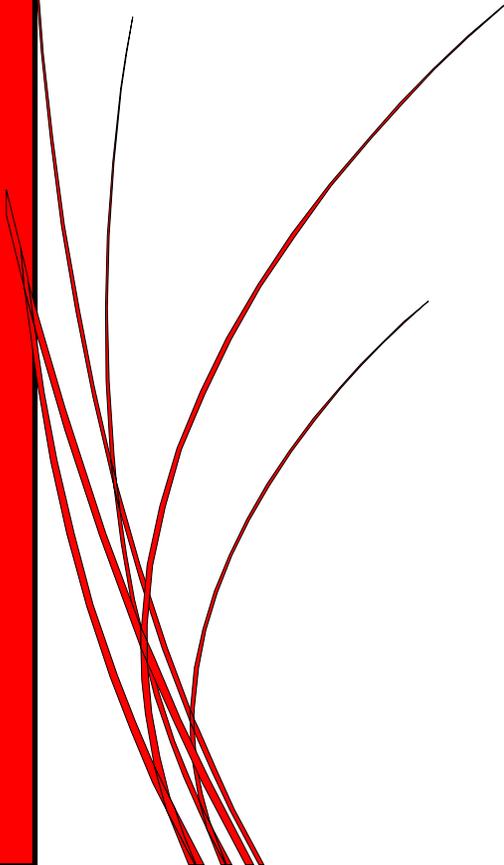


6/23/2017

# WIOA

*Regional Plan*

PY 2016-2019



**Great Lakes Bay Michigan Works!**

**SECTION I - REGIONAL PLAN**

- 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 **Great Lakes Bay Michigan Works! (GLBMW!) regional plan.**

This reform promotes a shared understanding of the workforce needs within each region and 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 the approaches called for within WIOA requires robust relationships across programs. WIOA requires Regional and Local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Regional and Local plans.

**East Central Michigan Prosperity Region 5 is served by two local Michigan Works Agencies (MWAs). Great Lakes Bay Michigan Works! services 5 out of the 8 counties, which include: Saginaw, Midland, Bay, Isabella, and Gratiot counties. Michigan Works!**

**Great Lakes Bay Michigan Works!** 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 provide 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**

<b>Type of Event</b>	<b>Title of Event</b>	<b>Date</b>
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
Survey	Survey to Core Partners, WDB, and LEO members	5/02/2016

**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 Prosperity Region 5 workforce is important, as is an understanding of the characteristics of regional jobs by industry and occupation, and the potential future sources of these jobs. The following section provides information on recent payroll job trends in the region, 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 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 Prosperity Region 5 saw private sector jobs expand by 12,120 or 7.2% since 2009, largely fueled by a 5,430 job expansion in Manufacturing and 4,730 job expansions 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 Prosperity Region 5’s Payroll Jobs**

- In 2015, Trade, Transportation, and Utilities was the region’s largest industry, employing just over 20% 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 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 **GLBMW!** on a number of indicators, both in the short and long run. Most of the sectors that 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 (until 2015) and pay well. These are occupations that are showing high real-time demand today; are projected to continue to grow (until 2015); and offer a relatively high wage.

### **Great Lakes Bay Michigan Works! 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 include 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, Computer Numerical Control (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 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 **GLBMW!** 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 **GLBMW!**

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 Occupational Therapists, Registered Nurses (RNs), Social Workers, and Surgical Technicians.

The Construction industry is attempting to hire at a rate that outpaces 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, Heating Ventilation Air Conditioning (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.

### **High-Demand and High-Wage Occupations**

- Industrial Machinery Mechanics is among the top 15 high-demand, high-wage occupations in East Central Michigan Prosperity Region 5. 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%, 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 **GLBMW** is expected to increase by **10,904** or **5.0** percent. 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 the region 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
<b>Total, All Occupations</b>	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

