemployed individuals decreased by 6.3% to 5.4%. Arenac County reported the highest rate at 8.4%.
- According to estimates from the U.S. Census Bureau, there were more males than females participating in the labor market in East Central

Michigan. However, males experienced a higher unemployment rate at 13.2% compared to 9.6% for females.

- During recessions some of the jobs traditionally held by youth and young adults (16-24 years old) get taken by adults (25+ years old) who cannot find employment elsewhere. As a result, youth and young adults experience higher jobless rates.
- In general, East Central Michigan unemployment rates are nearly equal for almost all demographic categories. Two or more races have the unemployment rate between 2010-2014 at 25.1%. Blacks/African Americans also remain elevated at 23% and Native Americans at 21.8 percent. *See Chart D.*

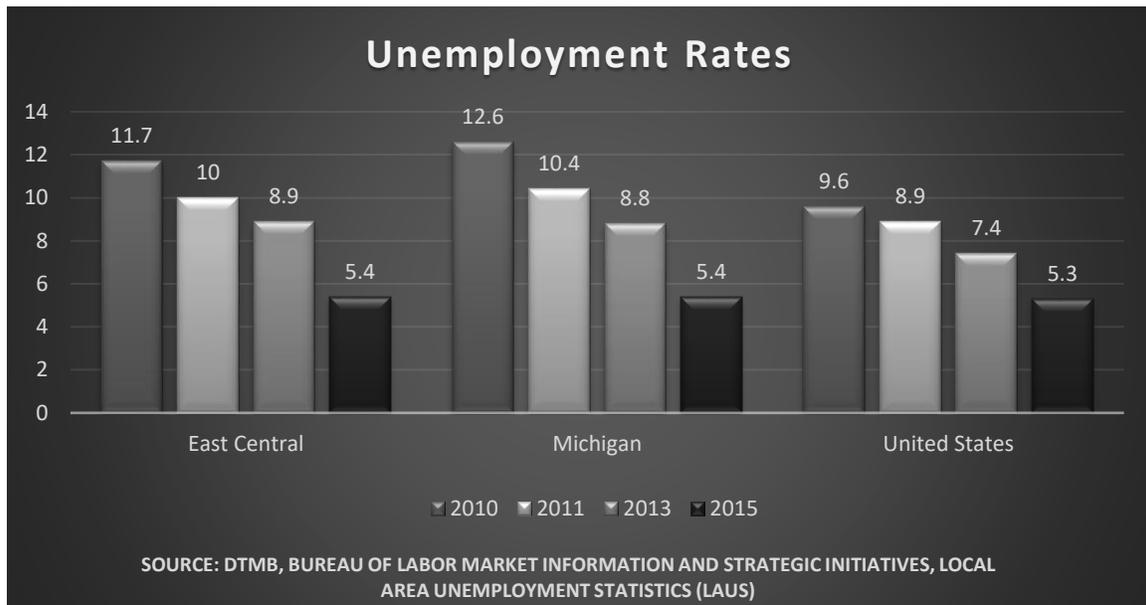
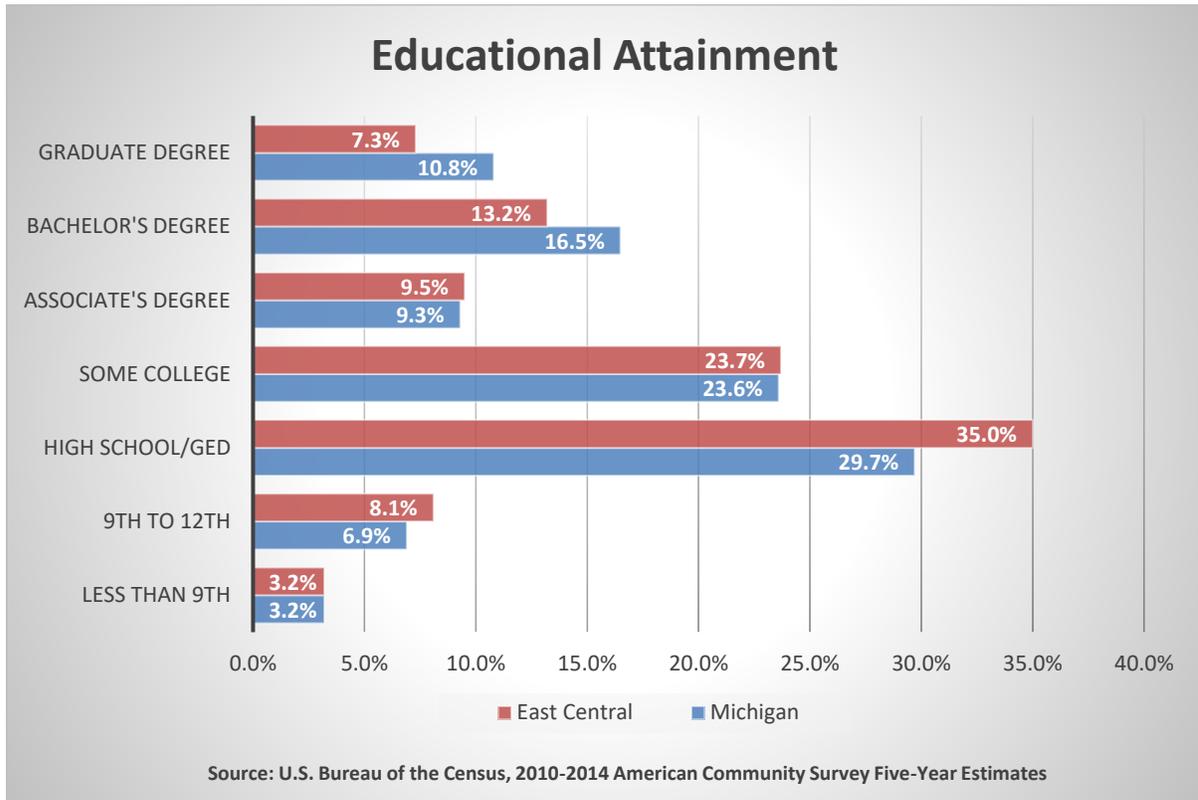


Chart D

Educational Attainment

- East Central Michigan’s educational attainment is based on the number of residents 25 and older with various educational levels. In Region 5, there are fewer residents with a Bachelor’s degree or higher than seen statewide, 20.5% (or 234,300 residents) in the region versus 27.3% statewide.
- Residents of the region with a High School diploma or less are higher than the statewide level, 46.3% (or 176,370 residents) in the region versus 39.8% statewide.
- Department of Education data reported 5,630 students graduated from High School in 2011 in the East Central Region. A total of 5,042 was reported in 2014, a decrease of 588 students.
- The number of Community College graduates in the East Central Region decreased by 511 graduates between 2011 and 2014.
- The number of Career Technical graduates in the East Central Region decrease by 316 graduates between 2011 and 2014.

- The number of Adult Education graduates in the East Central Region increased by 98 graduates between 2011 and 2014. *See Chart E.*



See Chart E

Labor Market Status of Individuals with Barriers to Employment

Individuals with a Disability

- According to the U.S. Census Bureau, 88,170 people in East Central Michigan report a disability. About 38% of them were 65 years of age and older. The demographic characteristics of individuals with disabilities in East Central Michigan were skewed more heavily towards white individuals than the statewide average.
- Two labor market metrics highlight the challenges faced by people with disabilities in the statewide labor market: labor force participation rates and unemployment rates. At just 21 percent, participation among individuals with disabilities is lower than that for those with no disability (67 percent). When active in the labor market, individuals with disabilities face higher joblessness, with unemployment rates measuring 13.5%, nearly double the 7% reported for those with no disability. *See Chart F.*

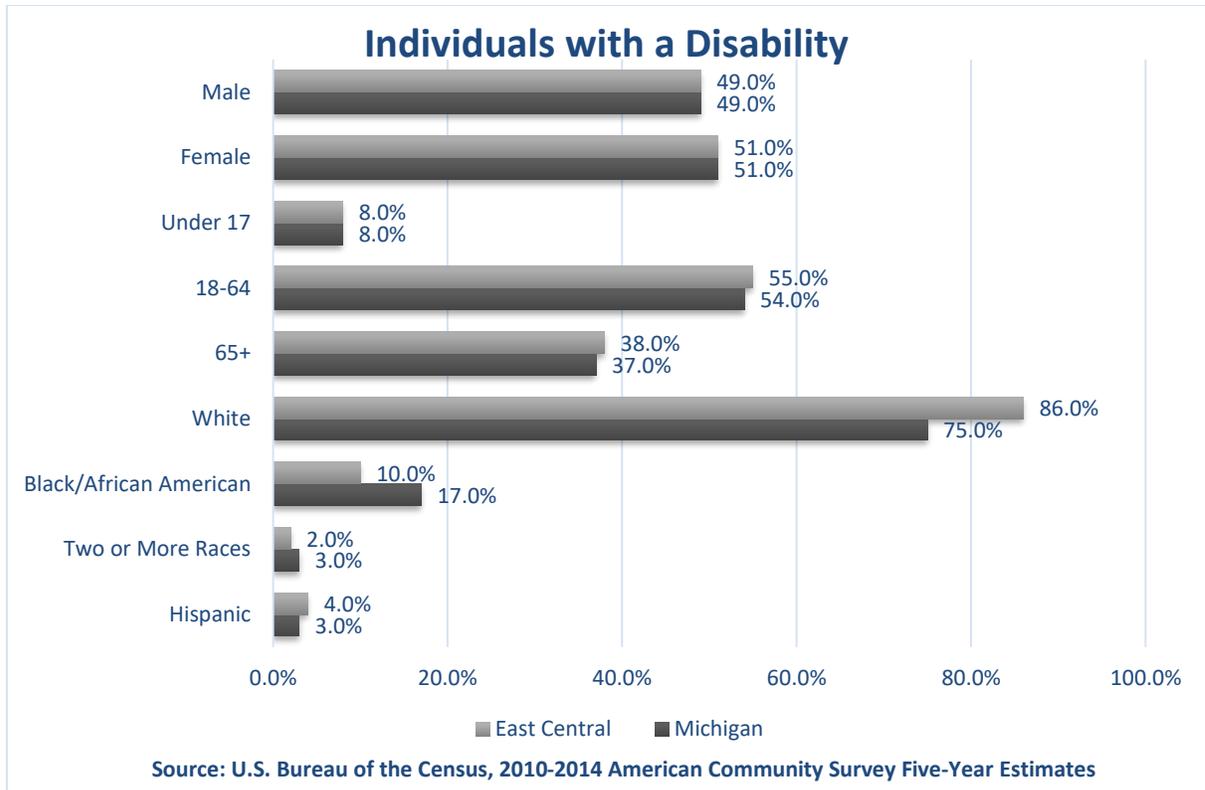
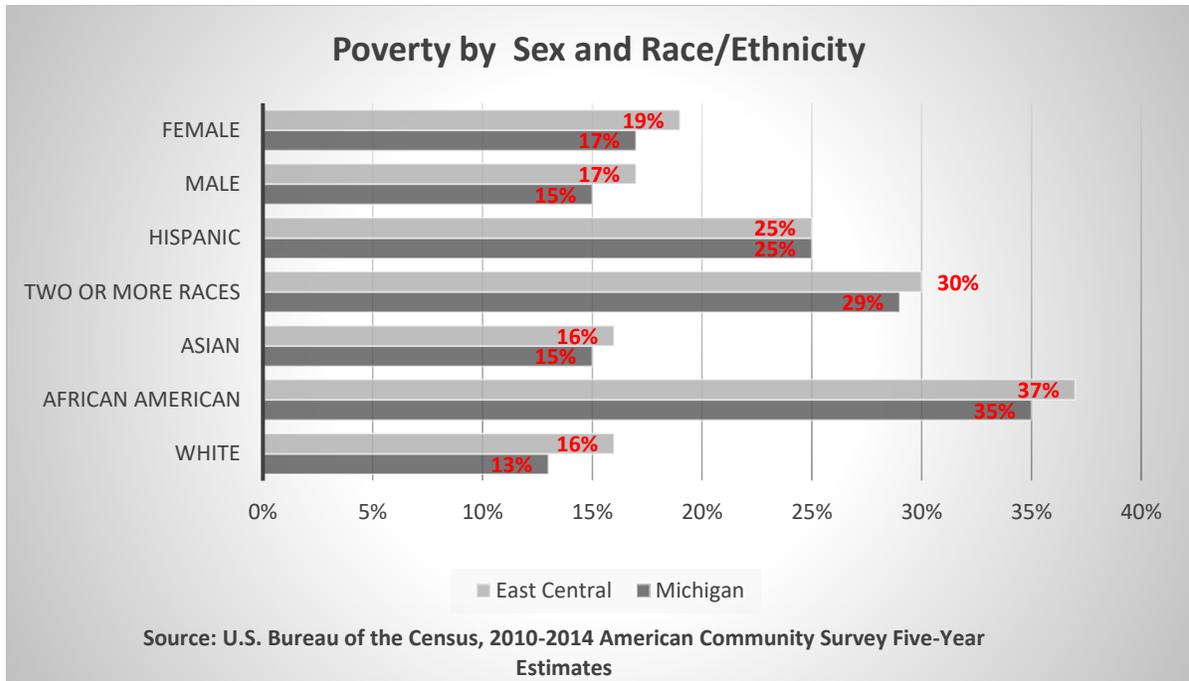


Chart F

Individuals Living Below the Poverty Line

- In 2014, the U.S. Census Bureau estimated that 105,500 individuals (or 8.4% of the population) lived below the poverty line in East Central Michigan. That is 2.2 percentage points above that state poverty rate.
- Most racial groups have a higher regional poverty rate than statewide average with the exception of Asians and individuals of two or more races, which are roughly equal to the statewide rate. Those of Hispanic or Latino ethnicity in the region have a poverty rate equal to the statewide rate. However, while African Americans, individuals of two or more races, and those of Hispanic ethnicity have poverty levels for these groups are still significantly higher than the regional total poverty rate.
- The share of women living in poverty is slightly higher than that of men in both areas. *See Chart G.*



See Chart G

Older Workers

- The number of older workers, defined as those 55 years of age and older, staying active in the labor market has been on the rise, particularly after the 2009 financial crisis that depleted some retirement investments.
- In East Central Michigan, the labor force participation rate of this group during 2010-2014 was estimated at 29.5% nearly two percentage points above the rate during the 2005-2009 timeframe. The number of individuals in this group that were in the labor force (employed or looking for jobs) rose by 19% in both East Central Michigan and Michigan as a whole over this period.

Individuals with Limited English Ability

- The population in East Central Michigan was estimated at 565,814. Of that total, 2,833 of 0.5 percent individuals have limited English speaking proficiency.

Long Term Unemployed

- Long-term unemployment remains an issue in Michigan and in East Central Michigan, as the number and share of those out of work for 27 weeks or more has remained stubbornly high despite the labor market recovery.

- In 2000, 3.5% of unemployed Michiganders were out of work for 26 weeks or more. It then escalated to nearly 25% by 2003 and swelled to around 50% following the Great Recession. The share was about 30% in 2015.
- The number of long-term unemployed individuals in East Central Michigan has followed the statewide trend. In 2010, 14,140 individuals or 44.4% of all unemployed were long-term unemployed. Long-term unemployment has recovered since, falling to about 5,140 or 32.4% in 2015. *See Chart H*

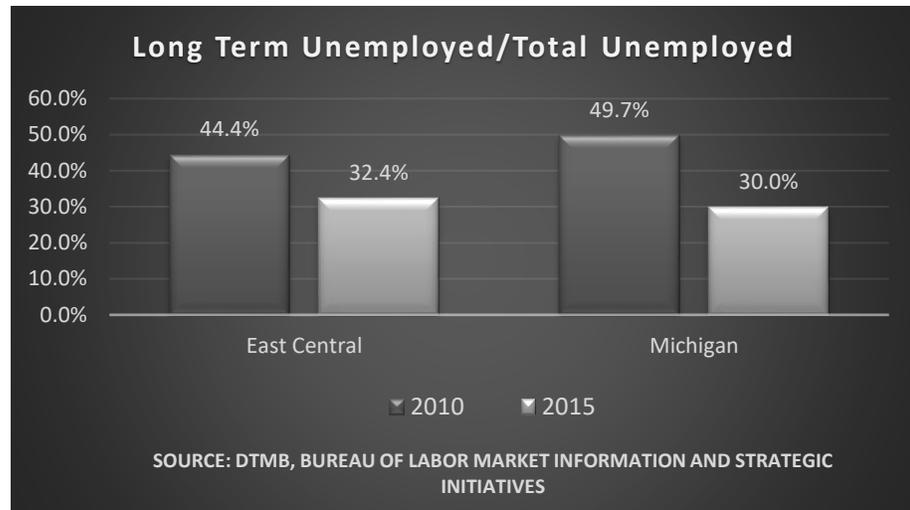


Chart H

- 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.

One in Five East Central Jobs Will Require a Bachelor’s Degree by 2022

- By 2022, nearly half of all East Central Michigan jobs will still need only a high school diploma or less, requiring at most short-term on-the-job training. These occupations have a large employment base and include many jobs from groups such as Service, Production, Transportation and Material Moving, and Sales.
- A third of the area’s jobs will require an Associate’s degree, a post-secondary training, some college with no degree, or a high school diploma or less accompanied with an extended period (six months or more) of apprenticeship and/or on-the-job training. Many health and skilled trades careers fall within this group and are associated with long-run employment growth and high earnings.