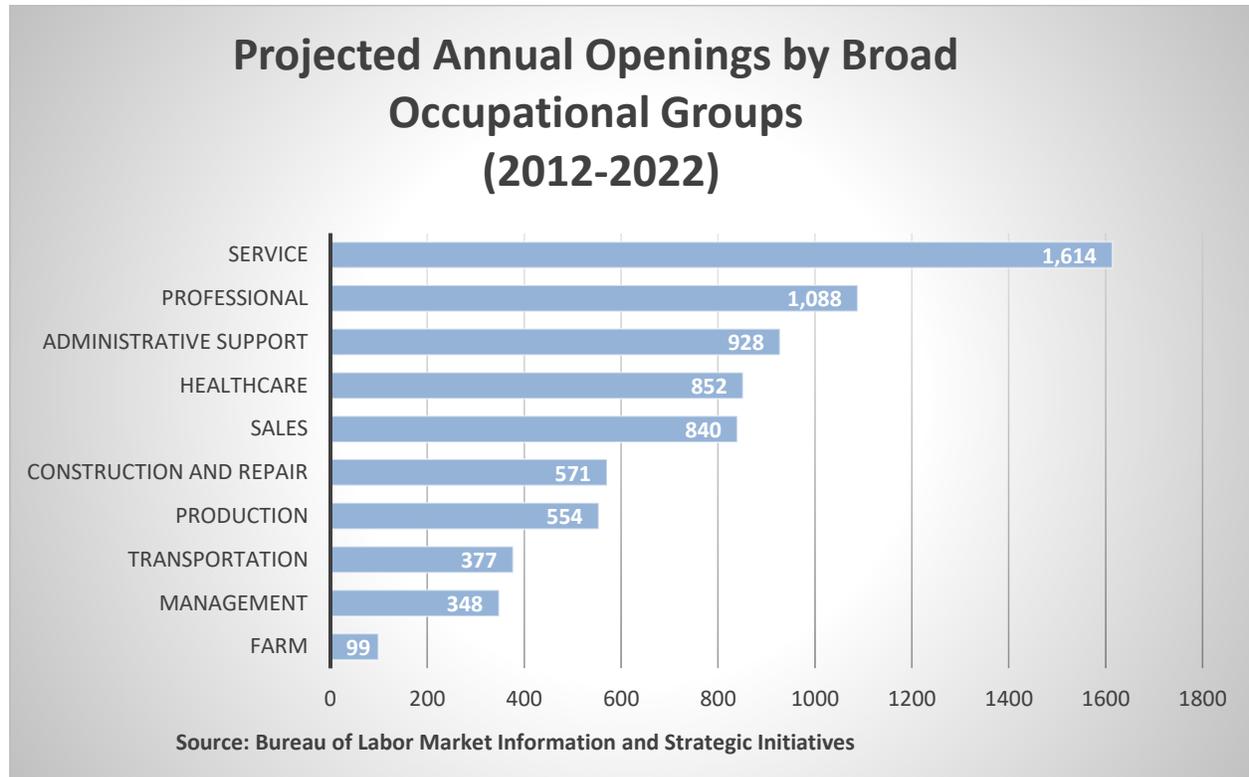
- Employment in almost all occupational groups in **GLBMW!** is projected to grow below the statewide average through 2022.
- Three groups of occupations are expected to account for over half of the **10,904** new jobs in **GLBMW!**

- 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 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 a minimum of 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% for the region.
- The Installation, Maintenance, and Repair Occupations reported an overall increase of 790 or 7.9% between 2012 and 2022 for the region. 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 the region. Growth in the Team Assemblers, Computer-Controlled Machine Tool Operators, Metal and Plastic, Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic also reported an overall increase. 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 region 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 **GLBMW!** was estimated at **494,836**, accounting for **5.0%** of the total statewide population of 9,922,576.
- While the **GLBMW!** lost nearly one percent of its population from 2009 to 2015, the state as a whole dropped **5.0%** percent of its population over the same period. The regional reduction amounts to **4,320** fewer residents in 2015 than in 2009.

- Population gains were registered in two counties in the region from 2009-2015: Isabella (+3,522, +5.2%) and Midland (+1,084, +1.3%) Counties. *See Table 1.*

**Table 1 - Population Trends 2009 - 2015 GLBMW!**

Area	2009	2011	2013	2015	2009-2015 Numeric Change	2009-2015 Percent Change
<b>GLBMW!</b>	499,156	502,826	499,647	494,836	-4,320	-0.87%
Bay	107,434	107,477	106,936	105,659	-1,775	-1.7%
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	-6,743	-3.4%
Michigan	9,969,727	9,875,736	9,898,193	9,922,576	-47,151	-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. However, the age group that experienced the greatest decrease (-7.7%) in both the region and the state was 15-19 years old.
- In an interesting departure from the statewide trend, the African-American 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 percent. 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 **GLBMW!** labor force was measured at **241,673** in 2010. By 2015, it was at **237,662**, representing a reduction of **1.7** percent. Over the same period, the labor force in Michigan declined by 1.0 percent. *See Table 5.*

**Table 5 - Labor Force Trends 2010 - 2015 GLBMW!**

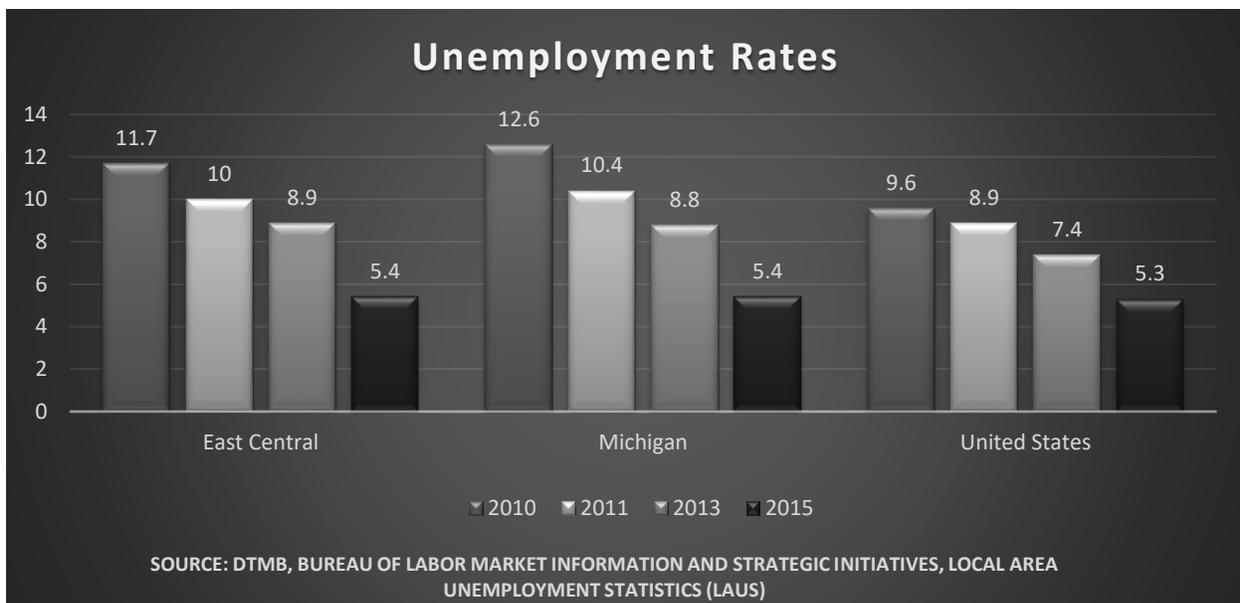
Area	2010	2011	2013	2015	2010-2015 Numeric Change	2010-2015 Percent Change
<b>GLBMW!</b>	234,671	231,111	230,604	231,038	-3,633	-1.55%
Bay	54,666	53,330	53,318	53,075	-1591	-2.9%
Gratiot	19,544	19,081	18,545	18,399	-1145	-5.9%
Isabella	35,522	34,911	35,050	35,402	-120	-0.3%
Midland	41,219	40,874	40,983	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)						

- Since 2010, employment in **GLBMW!** increased by 5.0% from 214,447 to 225,351. 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 6.**

**Table 6 - Employment Trends 2010 - 2015 GLBMW!**

Area	2010	2011	2013	2015	2010-2015 Numeric Change	2010-2015 Percent Change
<b>Great Lakes Bay Region</b>	214,447	215,243	216,957	225,351	10,904	5.08%
Bay	48,347	48,050	48,611	50,173	1,826	3.78%
Gratiot	17,233	17,157	16,858	17,390	157	0.91%
Isabella	32,046	31,976	32,495	33,789	1,743	5.44%
Midland	37,196	37,438	37,806	39,620	2,424	6.52%
Saginaw	79,625	80,622	81,187	84,379	4,754	5.97%
Michigan	4,194,000	4,198,000	4,311,000	4,493,000	299,000	7.13%
United States	139,064,000	139,869,000	143,929,000	148,834,000	9,770,000	7.03%
Required: WIOA Act, Section 108 (b)(1)(C)						
Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Local Area Unemployment Statistics (LAUS)						