- Healthcare, Production and Construction are among the top industries requiring an associate’s degree or moderate/long term training. Some of the occupations with large openings and or wages include registered nurses, LPNs, electricians, dental hygienists, carpenters, machinists, and first-line supervisors of production and operating workers.
- The top five highest-paying in-demand positions in the region that will require at least a Bachelor’s degree by 2022, include Architecture and Engineering Managers, Pharmacists, Chemical Engineers, Chief Executives, and Industrial Production Managers. General and Operations Managers and Accountants and Auditors are the top two occupations that require a bachelor’s degree with the largest annual average openings.
- For each group, the shares in total employment we expect to see in 2022 have changed little from the shares we saw in 2012 employment. The largest change that is expected to take place is a one-half percentage point shift in total employment from occupations requiring at most short-term training to occupations that require at least moderate OJT or an Associate’s degree. *See Table 25 and Chart I.*

Table 25 – High Demand – High Wage Occupations Requiring at Least a Bachelor’s Degree – 2012 – 2022

Occupations	2012 Employment	2022 Employment	Growth Rate	Annual Openings	Hourly Wage
Accountants and Auditors	1,180	1,310	11.0%	48	\$29.58
Architectural and Engineering Managers	605	650	7.4%	19	\$55.15
Chemical Engineers	325	340	4.6%	9	\$60.08
Chief Executives	655	670	2.3%	16	\$63.47
Construction Managers	475	525	10.5%	13	\$37.73
Financial Managers	550	575	4.5%	13	\$44.81
General and Operations Managers	2,650	2,840	7.2%	69	\$38.61
Industrial Production Managers	740	765	3.4%	16	\$47.38
Lawyers	765	805	5.2%	16	\$42.25
Mechanical Engineers	685	725	5.8%	27	\$35.29
Medical and Health Services Managers	750	820	9.3%	25	\$40.33
Pharmacists	525	540	2.9%	14	\$57.61
Physical Therapists	380	460	21.1%	17	\$36.69
Sales Managers	360	385	6.9%	10	\$46.20
Software Developers, Applications	335	415	23.9%	12	\$36.25

Required: WIOA Act, Section 108, (b), (1), (A), (i), (ii)

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

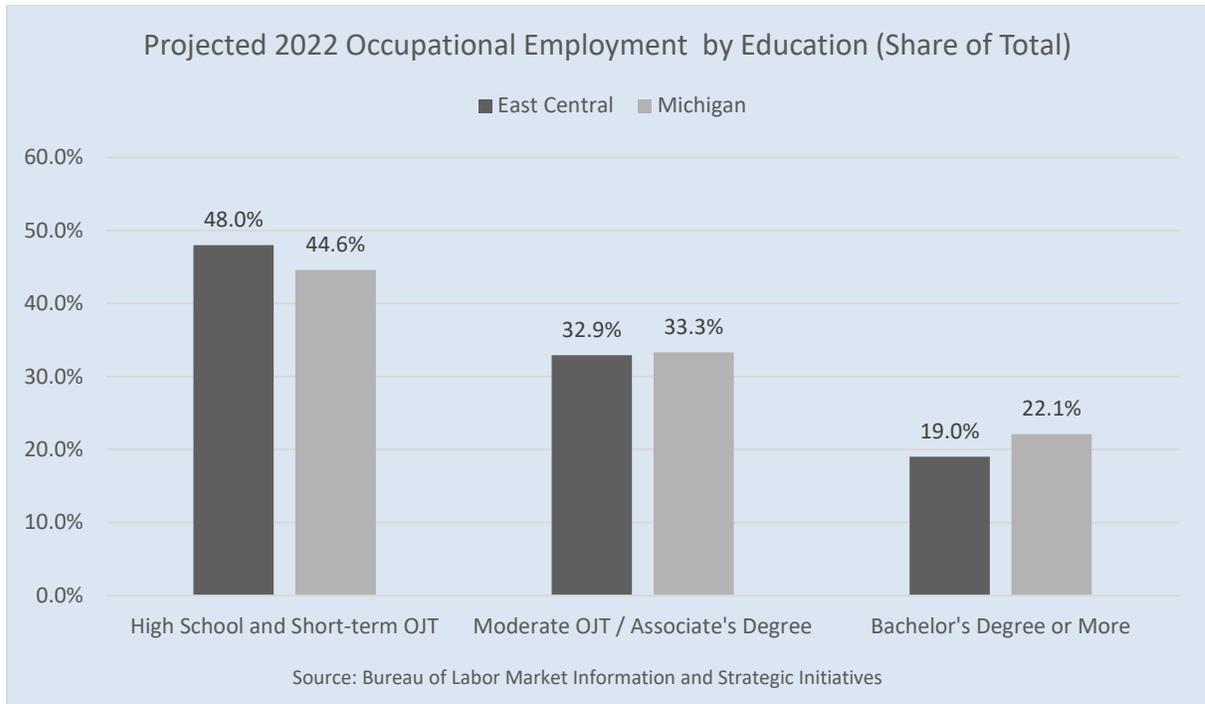


Chart I

At All Levels of Education and Training, East Central Michigan Growth is projected to be below statewide levels

- Jobs requiring an Associate’s degree or six months or more of on-the-job training are expected to see growth above the regional average.
 - Jobs in this educational group will grow by 7.9%, faster than the overall growth average of 5.7 percent. Within this group, those requiring an Associate’s degree will grow most quickly, including rapidly-advancing healthcare careers such as RN and LPN.
- Occupations requiring only short-term on-the-job training or less are expected to grow a whole 3.5 percentage points less than occupations requiring some post-secondary training. East Central Michigan residents looking for more opportunities and higher pay may benefit from pursuing occupations that require at least moderate OJT.
- Occupations that require a Bachelor’s degree or more will grow just below the regional average, at 5.1% versus 5.7% for the region as a whole. *See Chart J.*

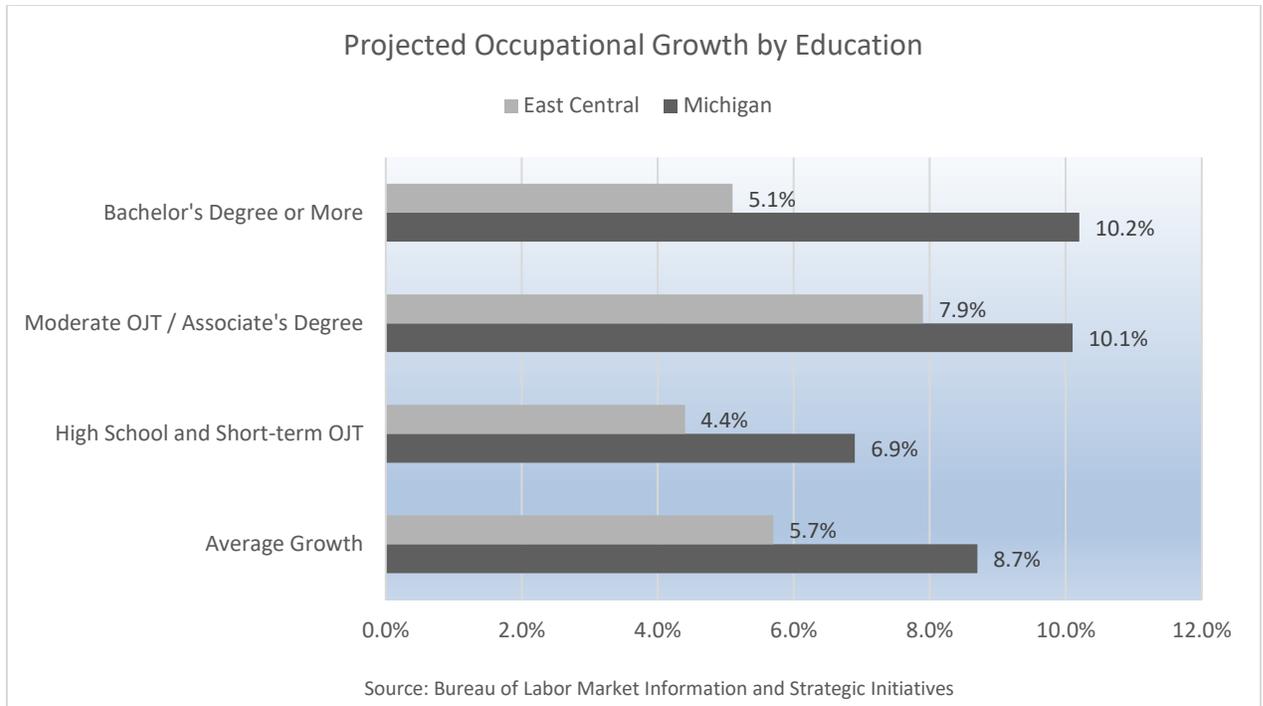


Chart J

Large occupations and those requiring more education rise to top of occupations with favorable mixes of growth, openings, and wages

- High-demand, high-wage occupations are jobs that demonstrate a favorable mix of long-term job growth, annual openings from both growth and replacement, and median wages.
- In general, occupations with a large employment base create many job openings due to the need to replace workers (size of the bubble on the chart). However, the occupation with the highest number of annual openings, Registered Nurses, also boast an above-regional-average growth rate and considerable hourly wages.
- When the list of high-demand, high-wage occupations is broken down by required training, it becomes clear that the pay level is directly correlated with the level of formal education and/or the length of the job training or apprenticeship. *See Table 26.*

Table 26 - High Demand - High Wage Occupations Requiring an Associate's Degree or Moderate/Long-term Training - 2012 - 2022

Occupations	2012 Employment	2022 Employment	Growth Rate	Annual Openings	Hourly Wage
Carpenters	1,045	1,210	15.8%	30	\$18.12
Computer User Support Specialists	625	690	10.4%	17	\$23.71
Dental Hygienists	475	570	20.0%	21	\$27.87
Electricians	1,075	1,195	11.2%	32	\$25.03
Eligibility Interviewers, Government Programs	535	605	13.1%	18	\$25.01
First-Line Supervisors of Production and Operating Workers	1,265	1,320	4.3%	24	\$25.33
Heavy and Tractor-Trailer Truck Drivers	2,775	3,195	15.1%	86	\$17.78
Industrial Machinery Mechanics	780	975	25.0%	42	\$23.82
Licensed Practical and Licensed Vocational Nurses	1,560	1,760	12.8%	58	\$21.07
Machinists	2,060	2,400	16.5%	81	\$20.03
Operating Engineers & Other Construction Equip. Operator	555	635	14.4%	20	\$21.33
Registered Nurses	5,565	6,010	8.0%	152	\$31.13
Sales Reps., Wholesale & Manuf., Exc Tech. & Scientific Prod.	2,060	2,190	6.3%	53	\$22.68
Service Unit Operators, Oil, Gas, and Mining	245	320	30.6%	17	\$22.06
Telecommunications Line Installers and Repairers	505	585	15.8%	20	\$22.93

Required: WIOA Act, Section 108, (b), (1), (A), (i), (ii)

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

The criteria used were a combination of educational requirement, projected growth (numeric and percent) above the all occupation average, sizable annual openings, and an above-average hourly wage. The next section presents an analysis of the knowledge, skills, and abilities needed in these occupations. The tools and technologies as well as the required certifications are presented where available.

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

- A close look at East Central Michigan existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in categories including: Registered Nurses, Industrial Production Mechanics, General and Operations Managers, Accountants and Auditors, and Dental Hygienists occupations. It is critical to understand what knowledge, skills, and abilities and what tools and technologies and certifications (if applicable) are expected of successful job candidates in these occupations.

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

Registered Nurses

Knowledge, Skills, and Abilities

- Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities is important in nursing. This includes knowledge of symptoms, treatment alternatives, drug properties and interactions, and preventive healthcare measures.

Knowledge	Skills	Abilities
Medicine & Dentistry	Active Listening	Oral Comprehension
Customer & Personal Service	Social Perceptiveness	Oral Expression
Psychology	Service Orientation	Problem Sensitivity
English Language	Speaking	Deductive Reasoning
Education & Training	Coordination	Inductive Reasoning

Tools and Technologies and Certifications

- Tools and technologies related to nursing include several that assist with delivering the best quality of service possible, such as monitoring units and medical software.
- There are many certifications in the nursing field. Some of these certifications concentrate on particular areas of patient care.

Tools & Technology

Acute Care Monitoring Units
Endoscopes
Microsoft Office
Medical Software

Certifications

Acute Care Nurse Practitioner
Certified Registered Nurse First Assistant
Certified Professional in Healthcare Quality
Vascular Access Board Certified

Industrial Production Mechanics

Knowledge, Skills, and Abilities

- Knowledge of the practical application of machines, tools, engineering science and technology is important in the Industrial Production Mechanics occupation. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services.

Knowledge	Skills	Abilities
Mechanical	Equipment Maintenance	Arm-Hand Steadiness
Engineering & Technology	Repairing	Manual Dexterity
Production & Processing	Operation Monitoring	Control Precision
English Language	Troubleshooting	Finger Dexterity
Mathematics	Operation & Control	Multi-limb Coordination

Tools and Technologies and Certifications

- Production occupations require the use of a number of different tools and technologies. These include meters and computer aided software.
- There are many certifications associated with production occupations. This includes certifications that are specific for different types of production and more general for all production jobs.

Tools and Technologies

Calipers
Micrometers
Drill Press
Computer Aided Manufacturing Software
Enterprise Resource Planning Software
Industrial Control Software

Certifications

Plant Maintenance Technologist
Level 1 Lubricant Technician
ISA Certified Control Systems Technician
Certified Metalworking Fluids Specialist
Mechatronics

General and Operations Managers

Knowledge, Skills, and Abilities

- Knowledge of business and management, customer and personal service, and human resources principles is important in management occupations. This includes strategic planning, customer needs assessment, and procedures for personnel recruitment.

Knowledge	Skills	Abilities
Administration/Management	Active Listening	Oral Comprehension
Customer/Personal Service	Coordination	Oral Expression
Personnel/Human Resources	Monitoring	Problem Sensitivity
English Language	Social Perceptiveness	Speech Clarity
Mathematics	Speaking	Written Comprehension

Tools and Technologies and Certifications

- Manager occupations require the use of a number of different tools and technologies. These include photocopiers and accounting software.
- There are many certifications associated with manager occupations. The certificates focus on certain aspects in the management field such as certified cost technician and certified revenue cycle professional.

Tools and Technology

Certifications

Photocopiers	Certified Cost Technician
Scanners	Certified Revenue Cycle Professional
Accounting Software	Certified Hospitality Trainer
Analytical or Scientific Software	Certified Lodging Security Director
Customer Relationship Management Software	Energy Efficiency Management Certificate

Accountants and Auditors

Knowledge, Skills, and Abilities

- Knowledge of economic and accounting principles and practices, financial markets, banking and the analysis and reporting of financial data is important in the accountant and auditor occupations.

Knowledge	Skills	Abilities
Economics & Accounting	Active Listening	Written Comprehension
Mathematics	Reading Comprehension	Mathematical Reasoning
Computers & Electronics	Critical Thinking	Oral Expression
English Language	Active Learning	Deductive Reasoning
		Inductive Reasoning

Tools and Technologies and Certifications

- Even though Accounting and Auditing are two separate jobs, they do share common tools and technologies. These include computers and accounting software.
- Certifications are available for accountants and auditors. There are certifications specific to Accounting such as Accredited Tax Preparer, certifications specific to auditing such as Internal Auditor, and certifications that apply to both such as Certified Treasury Professional Associate.

Dental Hygienists

Knowledge, Skills, and Abilities

- Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities is important in the dental hygienist occupation. This includes knowledge of symptoms, treatment alternatives, drug properties and interactions, and preventive health-care measures.

Knowledge	Skills	Abilities
Medicine/Dentistry	Speaking	Near Vision
Customer/Personal Service	Active Listening	Problem Sensitivity
English Language	Critical Thinking	Oral Comprehension
Psychology	Judgement & Decision Making	Oral Expression
Biology	Monitoring	Finger Dexterity

Tools and Technology and Certifications

- Tools and technologies related to dental hygienists include several that help with delivering the best quality of service possible, such as dental lasers, probes, scalers and medical software.
- There are a couple certifications in the dental hygienist occupation. One includes a specialty area of expertise.

Tools and Technology

Dental Lasers
Dental Probes
Dental Scalers
Accounting Software
Medical Software
Microsoft Office

Certifications

Certified Dental Technician
Board Certified in Biofeedback

Workforce Development Education and Training Activities Analysis – Strengths and Challenges

Skills Gaps:

East Central Michigan’s economic growth is largely dependent on the talent of its citizens. A person’s individual talent is critical to their ability to obtain employment and provide a decent family income. Currently in East Central Michigan, there is a failure to match the supply of talent with the demand of employers. While East Central Michigan’s unemployment rate has been steadily decreasing and is at, or close to, the national unemployment rate, the decline in the unemployment rate is attributable to fewer unemployed residents actively seeking jobs. The unemployment figure does not include “discouraged” workers, marginally attached workers, and individuals working part-time but wanting full-time work. Meanwhile, there are thousands of jobs that go unfilled. This means employers are not getting the talent they need to achieve maximum success and workers are losing out on higher wage jobs that would allow them to be better providers for their families.