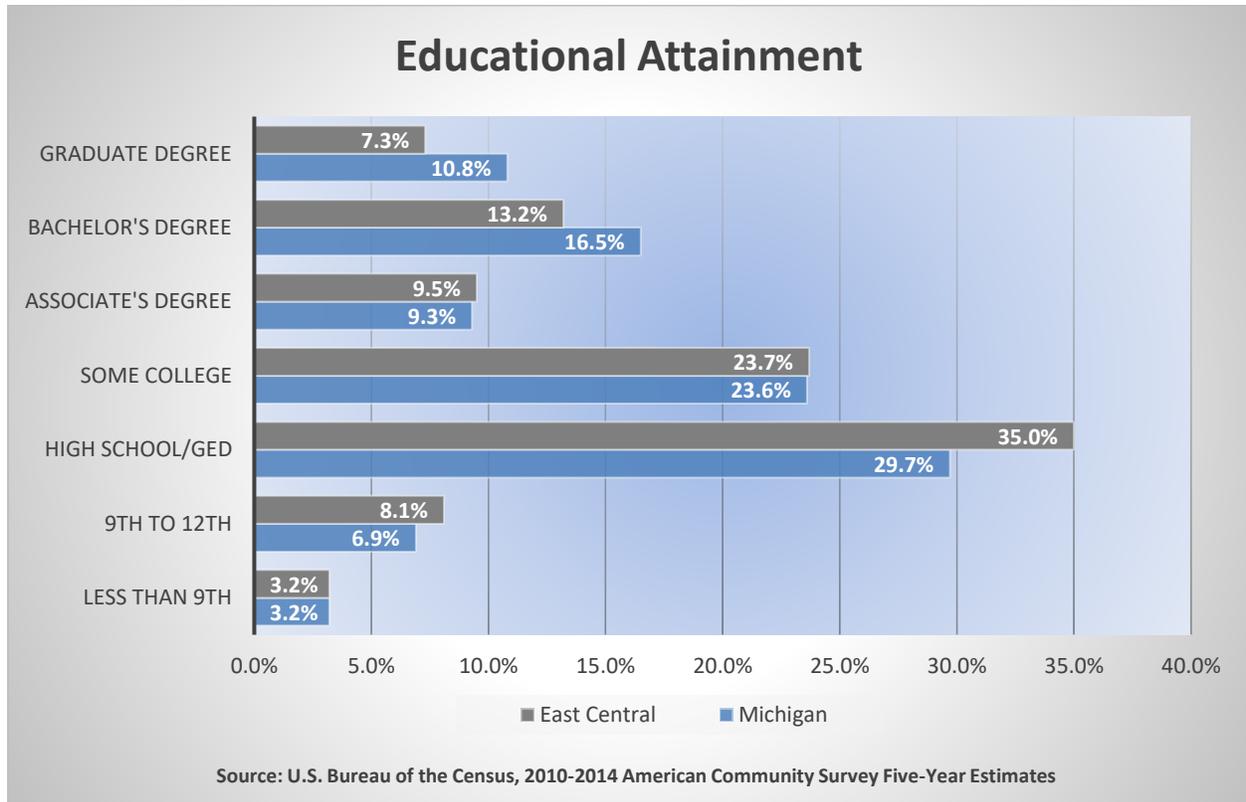
- The unemployment rate in **GLBMW!** followed state and national trends, dropping significantly between 2010 and 2015. In 2010, the percent of those unemployed was at 11.3 percent. By 2015, the number of unemployed individuals decreased by 6.3 **percentage points** to 5.0 percent. Arenac County reported a 8.4% decrease in the labor force.
- According to estimates from the U.S. Census Bureau, there were more males than females participating in the labor market in the region. 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, regional unemployment rates are nearly equal for almost all demographic categories. Two or more races have the unemployment rate between 2010-2014 at 25.1 percent. 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 Prosperity Region 5's educational attainment is based on the number of residents 25 and older with various educational levels. There are fewer residents with a Bachelor's degree or higher (or 234,300 residents) in the region at 20.5% versus 27.3% statewide. *See Chart E.*
- 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 4,930 students graduated from High School in 2011 in the GLBMW! A total of 4,400 was reported in 2014, a decrease of 530 students.
- The number of Community College graduates in the GLBMW! decreased by 661 graduates between 2011 and 2014.
- The number of Career Technical graduates in the East Central Region decreased by 250 graduates between 2011 and 2014.
- The number of Adult Education graduates in the East Central Region increased by 93 graduates between 2011 and 2014.



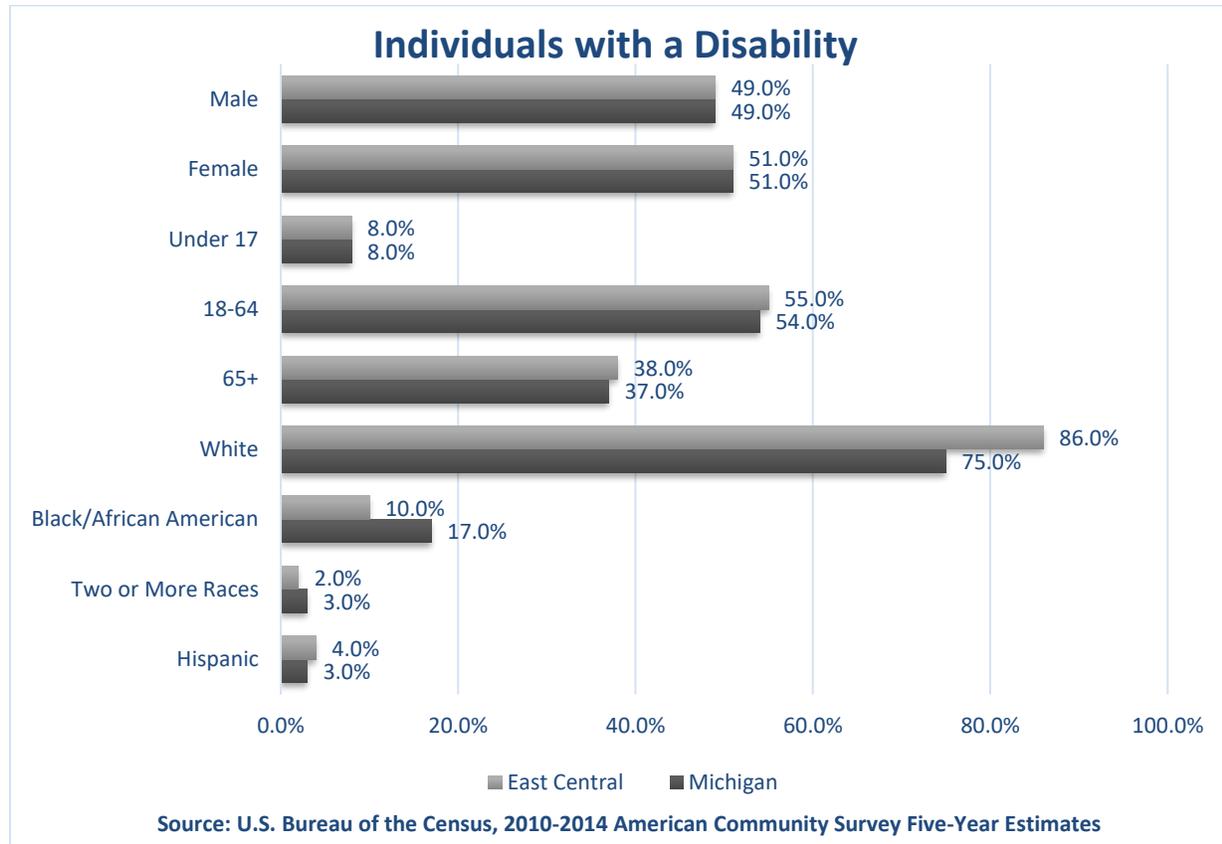
See Chart E

### 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 Prosperity Region 5 report a disability. About 38% of them were 65 years of age and older. The demographic characteristics of individuals with disabilities in the region 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%, participation among individuals with