To address this challenge, the Workforce Development Agency is collaborating with employers, other state agencies, economic development, training providers, and other partners, by employing several strategies to boost the education/skill level of workers and Michigan’s unemployed and low income population with available job vacancies. Examples of these strategies, which are further outlined in the State Strategies Section of the Plan include:

- Pure Michigan Talent Connect (“Talent Connect”): Talent Connect attempts to address the mismatch by more quickly and effectively connecting employers to the talent they need. Talent Connect is a web-based talent connector that is a single, centralized hub that connects educators, employers and talent. Strategic skills development, retaining tools, cutting edge labor market data and trends, networking, and employment matching opportunities are pulled together into one easy to use location, creating a one stop

resource for career planning, employment connections, business growth, and economic development. Talent Connect provides strategic tools for employers to help them identify and develop their talent base, and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions. Talent Connect provides job seekers with the tools to make educated decisions concerning hiring, career choices, and other talent-related efforts, such as skill assessments, educational webinars, job leads, etc.

- Michigan/Industry Cluster Approach: A demand-driven workforce system is Michigan's primary workforce development strategy, focusing on aligning all efforts – initiatives, programs and funding – around industry clusters. The Michigan Industry Cluster Approach provides a coherent method for addressing regional and local employer concerns about worker shortages, skill shortages, training mismatches, and other workforce challenges, including identifying needs that may be addressed by means other than occupational training. This includes work-related academic assessments, work-related assessment tools, training to upgrade basic work ethic, work readiness, and customer service skills, assistance with recruitment and screening, and K-12 initiatives. As industry clusters are established at the regional and local level, the focus of the workforce system shifts emphasis on talent issues to an industry basis, rather than a single employer at a time.
- Talent- Based Job Creation and Entrepreneurship: The Workforce Development Agency, local Michigan Works! Agencies and the Michigan Department of Health and Human Services have developed a statewide network to assist the structurally unemployed. The effort, Community Ventures/Social Entrepreneurship, is a resource for local communities and businesses seeking to establish worksites that provide assistance and employment to Michigan's low skilled and hard-to-serve populations. The program, which operates in four urban areas, will address the needs of the target population while restoring our cities.

Adult Education: Adult education plays a critical role in East Central Michigan's workforce development system, and more importantly to the adult learners served, by providing opportunities to gain the educational skills necessary to transition to and succeed in postsecondary education, job training, and employment, as well as to reach their full potential as a family member, productive worker and citizen. Adult education will provide the following critical services and activities to support adult learners with the goal of improving access to education and training opportunities, as well as employment:

- Assist adults to become literate and obtain the knowledge and skills for employment and economic self-sufficiency;
- Support the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families;
- Assist immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship; and

- Assist incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society.

A critical component in addressing a skills gap now and in the future is to ensure that education and training programs are meeting the needs of employers and the workforce. The education system needs to adequately prepare adults with the skills and knowledge necessary to access in-demand and emerging job opportunities, and employers and workforce professionals must be able to communicate job and skill requirements so education and training programs can be developed accordingly. The workforce system in East Central Michigan is working to facilitate this information exchange and program alignment by:

- **Including education representatives in meetings with employers.** Engage business to take greater responsibility for identifying education and skills needs. When business liaisons meet with employers to discuss hiring needs, skill level requirements, and gaps in the latter areas, an Adult Education provider and/or community college representative must be at the table to receive that key information. Business Service Professional training will also include information on regional and local education program offerings so employers are made aware of programs available to refer individuals to or to work with in providing needed training to current workers.
- **Increasing collaboration between Adult Education, postsecondary training providers, and East Central Michigan Prosperity Region 5!** WIOA provides opportunities for greater collaboration between the core programs, and now more than ever there is a greater need to reduce duplication of services, and align investments in basic skills and postsecondary education at the regional level. Regular meetings between leaders in education, workforce and the business community must occur to share data that crosses institutional boundaries. East Central Michigan also will build on innovative approaches only possible through collaboration, such as contextualized instruction and career pathways to become the systemic delivery system statewide. Increased collaboration will occur not only locally, but at the regional level as well to align policies and funding between education, workforce and economic development.
- **Utilizing the Talent District Career Council to ensure that East Central Michigan Regional education programs are comprehensive to address the needs of all learners as well as the local economy.** Talent District Career Councils (TDCC) serve in an advisory capacity to the East Central Michigan Prosperity Regional Boards and committees on educational issues. The Talent District Career Council membership ensures that representation of local school districts, postsecondary institutions, intermediate school districts, career and technical educators, as well as labor representatives and employers are present at the table in educational and workforce discussions.
 - The TDCC will serve in an advisory capacity to the local Workforce Development Board on education issues. The TDCC membership includes representation from all the local and regional core partners, educators and employers.

- The desired skill levels of the workforce in our region will continually change due to emerging technologies in our region. Educational and training programs will need to be innovative and flexible enough to adapt to the growing needs of students and employers. Educators will work with the TDCC to develop strategic plans for the development of career and technical education based early /middle colleges. Examination of existing Career and Technical Education (CTE) programs in the Region will set the framework for the TDCC to work with applicable educators to determine the degree of employer engagement in the development of programming. Updating and incorporating new skill competencies into the CTE curriculum will be necessary for long term achievement of our goals and objectives.
- To evaluate progress and stay on top of the current demands of employers in our region the TDCC will annually hold an examination meeting to review and sign off on curriculum changes for new early/middle programs. Employers representing the CTE early/middle college programs and educators will engage quarterly to access resource utilization efficiencies, impact on all stakeholders, and to encourage ongoing improvement.
- Current CTE certified programs across the region have industry based advisory committees which meet at least twice a year to provide input and verify that employer needs are being met by the program. The advisory committee also verifies that the CTE certified program(s) accurately reflect industry standards. These prior meetings will provide an informed basis for curriculum decision making and planning at the annual evaluation meeting.
- East Central Michigan is represented on both the STEM Initiative and the Regional Prosperity Initiative groups. Employers from the entire region take an active role in these groups and work collaboratively with East Central Michigan to ensure the demands of the employers are addressed and met through workforce development activities and partnerships.

Vocational Rehabilitation Strategies: By understanding the current skill gaps of East Central Michigan Vocational Rehabilitation consumers, Vocational Rehabilitation staff can effectively direct funding to meet the training needs of the consumer and East Central Michigan businesses. This will positively impact the successful rehabilitation rate by increasing an individual's potential for employment in today's job market.

The analysis may include:

- An assessment 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.
- 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.

- Information regarding the employment needs of employers, including how education and training align with targeted industries and occupations.
- The demographic characteristics of the current workforce and how the region’s demographics are changing in terms of population, labor supply, and occupational demand. **Note:** All requirements denoted as “shall include” are also required as part of the local plan.

By developing positive and cooperative relationships with state agencies such as the Unemployment Insurance Agency, the Department of Health and Human Services, Michigan Rehabilitative Services, the Bureau of Services for Blind Persons, the Department of Education, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices across the Talent System, we can assure that our business customers as well as job seekers will have consistent quality of service, no matter where they enter the system. Great Lakes Bay Michigan Works will work co-operatively with Talent System partners to implement common practices across the region, track performance, and measure employers’ and job seekers’ level of satisfaction to ensure consistent quality of service.

3. A description of regional service strategies that have been or will be established as a result of coordinated regional analysis and delivery of services, including the use of cooperative service delivery agreements, when appropriate. Regions may consider:
 - Existing service delivery strategies that will be expanded, streamlined, or eliminated.
 - New service strategies necessary to address regional education and training needs.
 - Strategies to address geographic advantages.
 - Approaches to improve services to individuals with disabilities, veterans, youth, or other hard-to-serve populations.

Michigan Vocational Rehabilitation agencies will continue to evaluate and collaborate on the role of Vocational Rehabilitation in the workforce system. MRS works with eligible customers and employers to achieve quality employment outcomes and independence for individuals with disabilities. MRS Staff work in partnership with individuals with disabilities to prepare for and obtain competitive employment, including exploring the possibilities of self-employment or owning a small business. MRS also assists employers find and retain qualified workers with disabilities. MRS helps employers save time and money, and maintain a motivated, reliable and dependable workforce.

- Strategies to connect the unemployed with work-based learning opportunities.
- Strategies to integrate existing regional planning efforts among core partners.

Training and Work-Based Training Models

A key component of the WIOA program will be training with an emphasis on work-based learning models, which research has shown to be effective in helping jobseekers to quickly reenter the workforce, learn the desired skills in the workplace, and obtain or retain employment utilizing the newly acquired skills and competencies. Applicants must discuss and provide a rationale for the types of work-based learning to be undertaken under WIOA training. Allowable training and work-based strategies under the WIOA Program are consistent with the expanded strategies authorized by WIOA and include:

- Increasing the use of On-the-Job Training, consistent with WIOA
- Development and provision of transitional job opportunities and policies
- Development and provision of Incumbent Worker Training (IWT) opportunities and policies that provide underemployed dislocated workers with opportunities for advancement and wage gains within their company or used to avert layoffs. IWT must include matching resources from the employer which may include the wages of the participant paid by the employer while in the training. The employer match may be provided in cash or in-kind.
- Pre-apprenticeship training for dislocated workers with linkages to Registered Apprenticeships
- Referrals and support in placing participants into Registered Apprenticeship programs, including development of policies for use of individual training accounts (ITAs) and supportive services to support participation in these programs
- Development of customized/cohort-based training to meet the needs of employers
- Development and provision of work support activities for workers with barriers to employment while in training, including low-wage workers and workers with disabilities, such as supportive services, activities during non-traditional hours, assistive technology, benefits planning, and the inclusion of onsite child care while participating in these activities
- Invest in transitioning to competency-based training strategies that result in stackable and/or latticed credentials that are industry recognized
- Apprenticeship Opportunities: Great Lakes Bay Michigan Works will collaborate, connect, and create work-based learning strategies, engage key state agencies and external partners to expand collaborations and address challenges, and deliver seamless and consistent talent recruitment, training placement and retention services statewide for employers. Registered

apprenticeships and other work-based learning models are critical resources for employers to find employees to meet their talent needs. Work-based learning strategies are needed to connect employers and job seekers with “earn and learn” approaches such as registered apprenticeships to address technical skill gaps in the region and the state.

GLBMW will work with local, regional, state and national partners to identify applicable funding sources to support apprenticeships including:

- Career and Technical Education
- Food Assistance Employment & Training (FAE&T)
- G.I. Bill
- Labor Organization Funding
- Michigan New Jobs Training Program, Partnership, Accountability, Training, Hope (PATH)
- Pell Grants
- Private Employer Investments
- Skilled Trades Training Fund
- Trade Adjustment Assistance
- Veterans Employment and Training
- Workforce Innovation and Opportunity Act, and
- Other funding sources that may become available.

Training partners will include

- Community Colleges
- Labor Unions
- Career and Technical Education providers
- Employers, and
- Other eligible providers.

GLBMW will also collaborate with the Michigan Industry Cluster Team and the Michigan Apprenticeships, Internships, and Mentoring: The Path to Work-Based Learning Career Opportunities in Michigan (MI-AIM). MI-AIM provides collaborative outreach and communications resource identification, and technical assistance to address technical skills gaps. By developing a positive and cooperative relationship with state agencies such as the Unemployment Insurance Agency, the Department of Health and Human Services, Michigan Rehabilitative Services, Department of Education, and others, we can better serve our business customers and job seekers through unduplicated, coordinated services. By establishing common practices across the region, we can assure that our business customers as well as job seekers will have consistent quality of service, no

matter where they enter the system. Great Lakes Bay Michigan Works will work cooperatively with Talent System partners to implement common practices across regions, track performance, and measure employers' and job seekers' level of satisfaction to ensure consistent quality of service.

Michigan Advanced Technician Training Program (MAT²) is an innovative and industry-defined approach to post-secondary education.

Manufacturing and technology companies are experiencing a shortage of employees with the knowledge, skills, and competencies necessary to operate and maintain new systems-based equipment and technologies. The Michigan Advanced Technician Training Program is an educational model developed in conjunction with global technology leaders that combines theory, practice, and work to train a globally competitive workforce by:

- Allowing companies to “grow their own” employees and ensure a future pipeline of qualified talent,
- Direct employer involvement in the development and execution of a hands-on, competency-based education and training program, creating highly-skilled, capable and readily employable graduates,
- Offering an economically feasible option to training, ultimately reducing recruitment, retention and training costs,
- Establishing Michigan as an education innovator and global competitor, and
- Creating a nationally accredited program, in which students receive an associate degree along with other accreditations where applicable.

Modeled after Germany's dual-education system, the Michigan Advanced Technician Training Program connects employers with graduating high school seniors who will learn and earn how to become skilled in a high-demand trade. Training programs include Mechatronics Technician, Information Technology Technician, Technical Product Design, and Computer Numeric Control Manufacturing Technician.

Great Lakes Bay Michigan Works will conduct outreach to local high school students, school counselors, and other talent partners to promote the MAT² in the region.

4. A description of plans for the development and implementation of, or the expansion of, sector initiatives for in-demand industry sectors or occupations for the region. Regions should consider:
 - Current in-demand industry sectors and occupations within the region.

In-Demand Industry Sectors

The Michigan Bureau of Labor Market Information and Strategic Initiatives interprets the phrase “in-demand industry that leads to economic self-sufficiency” as a growth industry that pays a high wage (above the average for all occupations). “Opportunity for advancement” refers to career pathways within an industry cluster.

These are industries that rank well in East Central Michigan Prosperity Region 5 on a number of indicators, both in the short and long run. Most of the sectors have displayed high recent employment growth (numeric and percent); have a strong long-term job outlook and provide above average wages. The Michigan Bureau of Labor Market Information and Strategic Initiatives sort and rank industry sectors by:

- Employment growth rate over the past three years (2012-2014);
- Projected long-term job growth rate for the next ten years (2012-2022);
- Numeric short-term projected job growth; and
- Average weekly wage.

Employment Trends in Detailed Occupations

- Because of the need to replace workers who are retiring or otherwise leaving the occupation in the area, the largest groups are projected to see the most annual openings through 2022.
- Fast-growing occupational groups such as Healthcare will have significant numbers of annual openings due to growth each year. In fact, nearly 40% of all annual openings in Healthcare occupations are expected to be due to newly-created openings.
- In the East Central Michigan Region, about 21% of annual openings are expected to come from employment expansion, while the remaining 79% will be from the need to replace workers.
- Home Health Aides are the largest healthcare occupation. It will add the largest number of jobs, increasing by 1,045 or 31.6 percent. Home Health Aides require less than a high school diploma and or work experience. Registered Nurses also continue to report job growth of 445 jobs or 8.0 % but requires at a minimum at least an Associate’s Degree. Nursing Assistants reported an increase of 410 or 11.3% requiring vocational training/certification.
- After years of decline, Construction is now considered a “comeback” sector. Construction Laborers made the list of the top 15 occupations with the largest numeric growth and the largest percentile growth. Construction and Extraction Occupations experienced a numeric growth of 1,065 or 13.0% with the largest in Construction Laborers with an increase of 275 or 16.9 percent. Carpenters increased by 165 or 15.8% and

Electricians reported an increase of 120 or 11.2 percent for East Central Michigan Prosperity Region.

- The Installation, Maintenance, and Repair Occupations reported an overall increase of 790 or 7.9 percent between 2012 and 2022 for East Central Michigan. Increases reported for Automotive Service Technicians and Mechanics, Bus and Truck Mechanics and Diesel Engine Specialists and the largest increase for Industrial Machinery Mechanics at 195 or 25.0 percent.
 - In the Production category, an overall increase of 1,355 or 7.1% was reported for East Central Michigan. Growth in the Team Assemblers, Computer-Controlled Machine Tool Operators, Metal and Plastic, Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic was reported. The largest numeric growth was in the Machinist category with 340 or 16.5 percent. Welders, Cutters, Solderers, and Brazers and Inspectors, Testers, Sorters, Samplers, and Weighers also reported increases.
 - The East Central Michigan showed an increase in Heavy and Tractor-Trailer Truck Drivers of 420 or 15.1 percent. *See Regional Plan - Chart C.*
- The status of regional collaboration in support of the sector initiatives.

Great Lakes Bay Michigan Works has a history of fostering industry collaboration in the region. We have sponsored and facilitated a healthcare Regional Skills Alliance for more than 10 years. This group has worked collaboratively to develop a clinical calendar that is used throughout the region to support scheduling of clinical rotations for nursing students. This clinical calendar has streamlined the process so nursing students don't have long waits to get into their clinicals.

- Current sector based partnerships within the region.

The healthcare group has evolved over time, and is currently working collaboratively to address healthcare talent and skill shortages in the region. Great Lakes Bay Michigan Works (GLBMW) convenes a healthcare group with members from the four major hospitals in the region. While they are normally competing in the marketplace, in our industry cluster they are working together to identify recruiting best practices and conducting joint job fairs in the Michigan Works Service Centers to address common talent shortages.

Great Lakes Bay Michigan Works also sponsors the Great Lakes Bay Manufacturing Association (GLBMW), our manufacturing industry cluster. This group has an active group of regional employers working together to address challenges in the manufacturing sector. They have combined efforts, in collaboration with GLMBW and Delta College to develop an accelerated CNC

training program to address the skill shortage for entry level CNC Machinists. This accelerated program (currently 15 weeks) provides job seekers the fundamental skills required to qualify for open positions. Employers recruit from the accelerated program and continue training, both on the job and in the classroom after hire. This pre-apprentice model has been successful for the last several years. GLBMW has played an active role in recruiting students for the accelerated program and providing training support for individuals who qualify.

GLBMW is currently working on another collaborative for Diesel Mechanics. We have a critical shortage of skilled diesel mechanics in the region. Together with local economic development partner Saginaw Future, GLBMW convened a group of employers to discuss and identify solutions to address the shortage. Delta College, our local community college, was also included in the meetings. As a result of these joint meetings a diesel mechanic training program has been developed. Delta College was successful in applying for and receiving grant funding to build a new diesel mechanic lab. The first cohort of students for this program will begin classes in fall 2016. The curriculum developed will satisfy industry standards and prepare future diesel mechanics for jobs that are in demand in our region.

Fast Start accelerated training programs, similar to the ones mentioned above, were developed to address shortages in skilled talent in the region. Fast Starts were created to solve a critical shortage of Chemical Process Operators in the Chemical industry in our region. They have been replicated to address shortages in Advanced Manufacturing, Business Process Services, Customer Service, Advanced Battery Manufacturing and Solar Manufacturing. We work closely as partners with Delta College and regional employers to identify gaps in the talent pipeline and schedule Fast Starts to support employer recruitment need. Fast Start does not follow an academic calendar, and can be scheduled at any time to support employer need.

- Which sectors are regional priorities, based upon data-driven analysis
- The extent of business involvement in current initiatives.
- Other public-private partnerships in the region that could support sector strategies.

These efforts will continue, and others will be identified as employer need is determined. Great Lakes Bay Michigan Works mission is to strengthen the regional economy

- By assisting employers in finding and retaining the best talent, and
- By assuring that the labor force meets the needs of regional employers.

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

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

Great Lakes Bay Michigan Works (GLBMW) bases the pooling of funds for administrative costs on the allocable portion of the costs associated with specific functions and not related to the direct provision of workforce investment services, including services to participants and employers.

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

Transportation continues to be a barrier to employment for many individuals in Region 5. In an effort to reduce transportation as a barrier, we have started to collaborate with many other agencies. In September 2015, a group composed of representatives from Saginaw, Midland, Bay, Gratiot, Isabella, Gladwin, Arenac and Clare met to create a better structure for collaboration. Workshops were conducted to discuss transportation needs and to obtain information on possible strategies, projects, and services to improve regional mobility. The following stakeholders were involved:

- transportation planning agencies,
- public transportation providers,
- public transportation associations,
- local and regional mobility managers,
- regional 2-1-1 contact centers,
- MichiVan and local rideshare offices,
- private transportation providers,
- nonprofit transportation providers,
- volunteer transportation providers,
- past or current organizations funded under Section 5310, JARC, and/or the New Freedom Programs,
- workforce development agencies,
- human service agencies,
- advocacy organizations,
- healthcare organizations,
- nonprofit human service providers,
- job training and placement agencies,
- housing agencies, healthcare facilities, mental health agencies, and
- economic development agencies,
- faith-based and community-based organizations,
- employers and the representatives of the business community,

- local or state officials and elected officials, and
- policy analysts.

The group discussed previous work between MDOT and the regional planning agencies. Topics were focused on unmet transportation needs in the region. Other issues involved services, marketing, coordination, land use, policy changes, and coordination. The group identified the following needs as being the most important to improve mobility in the region: expanded and improved services, improved and expanded outreach, marketing and education, improved coordination and connectivity, additional funding, and capital improvements. To assist in outreach and planning efforts, a project website was established at <http://www.kfhgroup.com/michigan/statewidetransitplan.html>. The following counties are served by public transit:

- Arenac (Arenac Dial-a-Ride and Bay Metropolitan Transportation Authority)
- Bay (Bay Metropolitan Transportation Authority)
- Clare (Clare County Transit Corporation)
- Gladwin (Gladwin County Transportation)
- Gratiot (City of Alma Dial-a-Ride Transit)
- Isabella (Isabella County Transportation Commission)
- Midland (City of Midland Dial-a-Ride and Midland County Connection)
- Saginaw (Saginaw Transit Authority Regional Services)
 - Several government and non-profit agencies provide transportation services to qualified individuals using their services.
 - Arenac County (Region IX Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Bay County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Clare County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Gladwin County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Gratiot County (Gratiot County Commission on Aging- Provides adults age 60 years and up with transportation to medical appointments. The cost is \$4.00 per 20 miles.
 - Mid-Michigan District Health Department (Gratiot County) – Offers transportation to medical appointments for families with children with special needs.
 - Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Isabella County (Isabella County Commission on Aging- Through the Escort Driver Program, volunteer drivers are able to use their own vehicle to transport senior adults to doctor appointments, medical facilities, or food sites.

- Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
- Midland County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
- Saginaw County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities)

Several Taxi Services are also available:

- ✓ Bay County Taxi
- ✓ A Greater Bay Cab Co.
- ✓ Errands Unlimited
- ✓ Taxi Saginaw
- ✓ At Your Service Transportation
- ✓ Needham
- ✓ Yellow Checker Cab
- ✓ U Ride
- ✓ Mt. Pleasant Cab Co. and Chippewa Cab

- Whether the provision of transportation or other supportive services could be enhanced, and if so, how.

Even where public transportation is available in East Central Michigan Prosperity Region 5, hours of operation and the amount of time spent on the bus is not conducive to a daily work or school schedule. Expansion of existing bus service, throughout region 5, including across county lines and increased hours of operation would help facilitate more reliable and timely transportation for adults.

- What organizations currently provide or could provide supportive services.

Adult Education programs collaborate with a variety of local programs in order to provide participants with supportive services. These include: Department of Human Services (DHS), Child Care Centers, Salvation Army, Economic Development Agencies, Soup Kitchens, Community Colleges, Michigan Works, Libraries, Local Transportation Commissions, Untied Way, Chamber of Commerce, Local Employment Agencies, and local churches.

- Establishing a process to promote coordination of supportive services delivery.

Great Lakes Bay Michigan Works (GLBMW) will coordinate all support services with the 2-1-1 system. The 2-1-1 system is a free, confidential service that connects people with local community-based organizations across the state offering thousands of different programs and services for people seeking assistance. The 2-1-1 system will be promoted within each Service Center as

appropriate and job seekers who self-identify as having needs addressed by 2-1-1 will be referred to the telephone application or the web based mi211.org.

Whenever possible and reasonable, support services are and will be continue to be coordinated with Michigan Works! Partner agencies to provide necessary support without duplication. These agencies could include, but are not limited to Workforce Innovation and Opportunity Act, Partnership. Accountability. Training. Hope, Food Assistance Employment and Training, Michigan Rehabilitation Services, Seasonal Farm Workers and Veterans Services.

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

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

To facilitate the match between job seekers and employers, Business Service Teams will be utilized at the one-stops. Business Services Teams work closely with companies in high-growth/high-demand industries. The Michigan Industry Cluster Approach and the Michigan Economic Development Corporation and local economic development partners collaborate with the Michigan Works! Agencies Business Services Teams to provide information and support for employers growing within or moving into the local area. The partnerships between the one-stops, the Michigan Industry Cluster Approach, and the Michigan Economic Development Corporation and local economic development partners will establish relationships with employers in order to obtain skilled workers through Michigan's labor exchange system.

Great Lakes Bay Michigan Works (GLBMW) works collaboratively with all of Region 5's economic development partners. The CEO for GLBMW is an ex-officio officer on the Saginaw Future Board of Directors. The GLBMW Workforce Development Board (WDB) also has regional economic development representation in an ex-officio capacity. The GLBMW CEO and the COO have both graduated from the Great Lakes Bay Regional Alliance Institute for Leaders and continue to serve in an alumni advisory capacity for that regional economic development collaborative.

Additionally, GLBMW administrative staff and Business Services Team regularly coordinate regional connections and resources in support of employer need. This regional partnership facilitates rapid and coordinated response to employer need for current and emerging industry sectors. Economic developers routinely contact

the East Central Michigan Prosperity Region 5 Michigan Works to provide the workforce component for regional attraction packages developed to recruit new business to the region. Additionally, the local economic developers, MEDC Business Development Manager and GLBMW Business Services staff work closely to educate regional employers about the Skilled Trades Training Fund. This competitive grant, facilitated by GLBMW Business Services, has resulted in over 1.5 million dollars in grant funding supporting regional employer training need since 2014.

GLBMW is also involved in the East Michigan Council of Governments (EMCOG) Center for Excellence initiative. Centers of Excellence are typically a collaboration between higher education institutions and businesses, leveraging the unique assets found within a region to support the advancement of research or training within a specific industry of focus are. They can also serve as a magnet for industry expertise and are dedicated to the success of companies within a region. They also provide leadership, recognition, best practices, research, support and/or training for entrepreneurs, as well as current and future employees with one or more industries.

Three ingredients of successful centers of Excellence are:

1. They are defined by a consortium or collaboration led by multiple colleges and universities.
2. They bring together higher education and industry, and often other groups (e.g., government and nonprofits).
3. They are focused on a specific area of research, a particular industry segment, or a solution to a narrowly defined problem.

Expected outcomes for the Center of Excellence include:

1. Generating state-wide and national recognition for East Central Michigan.
2. Supporting regional economic growth; and
3. Leveraging the unique assets of the region's higher education institutions.

Four potential concepts have been identified by the Center of Excellence for Region 5.

1. **Advanced Materials/Plastics:** Explore waste heat to energy conversion and other products, processes, and technologies for the plastics manufacturing industry to spark innovation, cost savings, and the growth of a new industry cluster to support the region's manufacturing sector.
2. **Agriculture/Craft Breweries:** Pursue agri-tech entrepreneurship and innovation to support the growing craft breweries industry, potentially including shared processing facilities to serve multiple businesses across the region,
3. **Health Sciences:** Align the regionals health care industry, workforce training efforts, and health sciences innovation programs to improve urban and rural community health.

4. International Workforce: Enhance the experience for international students through better connections to the region and its businesses, efforts to align workforce training programs, and marketing to international communities.

East Central Michigan Prosperity Region 5 Michigan Works, works in close partnership in the regional STEM (Science, Technology, Engineering and Math) collaborative. The GLBMW COO serves on the Delta College STEM Network Advisory Council. This network is one of 4 regional networks that together are working to identify skill gaps and build a workforce pipeline that are prepared for the jobs of today and tomorrow. Business, education, economic development, K-12 educators, Career and Technical Education and higher education are all working collaboratively on the STEM initiative.

GLMBW will continue these efforts and continue to seek new ways for innovative and collaborative service delivery in support of regional employer needs.

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

- The process to be used for determining regional performance goals.

East Central Michigan Prosperity Region 5 includes two local area Workforce Development Boards (WDBs) which will operate autonomously. Both local WDBs will work together to collectively negotiate with the governor the expected levels of performance for the region as these measures become more fully defined when federal regulations are released and local levels of performance have been negotiated.

Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency (WDA), which oversees the Workforce Innovation Opportunity Act (WIOA) Title I, Adult, Dislocated Worker, and Youth programs, WIOA Title II Adult Education and Family Literacy, and Title III Wagner-Peyser, will work with the Michigan Department of Health and Human Services and Licensing and Regulatory Affairs which oversees the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and Bureau of Services for Blind Persons respectively), to adopt joint performance reporting requirements as outlined in the WIOA Act **Section 116**. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.

The WIOA performance measures serve as indicators to track progress toward meeting the state's goals and vision for the workforce investment system. The

WDA uses the performance accountability system to assess the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize the return on investment of WIOA funds. Both the WIOA and Wagner-Peyser performance are tracked in the One-Stop Management Information System. Reports detailing performance on all performance measures are published quarterly for all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level. These WIOA performance measures will serve as indicators to track progress toward meeting the state's goal and vision for the workforce investment system.

The WDA will determine the level of the performance goals for all core programs. Instructions are issued to all local areas to provide the WDA with recommended performance levels for all measures for the applicable Program Year. These recommended levels must be both reasonable and defensible given prior performance levels and anticipated economic developments. The WDA will request documentation for any performance level significantly below prior levels. The WDA will compile local level recommended performance levels into a statewide level. The WDA will request a revised state level performance goal if a significant difference exists between the compiled levels and the previously negotiated levels.

Each local area is subject to the same primary indicators of performance for all core programs that apply to the WDA. Local areas that fail to meet adjusted levels of performance for the primary performance indicators for any program year will receive technical assistance. Technical assistance may include:

1. Assistance in the development of a performance improvement plan
2. Development of a modified local or regional plan
3. Other actions designated to assist the local area in improving performance.

If failure to meet the same performance measure(s) continues for a third consecutive program year, the WDA may take corrective action(s). The local area's circumstances will be reviewed on an individual basis, taking into consideration the nature of the problem and the technical assistance activities undertaken to correct the problem during the prior program year. Based on this review, a corrective action plan, including a timetable is developed.

Additionally, Michigan has implemented a Workforce System Dashboard that provides information on key performance measures in aggregate, which is then further broken out by each of our local service delivery areas.

SECTION II

LOCAL PLAN REQUIREMENTS

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

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

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

1. An analysis of regional labor market data and economic conditions including:
 - The regional analysis prepared as part of the regional plan. **(See Section I #2)**
 - 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).

The importance of an educated and skilled workforce is reflected in the Great Lakes Bay Michigan Works! Mission Statement:

Great Lakes Bay Michigan Works strengthens the regional economy:

- By assisting regional employers in finding and retaining qualified employee’s; and
- By assuring that the labor force meets the needs of regional employers.

In general, Great Lakes Bay Michigan Works (GLBMW) operates its programs through the following employer customer based, demand driven operational philosophy.

- 1) Our Business Services do not help people find jobs. Instead, we provide employers in our area with a menu of services that help them find and keep the best employees without regard to whether those individuals are participants in our programs or even if they are residents of our area.
- 2) Our Program Services do not “get people jobs”. We do not place people into jobs. We do not match job seekers with employers. Instead, a successful completer of our programming will have a competitive advantage in the job market. We provide various services that help them become expert job seekers, attractive job candidates, and good employees. If we are doing a good job, our program participants will be able to find employment without us having to “sell” them to prospective employers.

Our program services are based on a “teach them to fish rather than give them a fish” philosophy. This approach works equally well for all job seekers who are willing to put in the required time and effort. It is recognized, however, that youth and individuals with barriers to employment will require additional attention, resources, and effort to be successful. These additional efforts may include such things as paid work experience, mentoring, motivational support, basic academic skills upgrade, GED support, etc.

In working with partner organizations to impact the workforce including and beyond our program participants, Great Lakes Bay Michigan Works has adopted the following strategic priorities for preparing and educating a skilled workforce (subject to change through the action of the Workforce Development Board).

- Continue to focus occupational training on high demand, high wage occupations in our area, and regularly update and publish the list of regional high demand, high wage occupations.
- Assure that adequate numbers of job seekers obtain High School Diplomas, GEDs and basic skills required for success in employment or occupational training by assisting with:
 - improvement of the adult education system
 - assurance that HS graduates without a certified HS diploma receive credentials necessary to enter training for high wage, high demand occupations
 - increasing HS graduation rates
- Increase the numbers of individuals receiving training and assessments in Basic Academic Skills, Essential Work Skills, and Computer Skills.
- Assist the K-12 system in developing and maintaining systems and programs designed to meet employer needs for skilled workers, including support for Career and Technical Education.
- Increase awareness of the necessity of lifelong learning.
- Promote efforts designed to identify and address specific skills gaps in our Region.

We will coordinate with partners to emphasize the value and economic benefits of traditional post-secondary credentials, such as associates, bachelors and professional degrees. We will also work to increase the appreciation of the power of other post-high school credentials such as technical and occupational certificates and apprenticeship like trainings. Promoting a seamless progression from one educational stepping stone to another, and across work-based training opportunities will result in job seekers' making considerable progress towards meeting the needs of in demand industry employers. GLBMW will continue to develop and implement policies and practices that increase the successful attainment of needed skills earned through a wide variety of postsecondary credentials.

- Expected levels of performance for Adult, Dislocated Worker, Youth, Adult Education and Literacy, and Wagner-Peyser, as described in the WIOA Section 116(b)(2)(A). Expected performance levels may be used to evaluate outcomes until such time as formal performance goals are established. Local boards are not required to provide expected levels of performance for PY 2016 and PY 2017 for those performance measures designated by the USDOL as “baseline” indicators.

Performance measures are designated as baseline where it is unlikely that adequate data exists to make a reasonable determination of an expected level of performance. Such designations vary across the core programs.