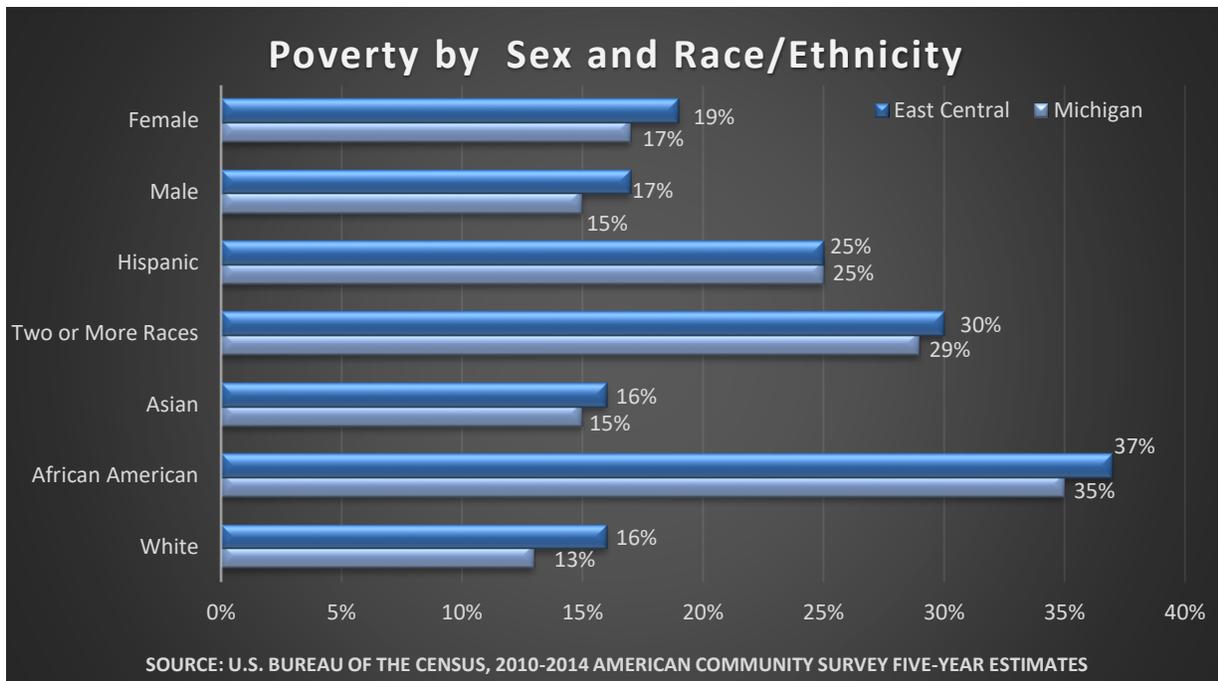
disabilities is lower than that for those with no disability (67%). When active in the labor market, individuals with disabilities face higher joblessness, with unemployment rates measuring 13.5%, nearly double the 7% reported for those with no disability. *See Chart F.*



**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 Prosperity Region 5. That is 2.2% above the state poverty rate.
- Most racial groups have a higher regional poverty rate than the 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, African Americans, individuals of two or more races, and those of Hispanic ethnicity have poverty levels 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

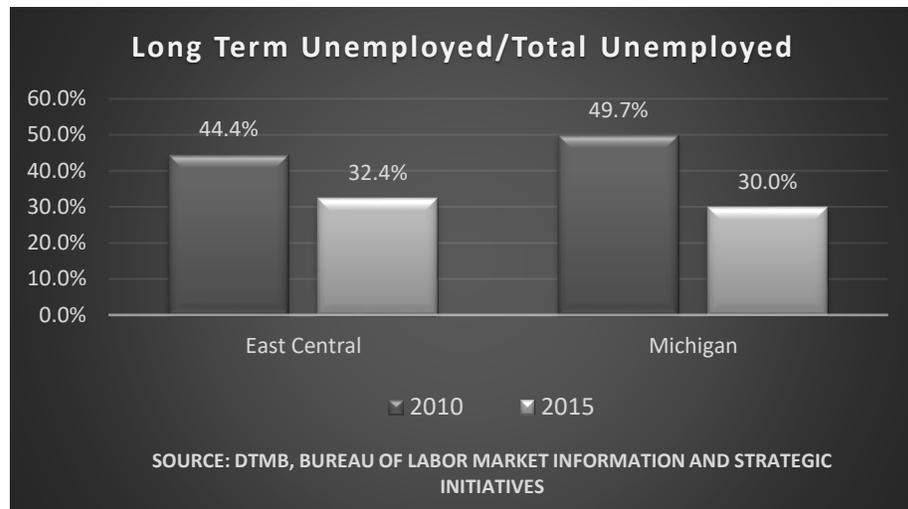
- The number of older workers, defined as those 55 years of age and older, staying active in the labor market has been on the rise, particularly after the 2009 financial crisis that depleted some retirement investments.
- In East Central Michigan Prosperity Region 5, the labor force participation rate 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 the region and Michigan as a whole over this period.

### Individuals with Limited English Ability

- The population in the region was estimated at 565,814. Of that total, 2,833 or 0.5% individuals have limited English speaking proficiency.

### Long Term Unemployed

- Long-term unemployment remains an issue in Michigan and in **GLBMW**!, 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 **the region** 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*

### One in Five **GLBMW!** Jobs Will Require a Bachelor's Degree by 2022

- By 2022, nearly half of all **GLBMW!** 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 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

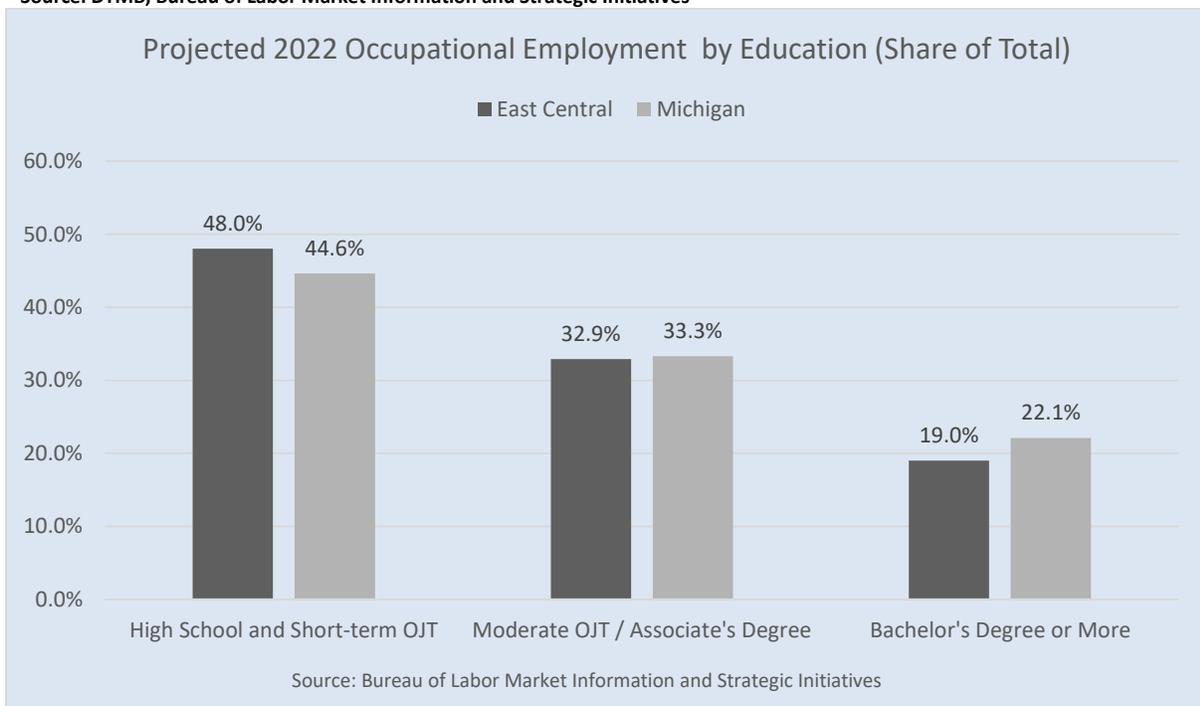
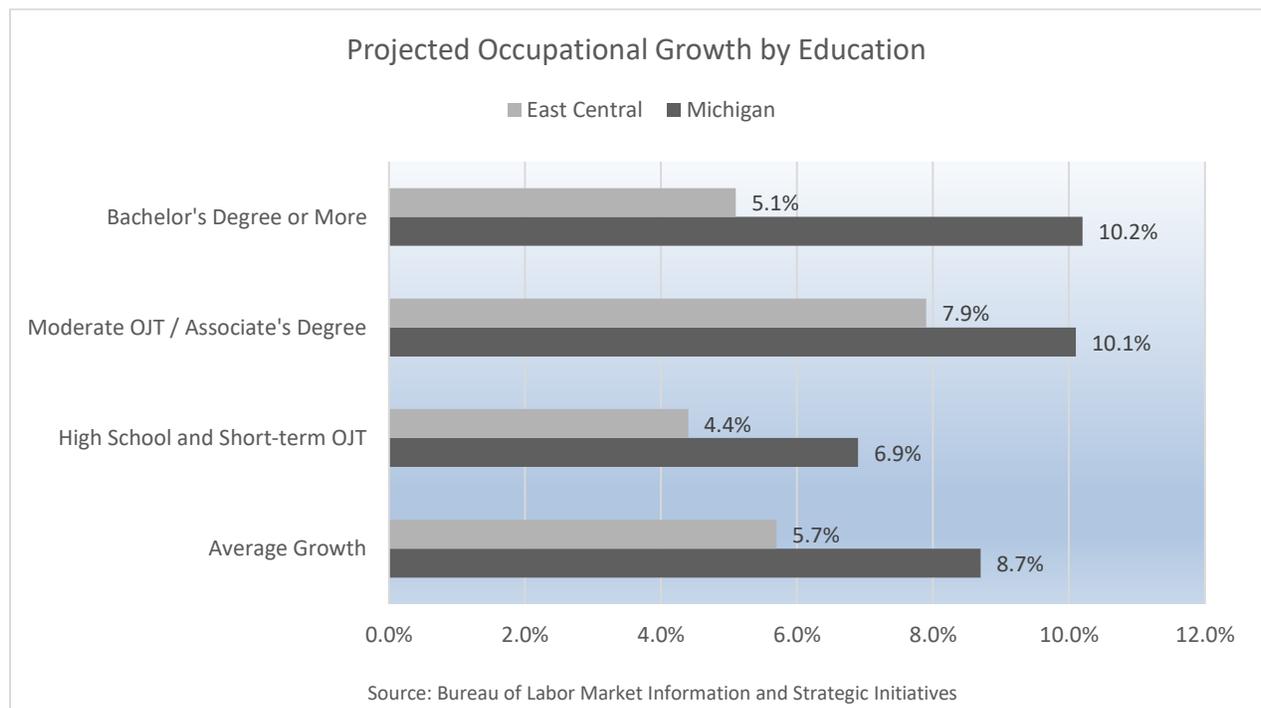