Baseline Measures:

- WIOA Title I – Adult, Dislocated Worker, and Youth
 - Measurable Skills Gain
 - Effectiveness in Serving Employers
- WIOA Title II – Adult Education and Literacy
 - Employment Second Quarter After Exit
 - Employment Fourth Quarter After Exit
 - Median Earnings
 - Credential Attainment Rate
 - Effectiveness in Serving Employers
- WIOA Title III – Wagner-Peyser
 - Effectiveness in Serving Employers

(Note – Credential Attainment Rate and Measurable Skills Gain do not apply to Wagner-Peyser)
- WIOA Title IV – Vocational Rehabilitation
 - All measures are designated as baseline

Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency, which oversees the Workforce Innovation Opportunity Act (WIOA) Title 1 Adult, Dislocated Worker, and Youth programs, WIOA Title II Adult Education and Family Literacy, and Title III Wagner-Peyser, will work with the Michigan Department of Health and Human Services and Licensing and Regulatory Affairs which oversees the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and Bureau of Services for Blind Persons respectively), to adopt joint performance reporting requirements as outlined in the WIOA Act Section 116. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.

The WIOA performance measures serve as indicators to track progress toward meeting the state’s goals and vision for the workforce investment system. The state uses the performance accountability system to assess the effectiveness of

local areas in achieving continuous improvement of workforce investment activities in order to optimize the return on investment of WIOA funds. Both the WIOA and Wagner-Peyser performance are tracked in the One-Stop Management Information System. Reports detailing performance on all performance measures are published quarterly for all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level. These WIOA performance measures will serve as indicators to track progress toward meeting the state's goal and vision for the workforce investment system.

The state will determine the level of the performance goals for all core programs. Instructions are issued to all local areas to provide the state with recommended performance levels for all measures for the applicable Program Year. These recommended levels must be both reasonable and defensible given prior performance levels and anticipated economic developments. The state will request documentation for any performance level significantly below prior levels. The state will compile local level recommended performance levels into a statewide level. The state will request a revised state level performance goal if a significant difference exists between the compiled levels and the previously negotiated levels.

Each local area is subject to the same primary indicators of performance for all core programs that apply to the state. Local areas that fail to meet adjusted levels of performance for the primary performance indicators for any program year will receive technical assistance. Technical assistance may include:

1. Assistance in the development of a performance improvement plan
2. Development of a modified local or regional plan
3. Other actions designated to assist the local area in improving performance.

If failure to meet the same performance measure(s) continues for a third consecutive program year, the state takes corrective action(s). The local area's circumstances will be reviewed on an individual basis, taking into consideration the nature of the problem and the technical assistance activities undertaken to correct the problem during the prior program year. Based on this review, a corrective action plan, including a timetable is developed.

Additionally, Michigan has implemented a Workforce System Dashboard that provides information on key performance measures in aggregate, which is then further broken out by each of our local service delivery areas.

Great Lakes Bay Michigan Works! Expected Levels of Performance for PY 2016 with WIOA Statute Performance	
Program	Expected Level of Performance
WIOA Title I Programs	
WIOA Adult Program	
Employment Second Quarter After Exit	71%
Employment Fourth Quarter After Exit	73%
Median Earnings	\$5980
Credential Rate	50%
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Dislocated Worker Program	
Employment Second Quarter After Exit	81%
Employment Fourth Quarter After Exit	83%
Median Earnings	\$6240
Credential Rate	50%
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Youth Program	
Placement in Emp/Training/Education(Q2 post-exit)	54%
Placement in Emp/Training/Education(Q4 post-exit)	56%
Median Earnings	\$3580
Credential Rate	67%
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Title II-Adult Education and Literacy	
Employment Second Quarter After Exit	<i>Baseline indicator</i>
Employment Fourth Quarter After Exit	<i>Baseline indicator</i>
Median Earnings	<i>Baseline indicator</i>
Credential Rate	<i>Baseline indicator</i>
Measurable Skills Gain	
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Title III-Wagner-Peyser	
Employment Second Quarter After Exit	79%
Employment Fourth Quarter After Exit	79%
Median Earnings	\$3,550
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Title V-Vocational Rehabilitation	
Employment Second Quarter After Exit	<i>Baseline indicator</i>
Employment Fourth Quarter After Exit	<i>Baseline indicator</i>
Median Earnings	<i>Baseline indicator</i>
Credential Rate	<i>Baseline indicator</i>
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>

Great Lakes Bay Michigan Works! Expected Levels of Performance for PY 2016 <i>with New WIOA Regulations</i>	
Program	Expected Level of Performance
WIOA Title I Programs	
WIOA Adult Program	
Employment Second Quarter After Exit	81%
Employment Fourth Quarter After Exit	83%
Median Earnings	\$5980
Credential Rate	83%
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Dislocated Worker Program	
Employment Second Quarter After Exit	81%
Employment Fourth Quarter After Exit	83%
Median Earnings	\$6240
Credential Rate	83%
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Youth Program	
Placement in Emp/Training/Education(Q2 post-exit)	64%
Placement in Emp/Training/Education(Q4 post-exit)	66%
Median Earnings	\$3580
Credential Rate	67%
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Title II-Adult Education and Literacy	
Employment Second Quarter After Exit	<i>Baseline indicator</i>
Employment Fourth Quarter After Exit	<i>Baseline indicator</i>
Median Earnings	<i>Baseline indicator</i>
Credential Rate	<i>Baseline indicator</i>
Measurable Skills Gain	
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Title III-Wagner-Peyser	
Employment Second Quarter After Exit	79%
Employment Fourth Quarter After Exit	79%
Median Earnings	\$3,550
Effectiveness in Serving Employers	<i>Baseline indicator</i>
WIOA Title V-Vocational Rehabilitation	
Employment Second Quarter After Exit	<i>Baseline indicator</i>
Employment Fourth Quarter After Exit	<i>Baseline indicator</i>
Median Earnings	<i>Baseline indicator</i>
Credential Rate	<i>Baseline indicator</i>
Measurable Skills Gain	<i>Baseline indicator</i>
Effectiveness in Serving Employers	<i>Baseline indicator</i>

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

Workforce Innovation Opportunity Act (WIOA) provides opportunities for greater collaboration between the core programs with less duplication of services. Common measures are an important step forward for engaging state and local partners in shared continuous efforts to improve overall results as well as for increased accountability. We will continue to work toward achievement of all federal and state required performance measures, as well as work to establish performance metrics that provide a deeper picture of our performance. Building on statewide initiatives, such as career pathways and contextualized instruction, will increase efficiencies between education, workforce, and economic development partners.

Great Lakes Bay Michigan Works WIOA Core partners such as Michigan Rehabilitation Services (MRS) and the Bureau of Services for Blind Persons, two of our partnering agencies providing WIOA Title IV Vocational Rehabilitation services, have visions that are congruent with that of Great Lakes Bay Michigan Works (GLBMW). The Bureau of Services for Blind Persons is recognized as an innovative and effective talent system supporting a healthy, resilient economy that improves the quality of life in the Great Lakes Bay Region. Michigan Rehabilitation Services partners with individuals and employers to achieve quality employment outcome and independence for individuals with disabilities. This is achieved through excellent customer service; strong fortified partnerships; and motivated, enthusiastic staff and continue to be high producing regionally. Vocational Rehabilitation collaborates with, and participates in, strategic partnerships with:

- Michigan Department of Health and Human Services to support and promote competitive and integrated employment and coordination of services for individuals that receive Medicaid as well as to coordinate and improve services to customers with cognitive impairments and mental illness, including those requiring supported employment,
- Michigan Departments of Education, Health and Human Services, Community Rehabilitation Organizations and Centers for Independent Living and host businesses to lead expansion activities related to Project Search;
- Michigan Developmental Disabilities Council related to the U.S. Department of Labor’s Office of Disability Employment Policy’s “Employment First Initiative;

- Colleges and Universities to target career services to students with disabilities, and to conduct university-based research and evaluation. The research and evaluation projects address the Bureau's need for comprehensive needs assessments and continuous improvement measures and for the management of an on-line learning and knowledge system (E-Learn) to provide staff with training and development;
- The Workforce Recruitment Program is a recruitment and referral program for college students with disabilities that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs;
- The U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense's Office of Diversity Management and Equal Opportunity related to the Workforce Recruitment Program for college students with disabilities. Office of Disability Employment Policy and the Office of Diversity Management and Equal Opportunity manage the program, which continues to be successful with the participation of many other federal agencies and sub-agencies. Since the program's expansion in 1995, over 6,000 students and recent graduates nationwide have received temporary and permanent employment opportunities through the Workforce Recruitment Program;
- Disability Network of Michigan (representing Centers for Independent Living), Michigan Council for Rehabilitation Services, and the Michigan Statewide Rehabilitation Council for activities related to transformation of service delivery systems into a holistic approach for the employment and the independence of individuals with disabilities throughout Michigan;
- Michigan Department of Education Office of Special Education to support the seamless transition of students from school to adult life that facilitates the development and completion of their Individualized Education Program under Section 614(d) of the Individuals with Disabilities Education Act. The agreement addresses key items identified in Individuals with Disabilities Education Act and the Rehabilitation Act and includes information about the purpose, the authority, and scope, foundations of the partnership, roles and responsibilities, confidentiality, student documentation, student eligibility, Michigan Rehabilitation Services attendance at Individualized Education Program team meetings, seamless transition services, coordination of resources, resolution of differences, data reporting, 504 students and

termination and changes;

- Michigan Rehabilitation Services has an existing Interagency Agreement with the U.S. Department of Veteran Affairs. Michigan Rehabilitation Services has been collaborating with Michigan Veterans Affairs Agency and other statewide veteran support agencies. The Michigan Veterans Affairs Agency implemented Veteran Community Action Teams, which is a community specific collaboration with local support. Veteran Community Action Teams is comprised of multiple organizations to assist veterans from a holistic perspective: quality of life, education, healthcare, and employment. Through this relationship with Veteran Community Action Teams, Michigan Rehabilitation Services provides vocational rehabilitation services to veterans with disabilities;
- Michigan Rehabilitation Services has entered into an Interagency Agreement with Department of Corrections and the State Court Administrative Offices to provide rehabilitation services to high-risk felony offenders with a history of probation violations or failures. The Swift and Sure Sanctions Probation Program participants are primarily individuals with intellectual disabilities and substance abuse issues. Michigan Rehabilitation Services works closely with the Department of Corrections to develop programming to best serve this population. Judges in Michigan's Swift and Sure Sanctions Probation Program courts have reported a reduction in positive drug tests and failures to appear at scheduled meetings with probation officers among their Swift and Sure Sanctions Probation Program participant population;
- The Michigan Chamber of Commerce and external (national) resources, such as the National Employment Team to identify labor market areas where skill shortages occur;
- Michigan Works! Agencies as a One-Stop System partner. Vocational Rehabilitation maintains a memorandum of understanding with each local Michigan Works! Service Center. The memorandum of understanding defines the manner in which Vocational Rehabilitation participates in the One-Stop delivery system,
- Michigan Career and Technical Institute to provide short-term training and supports. The Michigan Career and Technical Institute is a state-sponsored, Department of Education approved, nationally accredited post-secondary school, known for customized training. Vocational Rehabilitation will continue to utilize training as a strategy for closing skills gaps. The Michigan Career and

Technical Institute has an excellent model for both short term technical training and the proper supports for people to be successful. Vocational Rehabilitation is continuing to develop methodologies to expand and export services to students with disabilities across the state. Vocational Rehabilitation is also exploring ways to develop staff skills and vendor skills in customized employment and to export appropriate training across the state. For example, the Michigan Career and Technical Institute Certified Nurse Assistant training program in Benton Harbor, Michigan is just the first of many Michigan Career and Technical Institute Certified Nurses Aid projects being exported to communities;

- Both Michigan Rehabilitation Services and the Bureau of Services for Blind Persons have excellent working relationships with colleges and universities. Michigan Rehabilitation Services is currently partnering with Michigan State University to develop a match/funding agreement to place a vocational rehabilitation counselor on campus who will provide wrap-around services to eligible students with disabilities. Western Michigan University and Eastern Michigan University have also expressed strong interest in this model. Michigan Rehabilitation Services hopes to expand these agreements with these and other Michigan colleges and universities and develop metrics to determine the success of this program;
- The Social Security Administration to assist joint customers receiving disability benefits in the use of Social Security work incentives and return to work efforts. Each Michigan Rehabilitation Services office has a dedicated champion to assist staff for addressing the unique needs of Social Security Administration recipients, including Michigan Rehabilitation Services internal (online) E-Learn system, which contains a plethora of information regarding the Social Security Administration's Ticket to Work program and work incentives; resources and referral available through the Social Security Administration's Work Incentive Planning and Assistance project serving Michigan communities; referral to Beneficiary Access and Support Services as contracted with the Social Security Administration, Social Security Administration Work Incentive Liaisons available through local Social Security Administration offices, and Michigan Rehabilitation Services fee-for-service vendors; and
- Hannahville Indian Community Vocational Rehabilitation Program's Project Vision and the Consortia of Administrators for Native American Rehabilitation to create effective service delivery

partnerships to increase employment opportunities. Michigan Rehabilitation Services continues the memorandum of understanding with the Hannahville Indian Community Vocational Rehabilitation Program's Project Vision for rehabilitation services under Section 121 of Title I of the Rehabilitation Act of 1973 as amended, and Title I of the Rehabilitation Act of 1973 as amended respectively. The memorandum of understanding represents cooperation, coordination, and collaboration necessary to create an effective service delivery partnership designed to increase employment opportunities for those served by both programs. Michigan Rehabilitation Services expects to continue to collaborate with the Consortia of Administrators for Native American Rehabilitation to promote this memorandum of understanding as a best practice.

Adult Education and Family Literacy, Small Business Development Center, and many other One-stop partners also have visions that are congruent with GLBMW. The roles and contributions of our one-stop partners include cross referrals of potential program participants, and coordination of services to avoid duplication and assure maximization of efficiencies. It is anticipated that each partner will bear the cost of its own services without relying on funding from another partner. Variations across core programs and the emphasis on preparing the hard to serve to meet employer expectations sets the stage for local board strategies that call for adjusting performance expectations based on economic conditions and participant characteristics. There is still work to be done to fully implement WIOA and we will continue to look to the U.S. Departments of Education and Labor and other federal agencies to provide guidance that maximizes opportunities for system alignment and cross-system continuous improvement processes.

The TDCC will serve as a liaison between WIOA Core programs and business and industry. The TDCC will bring WIOA Core partners and employers together to identify needs, barriers, funding sources, and partnerships.

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

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

The Adult Program (Title I of WIOA)

The Adult program targets unemployed and underemployed individuals, with priority given to those who are low income and/or basic skills deficient. Adult Services encompass workforce investment programs and initiatives that provides adult workers with workforce preparation and career development services, and help employers find the skilled workers they need. Activities promote and

facilitate an integrated public workforce system through which a full array of services is offered. These services are available to workers and employers through the One-Stop Career Centers.

Programs provide high-quality employment and training services that address the needs of individuals for training, retraining, and skill upgrades. Additionally, investments in adult services are targeted to move workers into post-secondary educational pipelines and career pathways to prepare more workers to enter into and advance in good jobs in the high growth and emerging occupations in the local economy.

The Dislocated Worker Program (Title I of WIOA)

A dislocated worker is an individual who:

1. Has been terminated or laid off, or has received a notice of termination or layoff from employment
2. Is eligible for or has exhausted unemployment insurance
3. Had demonstrated an appropriate attachment to the workforce, but not eligible for unemployment insurance and unlikely to return to a previous industry or occupation
4. Has been terminated or laid off or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff
5. Is employed at a facility, where the employer has made the general announcement that the facility will close within a 180 days
6. Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community or because of a natural disaster
7. Is a displaced homemaker who is no longer supported by another family member

The Youth Program (Title I of WIOA)

WIOA youth funds are targeted at young people who are in and out-of-school, to assist them in their career and educational development. At least 75% of funds must be used for out-of-school youth. The types of services funded include training and youth development programs for young people who have left school, as well as after-school services and employment supports for young people still in school. Young people with disabilities are highly eligible for these services. All youth with disabilities, ages 16 –24 who are not attending school, are eligible for out-of-school services. Youth with disabilities up to age of 21 are eligible for in-school services if they are low-income or meet other eligibility criteria.

The Adult Education and Family Literacy Act (Title II), and

The term “Adult Education” means academic instruction and education services below the postsecondary level that increase an individual's ability to read, write,

and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent; transition to postsecondary education and training; and obtain employment.

The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)

The Wagner-Peyser Act was amended in 1998 to make Employment Service part of the One-Stop services delivery system. It provides universal access to an integrated array of labor exchange services so that workers, job seekers and employers can find the help they need in our one stop services centers. These services include, but are not limited to, job search, job referral, and placement assistance for job seekers. Services to employers with job openings may include; development of job order requirements, matching the job seeker's experience with job requirements, skills and other attributes, assisting employers with special recruitment needs, arranging for Job Fairs, assisting employers with hard to fill orders, helping with job restructuring and supporting employers as they deal with layoffs.

The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

Vocational Rehabilitation will assume a leadership role to foster cooperation and collaboration at the federal, state, and local levels with partners involved in the employment and independence of individuals with disabilities.

The Michigan Council for Rehabilitation Services, a 17-member council for rehabilitation services, reviews, analyzes, and advises Michigan's rehabilitation programs and services as well as advises the governor and the Michigan Department of Health and Human Services director. Vocational Rehabilitation will develop programs and strategic partnerships to expand Vocational Rehabilitation services delivery system throughout Michigan by implementation of program areas sponsored by the strategic planning council.

Michigan Rehabilitation Services (MRS) is a bureau in the Department of Health and Human Services, of the State of Michigan. MRS is an eligibility based program that serves individuals who have a disability that creates a substantial impairment to employment with a goal of assisting individuals to obtain or maintain employment.

MRS hopes that the following can be achieved as a result of the emphasis on collaboration in the Workforce Innovation Opportunity Act (WIOA) legislation:

- Stronger and more meaningful collaboration with all partner agencies toward seamless service for all customers
- A strong and cohesive approach to employers in which all agencies are represented

- Staff cross training for more appropriate referrals, better education of both partners and customers
 - Evaluative efforts are undertaken to measure our respective effectiveness with job seekers and employers
 - Collaborative meetings to discuss positive practices and any inefficiencies
- 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).

We will collaborate with core partners and others workforce development programs to introduce both youth and adult job seekers to in demand careers. We will utilize strategies that support job shadowing, talents tours, and internships. Secondary and post-secondary career and technical education programs may provide work-based learning experiences and support workforce development by prioritizing funding to instructional programs where there are job openings, successful placement in those jobs, and wages that are self-sustaining.

The Talent District Career Council (TDCC) is designed to ensure that regional education programs are comprehensive to address the needs of all learners as well as the local economy. TDCC membership ensures that representation of local school districts, post-secondary institutions, intermediate school districts, career and technical educators, as well as labor representatives and employers are at the table.

The education system and the employers in our area must be talking. The TDCC will work closely with these entities to ensure that employers and workforce professionals are communicating fully their job and skill requirements so education and training programs can be developed accordingly. This alignment will require businesses to working closely with Business Service Professionals and be engaged with the TDCC. Collaborations with Adult Education, post-secondary and GLBMW should not only occur through the TDCC meetings but involve increased collaborations to align policies and build on new and innovative approaches.

Along with the State, we are committed to the implementation of a high quality, comprehensive career pathway system with multiple entry and exit points that meets learners where they are, provides education, training and support services needed to ensure a newly skilled workforce.

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.

Great Lakes Bay Michigan Works (GLBMW) will partner with faith based organizations and other community agencies to provide SHARE Network Access Points throughout the community. SHARE stands for "Sharing How Access Resources Empower". Access Points play an important role in creating confidence and success among unemployed and underemployed job seekers. The organizations we partner with focus largely on meeting the "total" needs of those in their community. Often times they are the same organizations that the people turn to for emergency assistance and supportive services. The Access Point may already be providing services such as a food bank, clothing closet, tutoring, job search, computer literacy or emergency shelter. Area residents are comfortable in the environment and culture that has been created in these centers.

GLBMW shall provide training to Access Point personnel on how to assist jobseekers utilize the Pure Michigan Talent Connect and to access the same job-matching tools that are available in the American Job Centers. We will provide each center with Resource Guides and assign multiple staff members to regularly engage with Access Point staff. One Stop Center designees will deliver to the Access Point any and all new information to enhance job seeking such as; Employer Single Job Fairs, training opportunities, soft skills development and other materials.

Referrals are made to the American Job Center from the Access Point when participants built foundation skill and are ready to access more intensive services. Many of these job seekers would not utilize Michigan Works services on their own. They are eligible for services but somehow fall through the crack. Having a relationship with the Access Point encourages them stay in the Michigan Works System until a positive outcome is achieved.

In addition to expanding access through Access Points, Great Lakes Bay Michigan Works (GLBMW) will continue to partner with the provider of Community Ventures by referring eligible Workforce Innovation and Opportunity Act Participants, particularly those with barriers to employment.

Referrals of WIOA participants to Community Ventures has placed structurally unemployed individuals into full-time sustainable work. Community Ventures (CV) is an economic development initiative that promotes employment and social enterprise. The mission of CV is to alleviate poverty and promote safe and vibrant communities-in our four highest crime cities (Detroit, Pontiac, Flint and Saginaw).

Community Ventures promotes employment and social enterprise. With non-federal state funds in the development and implementation of Community Ventures. Community Ventures is an innovative economic development initiative

that promotes employment and social enterprise in the state's most economically distressed urban areas.

Partnerships with employers are critical to the success of Community Ventures. Community Ventures is a valuable resource for the Great Lakes Bay community and businesses seeking to establish worksites that will provide assistance and employment to Great Lakes Bay Michigan Work's low-skilled population.

GLBMW will also coordinate all supportive services with the 2-1-1 system. The 2-1-1 system is a free, confidential service that connects people with local community-based organizations across the state offering thousands of programs and services for individuals seeking assistance.

- Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The Workforce Innovation Opportunity Act (WIOA) Youth Program with the other ETA youth training programs, including Youth Build and Job Corps, as well as with titles II and IV of WIOA must adhere to common performance measures across all core programs. We are incorporating strategies that support a strong framework of services which include intake, objective assessments, and the development of individual service strategy, case management, supportive services, and follow-up services. There is an increased emphasis on adding components to the objective assessment and the individual service strategy that directly links to one or more performance indicators. Career pathways that include appropriate education and employment goals are an integral part of both the objective assessment and the Individual Service Strategy (ISS).

A large number of disconnected youth age 16 to 24 meet eligibility requirements for both WIOA title I youth activities and WIOA title II adult education. Co-enrollment between these two programs will be very beneficial. They will be able to receive work experience and occupational skills through title I funding and literacy skills through title II funding.

Because of the shift in serving Out of School Youth (OSY) within the One Stop we must ensure implementation of strategies that provide staff with the requisite knowledge and sensitivity to effectively make referrals and meet the needs of OSY. While we are serving more OSY who are disconnected from school we will continue to develop strategies and provide services in school youth in partnership with procured providers.

Great Lakes Bay Michigan Works is committed to developing and implementing a high-quality, comprehensive career pathway system with multiple entry and exit points that meets learners where they are, provides education, training and support services needed for career advancement, and ensures a skilled workforce that meets our local talent needs as well as the State of Michigan.

The career pathway approach works well because it incorporates proven service models such as; participant-focused education and training; consistent and non-duplicative assessments of participants' education, skills, assets and basic needs; supportive services and career navigation assistance; and employment services along with work experiences. These activities help prepare youth and adults to obtain postsecondary credentials and good jobs. The career pathway approach also incorporates sector strategy principles by engaging employers to increase the relevancy and market value of participants' skills and credentials, which in turn improves participant's employment prospects.

A regional referral and common intake process will allow participants to be co-enrolled in programs according to the job seeker's needs. WIOA Core programs will work together to create a regional career pathways model that will be able to be tailored to the Great Lakes Bay Region.

- Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Great Lakes Bay Michigan Works (GLBMW) will improve access to training activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). GLBMW provides training options that link job seekers to good job opportunities in the GLB Region, including both occupational skills training, vocational training, and training in basic skills. We no longer require that participants pass through multiple layers of services before starting training.

Training services are available to adults, older youth and dislocated workers who after an interview, evaluation, or assessment, and case management, have been determined by a one-stop operator or one-stop partner, as appropriate, to be in need of training services to obtain employment or to remain employed and has the skills and qualifications to successfully participate in the selected program of training services.

Integrated strategies and comprehensive approaches require cross-system collaboration involving workforce development agencies, human services agencies, educational institutions, and employment services agencies. While federal financial aid is the biggest source of funding for career-related training, workforce development training dollars are an important source of funds for students ineligible for Pell Grants; this includes students who are in non-credit programs, formerly incarcerated individuals, and youth and adults who are earning secondary credentials and gaining work experience. Our funds can also help students avoid going into debt when they still have significant unmet needs after receiving Pell and other grant aid. It is critical to partner with CTE

programs. Community colleges, four-year colleges, and employers in helping underprepared students, youth, and adults obtain skills that lead to careers.

Great Lakes Bay Michigan Works also plan to research, network and eventually coordinate with Community Colleges Services (CCS). The Community Colleges Services (CCS) mission is to promote access to, retention in, and completion of individual student goals in quality and comprehensive post-secondary education. Principal program goals are to improve those post-secondary education programs which lead to academic and occupation skill competencies necessary for individuals to work in a technological and advanced society. Goals are accomplished by providing technical assistance to develop new occupational programs, improve career guidance and counseling activities, upgrade the skills and competencies of occupational faculty and staff, improve accountability measures, improve the transition of students between secondary, community colleges, four-year institutions, and the work place. Twenty-eight community colleges, three public universities, and one tribal college currently are involved in the program.

Job seekers will have improved access to training opportunities through Career Explorer on Pure Michigan Talent Connect at www.MITALENT.org. This tool provides valuable information such as placement rates and average wage at placement. Training opportunities for adult and dislocated worker participants will be limited to those on the approved “Career Explorer” on Pure Michigan Talent Connect, which reflects such things as placement rate and average wage at placement. Training programs from community colleges and universities and other local training providers will be accessible to Workforce Innovation Opportunity Act (WIOA) participants based on labor market need, program availability, success rate and other pertinent factors. After reviewing the participant’s objective assessment, career goals and likelihood of success will be taken into account before approval for training.

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.

Region 5 has dedicated Business Services Professionals who are tasked with the responsibility to meet local employer needs. Staff is assigned specific employment sectors to best serve the employer in the region.

To facilitate the match between job seekers and employers, Business Service Teams will be utilized at the one-stops. Business Services Teams work closely with companies in high-growth/high-demand industries. The Michigan Industry Cluster Approach, the Michigan Economic Development Corporation and local economic development partners collaborate with the Michigan Works! Agencies

Business Services Teams to provide information and support for employers growing within or moving into the local area. The partnerships between the one-stops, the Michigan Industry Cluster Approach, the Michigan Economic Development Corporation and local economic development partners will establish relationships with employers in order to obtain skilled workers through Michigan's labor exchange system.

Great Lakes Bay Michigan Works (GLBMW) works collaboratively with all of Region 5's economic development partners. The CEO for GLBMW is an ex-officio officer on the Saginaw Future Board of Directors. The GLBMW Workforce Development Board (WDB) also has regional economic development representation in an ex-officio capacity. The GLBMW CEO and the COO have both graduated from the Great Lakes Bay Regional Alliance Institute for Leaders and continue to serve in an alumni advisory capacity for that regional economic development collaborative.

Additionally, GLBMW administrative staff and Business Services Team regularly coordinate regional connections and resources in support of employer need. This regional partnership facilitates rapid and coordinated response to employer need for current and emerging industry sectors. Economic developers routinely contact Region 5 Michigan Works! to provide the workforce component for regional attraction packages developed to recruit new business to the region. Additionally, the local economic developers, MEDC Business Development Manager and GLBMW! Business Services staff work closely together to educate regional employers about the Skilled Trades Training Fund. This competitive grant, facilitated by GLBMW Business Services, has generated over 1.5 million dollars in grant funding supporting regional employer training need since 2014.

- Support a local workforce development system that meets the needs of businesses in the local area.

Business Services staff is involved with employer-centric organizations such as the Great Lakes Bay Manufacturing Association, Central Michigan Manufacturers Association, Valley Society of Human Resources Professionals, and local Chambers of Commerce. In addition, Business Services routinely meet with employers at their place of business, assist with writing and posting job orders and provide assistance in recruiting talent that meets employer needs.

- Improve coordination between workforce development programs and economic development.

Business Services staff and administration have developed relationships with local economic developers to assist with hiring needs of local employers with current and/or potential job openings. Also, Business Services staff may serve as the conduit through which local employers may access state and federal funding for training support and growth and expansion projects.

- Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

Currently through Wagner-Peyser funding, individuals receive services under the Reemployment Services and Eligibility Assessment (RESEA) program. Additionally, staff participates in Rapid Response activities for facilities closures or substantial lay-offs. For those who have lost their jobs due to foreign competition, the Trade Act is also available. The purpose of these programs is to shorten the length of time individuals draw unemployment by offering the full array of One Stop services, which may include assisting affected individuals with training or retraining for high wage, in demand occupations.

Great Lakes Bay Michigan Works will provide the Unemployment Insurance Agency Work Test for claimants to ensure they are able to work, seeking work, and have not refused suitable work and provide re-employment services to profiled claimants selected by the Unemployment Insurance Agency. Profiled claimants are those claimants who will most likely exhaust their unemployment benefits before finding employment. This program provides one-on-one service to claimants who will more than likely exhaust their unemployment benefits prior to obtaining employment. This is similar to the re-employment profiling component mentioned above; however, claimants are to receive up to three re-employability assessments if employment has not been acquired. These re-employability assessments consist of re-employment services that are more intense and include follow up case management services.

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.

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.

Great Lakes Bay Michigan Works (GLBMW) work closely with local economic development partners to support the needs of local businesses and new ventures. Resources for those interested in entrepreneurial or microenterprise services include, but are not limited to the Small Business Development Center located at Delta College and Mid-Michigan Community College, Central Michigan University (Associate's Degree in Entrepreneurship or minor in Entrepreneurship available with a Bachelor's Degree in Business related studies), Saginaw Valley State University Business Resource & Development Center and Michigan State University Extension.

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.
- 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.

The Great Lakes Bay Region, has five Michigan Works Service Centers (MWSC). The MWSCs are located in Saginaw, Midland, Bay, Gratiot and Isabella Counties. All MWSCs are accessible to persons with disabilities. Service Centers are equipped with internet accessible computers, printers, fax machines and copiers for job seeker and employer use. At a minimum one computer in each Service Center contains adaptive technology for individuals with disabilities.

For those individuals in remote areas who cannot physically visit a service center, Great Lakes Bay Michigan Works (GLBMW) has access sites located in some remote areas and if appropriate, staff may travel to their location or assist through the use of technology such as Skype or similar programs.

All of the MWSCs computers have access to the talent connect internet-based system to assist job seekers and employers in utilizing Pure Michigan Talent Connect and other self-help resources. The number of connections at each location is dependent on the population in that area.

County	Saginaw	Midland	Bay	Gratiot	Isabella
Employment Services (ES) Computers	30	7	8	10	15
Enhanced Workstations for person with Disabilities	1	1	1	1	1
Veterans Resources Center	4	2	4	1	1
Business Resource Center (BRC)	2	2	2	1	1
Academic Center	28	15	12	6	19

Each MWSC houses an ES area that will contain the following: approximately 7-30 computer workstations with internet-based access to Pure Michigan Talent Connect, computers with self-assessment software (i.e. typing proficiency; Microsoft applications) and computers with enhanced workstations for individuals with disabilities. The resource area has information on services provided by local agencies, resume writing and job search literature, occupational skill training information from various training provider's and current job postings.

GLBMW has a website "www.michiganworks.com" which is designed to show current events and services that we offer at our MWSCs. It's also a link to the Pure Michigan Talent Connect for job seekers and employers to directly connect to the talent-connect website. Also, GLBMW has social media accounts on Facebook and Twitter. They both preview current job listings and events that goes on at our MWSCs.

Employment Services (ES) assist job seekers and employers regarding posting/accessing resumes and job openings listed on the Pure Michigan Talent Connect website. Staff-assisted self service will be available to help job seekers and employers who cannot use the Pure Michigan Talent Connect and resource centers unaided, due to lack of computer familiarity, literacy, disability, lack of access to the system, or some other barrier. Facilitated access will occur through an employment service worker assigned to each center.

GLBMW Enhanced Workstations are designed to help assists individuals with visual, auditory and physical challenges. The workstations have assistive equipment software that reads computer text (both computer application commands and webpages) out loud to blind or low vision users. Zoom text software that magnifies text and graphics on the computer screen from 2 to 16 times the normal size.

GLBMW Veteran Resources Center (VRC) is designed to provide access to a variety of information and services for veterans. The VRC has a collection of books and other resources for veterans, as well as providing access to computer equipment for extended periods in order to complete online job applications, research education information, and other employment resources. GLBMW strives to ensure that all veterans have access to the tools needed to assist with job searching and other employment resources. Disabled Veterans Outreach Program (DVOP) Specialists will be available to serve eligible veterans and eligible spouses in need of employment services beyond Workforce Innovation Opportunity Act (WIOA) services.

GLBMW offers access to Business Resource Center (BRC) for business assistance and advice. It's a first resource for starting a small business in Michigan offering a variety of reference materials and access to specialized computer programs as well as consultants to provide direction and assistance to

small business entrepreneurs. In the Business Resource Center there are books and publications, online resources, market research databases and guides on small business issues. BRC is in partnership with the Michigan Small Business Development Center.

GLBMW Academic Centers offer a variety of services at all of the MWSCs:

- Microsoft Office (Word, Excel, PowerPoint, Access) tutorials,
 - Microsoft Word and Excel instructor led classes
 - Computer Basics (Essential Work Skills and beginning computer students)
 - Typing Practice
 - Basic skills upgrade and WorkKeys remediation
 - WIN Tutorial
 - Plato
 - Help with improving math and reading skills
 - GED Preparation
 - Pharmacy Tech. and CNS test preparation
 - Motivational support
 - WorkKeys Testing for:
 - Pre-employment
 - Training
 - Basic Skills Assessment
-
- How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with the nondiscrimination provisions of the WIOA (Section 188), if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

The Great Lakes Bay Region, has five Michigan Works Service Centers (MWSC). The MWSCs are located in Saginaw, Midland, Bay, Gratiot and Isabella Counties. All MWSCs are accessible to persons with disabilities. Service Centers are equipped with internet accessible computers, printers, fax machines and copiers for job seeker and employer use. At a minimum one computer in each Service Center contains adaptive technology for individuals with disabilities.

For those individuals in remote areas who cannot physically visit a service center, Great Lakes Bay Michigan Works (GLBMW) has access sites located in some remote areas and if appropriate, staff may travel to their location or assist through the use of technology such as Skype or similar programs.

Employment Services (ES) assist job seekers and employers regarding posting/accessing resumes and job openings listed on the Pure Michigan Talent Connect website. Staff-assisted self service will be available to help job seekers

and employers who cannot use the Pure Michigan Talent Connect and resource centers unaided, due to lack of computer familiarity, literacy, disability, lack of access to the system, or some other barrier. Facilitated access will occur through an employment service worker assigned to each center.

GLBMW Enhanced Workstations are designed to help assist individuals with visual, auditory and physical challenges. The workstations have assistive equipment software that reads computer text (both computer application commands and webpages) out loud to blind or low vision users. Zoom text software that magnifies text and graphics on the computer screen from 2 to 16 times the normal size.

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

Michigan Rehabilitation Services (MRS) assists persons with disabilities who meet MRS eligibility criteria, to obtain employment. Services available through MRS include vocational rehabilitation counseling, restoration services, rehabilitation engineering, supported employment, specialized placement services and other specific disability related services. Disabled Veterans' Outreach Program (DVOP) specialists provide intensive, one-on-one employment services exclusively to program-eligible veterans and spouses who possess a significant barrier to employment with the goal of helping their client in becoming job ready so they can secure employment through the public workforce system. DVOP Specialists do not interact with employers, nor engage in direct placement, and rely on Great Lakes Bay Michigan Works (GLBMW) One Stop Center partners to assist their job ready clients to secure employment. Local Veterans' Employment representatives (LVER) facilitate employment, training, and placement services furnished to all veterans eligible under the applicable state employment service delivery system. LVER's operate regionally to build partnerships with employer groups, agencies and service providers to promote integration of all employment services provided to veterans. LVER's provide recommendations and technical assistance to GLBMW partners to aid in the facilitation of services to all veterans. LVER's do not provide direct services to any veteran or spouse of a veteran. Both MRS, DVOP and LVER partners contribute resources to the GLBMW One-Stop system by paying rent through a sublease agreement with GLBMW which is based on a cost allocation basis.

The Literacy Council of Midland County (LCMC) provides learning level assessment and tutoring services for GLBMW program participants who need assistance with reading skills, writing skills, math skills and also provide special assistance to participants assessed with strong signs of dyslexia. The resources provided by LCMC to the GLBMW One-Stop system is the value of a qualified staff tutor and volunteer tutor assistants.

Volunteers of America (VOA) provides Homeless Veterans' Reintegration Program (HVRP) services to homeless veterans and refers appropriate HVRP participants to GLBMW programs for employment services. VOA contributes resources to the GLBMW One-Stop system by paying rent through a sublease agreement with GLBMW which is based on a cost allocation basis.

The Michigan Small Business Development Center (SBDC) provides technology tools, publications, and other resources for the general public who utilize the Business Resource Center (BRC) located within the GLBMW One Stop to start a new business or assist an emerging business. The SBDC provides print publications to enhance the BRC, identifies online resource to be posted in the BRC, and participates in the recruitment of counselors and trainers to provide counseling. The resources provided by SBDC to the GLBMW One-Stop system is the value of the printed and on-line resources and the provision of counselors and trainers to provide counseling to GLBMW One-Stop users.

Bay Arenac Intermediate School District (BAISD) provides adult education services to the GLBMW One-Stop system. In providing adult education services, BAISD provides all equipment, materials and qualified staff. The resources provided by BAISD to the GLBMW One-Stop system is the value of equipment, materials and qualified staff.

The Mid-Michigan Community Action Agency (MMCAA) provides services for the general public out of GLBMW's One-Stop site for eligible participants who need assistance with utility shut-off notices, minor sewer repair, deliverable fuel assistance, and food commodities assistance. MMCAA can refer it's participants to the GLBMW funded programs, and GLBMW staff can refer participants to MMCAA. MMCAA contributes resources to the GLBMW One-Stop system by paying rent through a sublease agreement with GLBMW which is based on a cost allocation basis.

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

Workforce Innovation and Opportunity Act, Adult and Dislocated Worker Career Services, Training Services, and Follow-up Activities

WIOA provides for:

1. Basic career services,
2. Individualized career services/case management,
3. Training services, and
4. Follow-up services.

All persons have access to employment-related information and self-service tools, without restrictions. Services that are not primarily informational and self-service require

WIOA registration. Eligibility for career services and training also requires WIOA registration. Eligibility for career services is restricted to adults and dislocated workers who are unemployed or employed and in need of career or training services in order to obtain or retain employment that allows for self-sufficiency.

Self Service/Universal Access

There is universal access to services involving self-help. Unregistered services include self-help or other unassisted basic career services not tailored to specific needs or basic information, including:

- ❖ Self-service, including virtual services
- ❖ Facilitated self-help
- ❖ Job listings
- ❖ Labor Market Information (LMI)
- ❖ Labor exchange services, and
- ❖ Information about other services

Please note that the aforementioned Employment Services may also be included with basic career services if they are assisted basic career services or tailored to specific needs.

Basic Career Services

Basic career services must be made available and, at minimum, must include the following services, as is consistent with allowable program activities. Basic career services 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 and placement assistance, and when needed by an individual, career counselling including provision of information on in-demand industry sectors and occupations and provision of information on nontraditional employment
 - 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
- ❖ Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development programs

- ❖ Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
 - Job vacancy listings in labor market areas
 - Information on job skills necessary to obtain the vacant jobs listed
 - Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs
- ❖ Provision of performance information and program cost information on eligible providers of training services by program and type of providers
- ❖ Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system
- ❖ Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including:
 - Child care
 - Child support
 - Medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program, benefits under SNAP, assistance through the earned income tax credit, and assistance under a State program for Temporary Assistance for Needy Families and other supportive services and transportation provided through that program
- ❖ Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.
"Meaningful assistance" means:
 - Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants, or
 - Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within reasonable time
- ❖ Assistance in establishing eligibility for programs of financial aid assistance for training and education programs (non-WIOA)

Individualized Career Services

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include:

- ❖ Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - Diagnostic testing and use of other assessment tools, and

- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- ❖ Development of an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including a list of, and information about, the eligible training providers
- ❖ Group counseling
- ❖ Individual counseling
- ❖ Career planning
- ❖ Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- ❖ Internships and paid or unpaid work experiences that are linked to careers; internships and work experiences may be arranged within the private for-profit sector, the non-profit sector, or the public sector
- ❖ Workforce preparation activities, including programs or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training, or employment
- ❖ Financial literacy services, including services which
 - Support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions
 - Support participants in learning, credit, debt, including student loans, consumer credit, and credit cards
 - Teach participants about the significance of credit reports and credit scores, what their rights are regarding their credit and financial information, how to determine the accuracy of a credit report and how to correct inaccuracies, and how to improve or maintain good credit
 - Support a participant's ability to understand, evaluate, and compare financial products, services, and opportunities to make informed financial decisions
 - Educate participants about identity theft, ways to protect themselves from identity theft, and how to resolve cases of identity theft, and in other ways understand their rights and protections related to personal identity and financial data
 - Support activities that address the particular financial literacy needs of non-English speakers, including providing the support through the development and distribution of multilingual financial literacy and education materials

- Provide financial education that is age appropriate, timely, and provides opportunities to put lessons into practice, such as by access to safe and affordable financial products that enable money management and savings, and
- Implement other approaches to help participants gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high-quality, age-appropriate, and relevant strategies and channels, including where possible, timely and customized information, guidance, tools, and instruction
- ❖ Out of area job search assistance and relocation assistance
- ❖ Relocation assistance
- ❖ English Language acquisition and integrated education and training programs

Training Services

Training services are provided to equip individuals to enter the workforce and retain employment. Under WIA, participants were required to undergo a sequence of core and intensive services in order to receive training. WIOA clarifies that there is no sequence of service requirements in order to receive training. Training is made available to individuals after an interview, assessment, or evaluation determines that the individual requires training to obtain employment or remain employed. Training services may be made available to employed and unemployed adult and dislocated workers who:

- ❖ A One-Stop operator or One-Stop partner determines, after an interview, evaluation, or assessment, and career planning are:
 - Unlikely or unable to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
 - In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
 - Have the skills and qualifications to participate in training services.
- ❖ The training must be directly linked to the employment opportunities either in the local area or planning region, or in another area to which the individual is willing to commute or relocate.
- ❖ The participant is unable to obtain grant assistance from other sources to pay for the training, including other grants such as State-funded training grants, Trade Adjustment Assistance, and Federal Pell grants, or requires assistance beyond that available from other sources to pay for the cost of training.

Training services may include the following:

- ❖ Registered apprenticeships
- ❖ Occupational skills training, including training for nontraditional employment
- ❖ On-the-Job training:

- OJT is a type of training that is provided by a private, private-non-profit or public sector employer to a participant. During the training, the participant is engaged in productive work in a job for which he or she is paid, and the training provides the knowledge or skills essential to the full and adequate performance of the job. Positive features of OJT are: (1)The participant begins training as a permanent employee with the employer and is subject to the same conditions of employment as other similarly employed individuals; and (2)The participant starts earning a wage immediately and receives employer sponsored benefits when they are available; benefits such as health insurance, retirement, etc. (3)The participant receives training in a production setting, under appropriate supervision, gaining knowledge of the job and acquiring and applying occupational skills while performing on the job. Training time leads to greater proficiency in the occupation for which the training is being provided. Training contracts are directed at employers who are able to provide occupational skill training and full-time employment that leads to self-sufficiency for the participant. Employers must agree first to hire and then to train eligible WIOA participants. A training payment is provided to the employer to compensate for the extraordinary costs of training; extraordinary costs are those associated with workplace training and additional supervision. This includes those costs the employer has in training participants who may not yet have the knowledge or skills to obtain the job through an employer's normal recruitment process.
- ❖ 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
- ❖ Transitional jobs training, which is:
 - Time-limited work experiences that are subsidized and are in the public, private, or non-profit sectors for individuals with barriers to employment who are chronically unemployed and/or have an inconsistent work history;
 - Are combined with comprehensive employment and support services; and
 - Are designed to assist individuals with barriers to employment to establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry and retention into unsubsidized employment
- ❖ Job readiness training provided in combination with any of the aforementioned training services with the exception of registered apprenticeships
- ❖ 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 aforementioned training services, with the exception of registered apprenticeships and transitional jobs training
- ❖ Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

In most circumstances, an individual will receive training services through an individual training account. The selection of a training program shall be fully informed by the performance of relevant training providers and individuals must be provided with performance for all training providers who provide a relevant program.

Follow-up Services

Follow-up services must be provided, as appropriate, including counseling regarding the workplace, for adults or dislocated workers placed in unsubsidized employment, for up to twelve months after the first day of employment. Please refer to Section 2-11 for additional information about follow-up services and case management.

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

WIOA outlines a broader youth vision that supports an integrated service delivery system. This integrated vision includes creation of a career pathway for youth and repositions young people as an asset to employers with a need for skilled workers. Thus, the value of employers engaging within the youth workforce system is enhanced. Employers are critical partners that provide meaningful growth opportunities for young people through work experiences that give them the opportunity to learn and apply skills in real-world setting.

We are committed to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and developing into good jobs along a career pathway or enrollment in post-secondary education.

Young people with disabilities are highly eligible for these services. All youth with disabilities, ages 16 -24 who are not attending school, are eligible for out-of-school services. Youth with disabilities up to age of 21 are eligible for in-school services if they are low-income or meet other eligibility criteria.

WIOA provisions increase the focus on serving the most vulnerable workers. There are new opportunities for those that lack basic skills, lack work experience and have other barriers to success. 75% of local funds will be spent to provide workforce investment activities to out-of-school youth, aged 18-24 and not attending any school and met one or more additional at risk conditions.

We are providing to eligible youth assistance in achieving academic and employment success. We deliver effective and comprehensive activities, which include a variety of options including educational and skill competencies and provide effective connections to employers as the framework of our program design. GLBMW will ensure ongoing mentoring opportunities, in the work place and the community, for eligible youth with caring adults committed to providing such opportunities. These young adults will need continued supportive services to meet their goals. They will be given incentives for recognition and achievement of certain benchmarks outlined in their individual service strategy.

At least 20 percent of local Youth formula funds must be used for work experiences, such as summer and year-round employment, pre-apprenticeship, on-the-job training, or internships and job shadowing.

WIOA Youth providers may, when appropriate, partner with such agencies as Michigan Rehabilitation Services, Listening Ear, Community Mental Health, Parole and Probation Officers and the Department of Health and Human Services and Partnership. Accountability. Training. Hope. (PATH) to provide opportunities for youth with disabilities, those who are adjudicated or have additional barriers to success. Partnerships such as these will assist in reducing duplication of services, while targeting those who are most vulnerable.

On-going strategies will produce a long term supply of skilled workers and develop leaders in our communities. We are committed to providing evidence-based strategies that also meet the highest level of performance, accountability, and quality in preparing young adults for our local and regional workforce.

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

To avoid duplication of services, WIOA providers may partner with local adult education programs to provide employability skills, career exploration and development of a career ladder approach for ultimate success. GLBMW will work with the local Adult Education Office to determine if coordinating the delivery of GED preparation and other workforce services is feasible for each participant. Service will include;

- ✚ Instruction and tutorial assistance.
- ✚ Official GED practice test. GED ready.
- ✚ Information on potential postsecondary and career pathways.
- ✚ Counseling on preparing for and applying for college.
- ✚ Personal and job readiness skills development.
- ✚ Comprehensive information of college cost and financial aid.
- ✚ College and career assessments.

WIOA youth providers will refer non-completers to local adult or alternative education programs. When such programs are not available or not suitable, WIOA contractors may directly provide GED preparation classes.

Local College Access Networks (LCANs) are community-based college access coordinating bodies supported by a team of community and education leaders representing K-12, higher education, non-profit sector, government, business, and philanthropy. These organizations are committed to building a college going culture and dramatically increasing the college going/completion rates within the community.

GLBMW will work closely with the College Access Networks in our region. Activities will enable students to take significant steps towards entering college by providing assistance and building excitement.

In some areas of the region AE programs work closely with their local Michigan Works Agency to provide or locate the appropriate job training programs and resources for shared clients. AE and MWA collaborate to identify student needs and align services to meet student goals without duplication of services.

New this past year one AE program collaborated with their local MWA in order to provide Career and College Readiness Workshops for all students. MWA staff came on-site at AE to conduct some of the workshops, then AE provided transportation to the MWA office for the other sessions so that students were exposed to and familiar with the MWA office. The six different workshops covered topics such as: Michigan Works Services, ONET Skills and Interest Assessment, Online Employment Resources, Career Exploration, Resume Writing, Technology and Social Networking and how that can affect your employment, Interviewing and Career Planning. AE students are required to attend all six sessions prior to exiting AE. This collaboration will continue with workshops offered throughout the year and will be expanded to our areas of our region.

AE programs also collaborate with the Saginaw Chippewa Tribal College and Mid-Michigan Community College. In addition to providing ABE/GED/HSD instruction to concurrently enrolled SCTC students, the Saginaw Chippewa Indian Tribe is also referring non-graduate employees to obtain a GED or HSD. Completion may be measured by achievement on TABE &/or successful completion of GED/HSD credential.

10. 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.

GLBMW will provide appropriate supportive services to eligible program participants only when they are necessary to enable individuals to participate in WIOA activities. Any supportive service provided to remove a barrier (s) to enable an individual to participate in program activities including job acquisition and retention shall be documented in the participant's Individual Employment Plan (IEP) or Individual Services Strategy (ISS). All supportive services shall be recorded on the OSMIS. No supportive service be provided if the supportive service is readily available in a timely manner from

another source. Determination of appropriateness of and eligibility for supportive services will be based on an objective assessment performed by Michigan Works! Staff. Limits on amounts and duration will be based on local policy.

11. 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.

Transportation continues to be a barrier to employment for many individuals in Region 5. In an effort to reduce transportation as a barrier, we have started to collaborate with many other agencies. In September 2015, a group composed of representatives from Saginaw, Midland, Bay, Gratiot, Isabella, Gladwin, Arenac and Clare met to create a better structure for collaboration. Workshops were conducted to discuss transportation needs and to obtain information on possible strategies, projects, and services to improve regional mobility. The following stakeholders were involved:

- transportation planning agencies,
- public transportation providers,
- public transportation associations,
- local and regional mobility managers,
- regional 2-1-1 contact centers,
- MichiVan and local rideshare offices,
- private transportation providers,
- nonprofit transportation providers,
- volunteer transportation providers,
- past or current organizations funded under Section 5310, JARC, and/or the New Freedom Programs,
- workforce development agencies,
- human service agencies,
- advocacy organizations,
- healthcare organizations,
- nonprofit human service providers,
- job training and placement agencies,
- housing agencies, healthcare facilities, mental health agencies, and
- economic development agencies,
- faith-based and community-based organizations,
- employers and the representatives of the business community,
- local or state officials and elected officials, and policy analysts.

The group discussed previous work between MDOT and the regional planning agencies. Topics were focused on unmet transportation needs in the region. Other issues involved services, marketing, coordination, land use, policy changes, and coordination. The group identified the following needs as being the most important to improve mobility in the region: expanded and improved services, improved and expanded outreach, marketing

and education, improved coordination and connectivity, additional funding, and capital improvements. To assist in outreach and planning efforts, a project website was established at <http://www.kfhgroup.com/michigan/statewidetransitplan.html>. The following counties are served by public transit:

- Arenac (Arenac Dial-a-Ride and Bay Metropolitan Transportation Authority)
- Bay (Bay Metropolitan Transportation Authority)
- Clare (Clare County Transit Corporation)
- Gladwin (Gladwin County Transportation)
- Gratiot (City of Alma Dial-a-Ride Transit)
- Isabella (Isabella County Transportation Commission)
- Midland (City of Midland Dial-a-Ride and Midland County Connection)
- Saginaw (Saginaw Transit Authority Regional Services)
 - Several government and non-profit agencies provide transportation services to qualified individuals using their services.
 - Arenac County (Region IX Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Bay County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Clare County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Gladwin County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Gratiot County (Gratiot County Commission on Aging- Provides adults age 60 years and up with transportation to medical appointments. The cost is \$4.00 per 20 miles.
 - Mid-Michigan District Health Department (Gratiot County) – Offers transportation to medical appointments for families with children with special needs.
 - Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Isabella County (Isabella County Commission on Aging- Through the Escort Driver Program, volunteer drivers are able to use their own vehicle to transport senior adults to doctor appointments, medical facilities, or food sites.
 - Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)
 - Midland County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities.)

- Saginaw County (Region VII Area Agency on Aging- A regional planning, advocacy, and administrative agency that provides transportation for seniors to stores, doctor appointments, and community facilities)

Several Taxi Services are also available:

- ✓ Bay County Taxi
- ✓ A Greater Bay Cab Co.
- ✓ Errands Unlimited
- ✓ Taxi Saginaw
- ✓ At Your Service Transportation
- ✓ Needham
- ✓ Yellow Checker Cab
- ✓ U Ride
- ✓ Mt. Pleasant Cab Co. and Chippewa Cab

The 2-1-1 system will be used for identification and acquisition of available supportive services in the local area. This confidential and comprehensive resource is free of charge to all who are seeking assistance. In addition, if such documents exist locally, a Community Resource Directory will be on hand in the Service Centers for patron use. Whenever possible, GLBMW staff will participate in local Collaborative Councils or similar community based organizations made up of area human services agencies. To assist in the coordination of supportive service provision, a referral system will be used for WIOA and other program participants that will minimize the possibility of duplication of services.

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

GLBMW has no per participant funding cap. A description of the WIOA plan 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 have been provided throughout the plan in the appropriate sections. Great Lakes Bay Michigan Works have reviewed and agree to all Assurances, General Provisions, Policy Provisions and Responsibilities of the following Programs:

- Common Assurances – All WIOA Core Programs
- Title I-B Assurances
- Wagner-Peyser Assurances
- Adult Education Family Literacy Act Program Certifications and Assurances
- Vocational Rehabilitation Certifications and Assurances

13. A description of how the local board will coordinate the WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II.

This description shall include how the local board will carry out the review of local applications submitted under Title II consistent with the WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232.

Representatives from Adult Education are represented on the local Workforce Development Board. The Talent District Career Council (TDCC) which acts as an advisory to the WDB on educational matters also requires representation from Adult Education matters. We will work with the TDCC to develop a strategy that aligns services for adult education learners, out of school youth and low income adults that provide contextualized learning and career pathways. Collaborations with Adult Education, post- secondary and GLBMW should not only occur through the TDCC meetings but involve increased collaborations to align policies and build on these new and innovative approaches.

WIOA calls for customer-focused services based on the needs of the individual participant. This includes the creation of career pathways for youth in all title I youth programs, including a connection to career pathways as part of a youth's individual service strategy in the youth formula-funded program. In addition, many services under title I youth programs are based on the individual needs of participants. WIOA also calls for this population to be intimately involved in the design and implementation of services so the youth voice is represented and their needs are addressed. Adult Ed and GLBMW will collaborate to identify these needs and align services to provide career exploration, resume writing, financial literacy, and personal skills assessments. There will also be joint efforts to aligning a student's interest to job training programs. Bay Arenac Intermediate School District is the fiscal agent for Adult Education funding in our region and they be solely responsible for reviewing local applications and will make recommendations for funding.

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

All MOUs will be submitted to the Workforce Development Agency, State of Michigan once complete.

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

Through an inter-local agreement under Michigan’s Urban Cooperation Act of 1967, the Counties in the Great Lakes Bay Michigan Works! Area have designated the County Consortium Board (and therefore it’s Chairperson) as the “Chief Elected Official” and therefore the grant recipient for purposes under the Workforce Innovation Opportunity Act (WIOA). The County Consortium Board has further designated Saginaw County as its fiscal agent “to assist with administration of grant funds” as allowed by the WIOA. Both the designation of the grant recipient and the fiscal agent are subject to change at the discretion of the County Consortium Board.

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

Great Lakes Bay Michigan Works (GLBMW) utilizes the Competitive Proposal method of procurement to award sub-grants and contracts for Workforce Innovation Opportunity Act (WIOA) Title I activities. Proposals for sub-grants and contracts are evaluated based on factors stated in the Request for Proposal Document (RFP) that focus on a bidders approach, program design, outcomes, innovation, coordination, experience and price. GLBMW will perform an independent estimate of the cost/price prior to receiving proposals. GLBMW will publicize notice of the RFP publicly. GLBMW will use a written evaluation method to score proposals in order to select the proposal that is most advantageous to the program. GLBMW recommends to its board prospective bid winners, and the board selects the bid winner and authorizes GLBMW administration staff to negotiate a contract that is most advantageous to the program.

GLBMW can use the Noncompetitive Proposal method as a last resort when other procurement methods resulted in only a single bidder or when other procurement methods prove to be inadequate.

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

Detailed guidance is pending from one or more federal partners regarding data definitions, sources, validation, and submission requirements. The Workforce Development Agency, which oversees the WIOA Title 1 Adult, Dislocated Worker, and Youth programs, WIOA Title II Adult Education and Family Literacy, and Title III Wagner-Peyser, will work with the Michigan Department of Health and Human Services and Licensing and Regulatory Affairs which oversees the WIOA Title IV Vocational Rehabilitation program (Michigan Rehabilitation Services and Bureau of Services for

Blind Persons respectively), to adopt joint performance reporting requirements as outlined in the WIOA Act Section 116. Joint performance measures for the WIOA will consist of six customer outcomes specific to core indicators of performance and employer (customer) satisfaction by program.

The WIOA performance measures serve as indicators to track progress toward meeting the state's goals and vision for the workforce investment system. The state uses the performance accountability system to assess the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize the return on investment of WIOA funds. Both the WIOA and Wagner-Peyser performance are tracked in the One-Stop Management Information System. Reports detailing performance on all performance measures are published quarterly for all local areas. These reports allow the state and local areas to monitor performance outcomes in order to establish trends and identify measures requiring corrective action. Furthermore, performance data is available at the contractor level.

The state will determine the level of the performance goals for all core programs. Instructions are issued to all local areas to provide the state with recommended performance levels for all measures for the applicable Program Year. These recommended levels must be both reasonable and defensible given prior performance levels and anticipated economic developments. The state will request documentation for any performance level significantly below prior levels. The state will compile local level recommended performance levels into a statewide level. The state will request a revised state level performance goal if a significant difference exists between the compiled levels and the previously negotiated levels.

Each local area is subject to the same primary indicators of performance for all core programs that apply to the state. Local areas that fail to meet adjusted levels of performance for the primary performance indicators for any program year will receive technical assistance. Technical assistance may include:

1. Assistance in the development of a performance improvement plan
2. Development of a modified local or regional plan
3. Other actions designated to assist the local area in improving performance.

If failure to meet the same performance measure(s) continues for a third consecutive program year, the state takes corrective action(s). The local area's circumstances will be reviewed on an individual basis, taking into consideration the nature of the problem and the technical assistance activities undertaken to correct the problem during the prior program year. Based on this review, a corrective action plan, including a timetable is developed.

Additionally, Michigan has implemented a Workforce System Dashboard that provides information on key performance measures in aggregate, which is then further broken out by each of our local service delivery areas.

18. 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.

Great Lakes Bay Michigan Works! has a history as a high performing Workforce Board, recognized by the National Association of Workforce Boards as the most innovative Board in the nation in 2011 and recipient of the first-ever Connect Award at the Governor’s Economic and Education Summit in 2014. With our recent consolidation and continued evolution into a new 5-County Michigan Works! Agency, we will strive to remain a high-performing Board.

In addition to working toward achievement of all federal and state required performance measures, Great Lakes Bay Michigan Works will work to establish performance metrics that provide a deeper picture of its performance. In the past, Great Lakes Bay Michigan Works developed a set of performance metrics designed to show the economic impact of its programs. For continuous improvement purposes, we were able to compare those metrics to 1) how the state as whole and other Michigan Works! Agencies were performing, and 2) how current Great Lakes Bay Michigan Works performance compared to the prior year.

In this first year of our new 5-County Michigan Works! Agency our economic-impact/continuous-improvement performance metrics will be a work in progress as we assimilate two different operational cultures. This is especially true because we will only have 9-months of data for two of the 5 Counties by the end of the 12-month program year.

Great Lakes Bay Michigan Works maintains 5 one-stop centers: Alma, Bay City, Midland, Mt. Pleasant, and Saginaw. Great Lakes Bay Michigan Works will allocate one-stop infrastructure funds based on the historical and projected actual costs of each Center. This will help assure continued, high-performing services throughout our 5-County area.

Great Lakes Bay Michigan Works one-stop partners are organizations such as Michigan Rehab Services, Adult Education, Literacy Council, Small Business Development Center, and many others. In general, the roles and contributions of our one-stop partners include cross referrals of potential program participants, and

coordination of services to avoid duplication and assure maximization of efficiencies. It is anticipated that each partner will bear the cost of its own services without relying on funding from another partner. It is also anticipated that partners who are not located in any of our one-stop centers will not be asked to support the cost of those centers. Partners located in a one-stop center will be asked to share the cost of the center in one of two ways: 1) through a lease agreement in which their rent payment covers their share of the center's costs; or 2) through a lease agreement that describes the partner's in-kind contributions. Great Lakes Bay Michigan Works shall determine which type of lease is appropriate on a case-by-case based on such factors as history, amount of space used, and value of potential in-kind services, etc.

19. 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.

Contracts for services will be used instead of Individual Training Accounts (ITAs) only when providing on-the-job training, customized training, incumbent worker training or transitional jobs.

- Coordination between training service contracts and individual training accounts.

In the event when a training service contract and an ITA is necessary it will be coordinated by the Career Planner.

- 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.

Great Lakes Bay Michigan Works (GLBMW) shall ensure that customers have a selection of high-quality training providers whose training will lead to employment. We provide ITA participants with a list of eligible training providers from which ITA participants can select the provider that most meets their workforce goals. Participants are able to compare training providers to make an informed choice based on the training providers past performance and placement rate as required by WIOA sec. 122 (d) (e)(h).

20. 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.

Great Lakes Bay Michigan Works (GLBMW) will publish plans in accordance with the Workforce Innovation and Opportunity Act (WIOA) Notice of Proposed Rulemaking 20 CRF Section 679.550 (b) and 679.550 (b) (5) and WIOA Section 108 (d) of the Act. The WIOA Regional and local 4-Year Plan will be available for 30 days prior to the submission to the Workforce Development Agency (WDA), State of Michigan for approval.

The proposed plan will be made available; and

- a.) Such plans will be made available for review, comment and input into:
 - i. Member of the regional and local boards, key stakeholders, chief local elected officials, one-stop partners, service providers, community and faith based organizations, education, representatives of business, labor organizations and members of the public.
 - ii. The public through such means as public hearings and local news media

- b.) The regional and or local board will submit any comments that express disagreement with the plans to the WDA along with the plan.

The GLBMW Workforce Development Board will make information about the plan available to the public on a regular basis through open meetings. The local plan will include a reference as to where and how copies of the complete plan can be obtained.

21. 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.

Great Lakes Bay Michigan Works (GLBMW) will continue to conduct statewide labor exchange via Pure Michigan Talent Connect and continue to track information through the use of the Workforce Development Agency, State of Michigan One-Stop Management Information System (OSMIS) or other state-approved centralized, integrated management information system that's capable of allowing shared access to participant records among service delivery programs and partners.

The combination of the state OSMIS system plus the G*STARS system, (G*STARS is a self-service tracking that saves staff time by automating data collection and increasing data accuracy for services, visits, workshops classroom attendance and surveys) which allows GLBMW to currently have a technology enabled intake and case management information system. The State of Michigan is in the process of upgrading the OSMIS system to make a single system for both intake and case management system. G*STARS is currently used in Saginaw, Midland, and Bay counties and is being considered in Gratiot and Isabella counties.

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

Great Lakes Bay Michigan Works has established the following priority of service procedures pursuant to 38 United States Code (U.S. C.). 4215 for all its Employment and Training Administration workforce programs.

GLBMW shall provide priority of service to veterans and certain spouses of veterans who qualify as "covered persons." Under the Workforce Innovation and Opportunity Act, veterans and eligible spouses receive priority of service in all U.S. Department of Labor-funded employment and training programs. Consistent with TEGL 26-13, the definition of "eligible spouse" includes same-sex spouses.

Priority of service is in effect at all times, not just when funds are limited. Priority is given in the following order:

1. First, to veterans and eligible spouses who are funded in the groups given statutory priority for WIOA Adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skill deficient would receive first priority of services with WIOA adult formula funds.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the WIOA's priority groups.
3. Third, to veterans and eligible spouses who are not included in the WIOA's priority groups.
4. Last, to non-covered persons outside the groups given priority under the WIOA

The statutory requirement applies to Adult program funds for individualized career and training services. Funds allocated for the Dislocated Worker program are not subject to this requirement.

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

Great Lakes Bay Michigan Works (GLBMW) will coordinate all Workforce Innovation and Opportunity Act activities with Statewide Rapid Response activities to provide additional assistance to GLBMW local areas that experience disasters, mass layoffs, plant closures or other events that precipitate substantial increases in the number of unemployed individuals, carried out in GLBMW local areas by the Workforce Development Agency (WDA), working in conjunction with GLBMW local Workforce Development Board's (WDBs) and the Chief Elected Officials (CEOs) for GLBMW local areas.

24. A description of Rapid Response activities.

Rapid Response (RR) activities encompass activities necessary to plan and deliver services to dislocated workers to facilitate a relatively quick and unencumbered transition to employment or training, following either a permanent closure or mass layoff, or a

natural (or other) disaster resulting in a mass job dislocation. The State (WIOA Title I Section) is responsible for providing RR activities.

The WIOA Title I Section Staff are 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 WIOA Title I Section monitors media reports and uses a network of local contacts, such as the MWAs, state and local economic development officials, the Michigan Economic Development Corporation, union officials, United Way, and other partners to identify plant closings or layoffs.

- Services included as part of the Rapid Response 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; Trade Adjustment Assistance, if applicable; special population services (Michigan Rehabilitation Services, Veterans' services); and local/community services (United Way, 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 Unemployment Insurance Agency 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 BWP Policy Issuance (PI) 06-12, "Establishment of Labor Management Committees, also known as Joint Adjustment Committees (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 TEN 9-12. 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 WDA 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. 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 WDA reserves the right to award SAGs with specific terms and conditions, including demonstration that the SAG aligns with the MICA, an obligation to spend all or part of the SAG by the end of the PY in which it was granted, or other time period as determined by the WDA.
- e. National Dislocated Worker Grants (NDWGs) are another form of assistance provided to dislocated workers. NDWGs are discretionary grants awarded by the Secretary of Labor to provide employment-related services for dislocated workers in specific circumstances. The WDA and local MWAs work together to develop the application and project design for a NDWG, in response to a specific dislocation event.
- g. MWAs shall develop a policy describing how the local WDB will coordinate workforce investment activities carried out in the local area with the aforementioned statewide Rapid Response activities provided by the WDA 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. In addition to the general Rapid Response

elements listed under the subsections above, the policy must include, but is not limited to the following actions:

In accordance with WIOA, Section 134 (2)(A) and 20 Code of Federal Regulation (CFR) 682.300 to 682.330, Great Lakes Bay Michigan Works Rapid Response program will encompass activities necessary to plan and deliver services to enable Dislocated Workers to transition to new employment as quickly as possible. A coordinated response will assess the extent of the dislocation event, the urgency of the situation, and any existing efforts to assist the employees that might already be underway. A dislocation event will be defined as either a permanent closure or mass layoff, or a natural (or other) disaster resulting in a mass job dislocation.

In addition, Great Lakes Bay Michigan Works will comply with the following actions. A local Rapid Response policy is currently under development and will be submitted to the WDA upon completion.

- i. A listing of the name of the person, title, mailing address, E-mail 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 Rapid Response, 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 WDASOM 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 DW 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.).