Chart I

**At All Levels of Education and Training, GLBMW! 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% less than occupations requiring some post-secondary training. GLBMW! 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 state 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 boasts 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 **GLBMW!** 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 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 preventative healthcare measures.

#### **Knowledge:**

- Medicine/Dentistry, Customer/Personal Service, Psychology, English Language and Education/Training

#### **Skills:**

- Active listening, Social Perceptiveness, Service Orientation, Speaking and Coordination

#### **Abilities:**

- Oral Comprehension, Oral Expression, Problem Sensitivity, Deductive/Inductive Reasoning

#### *Tools and Technologies and Certifications*

- Tools and technologies related to nursing include several that help 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 & Technologies**

- Acute Care Monitoring Units, Endoscopes, Microsoft Office Medical Software

### **Certifications**

- Acute Care Nurse Practitioner, Certified Registered Nurse First Assistant, 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:**

- Mechanical, Engineering/Technology, Production/Processing, English Language, and Mathematics

#### **Skills:**

- Equipment Maintenance, Repairing, Operation Monitoring, Troubleshooting, and Operation/Control

#### **Abilities:**

- Arm-Hand Steadiness, Manual Dexterity, Control Precision, Finger Dexterity, and 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 & Technologies**

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

### **Certifications**

- Plant Maintenance Technologist, Level 1 Lubricant Technician, IA Certified Control Systems Technician, Certified Metalworking Fluids Specialist, and 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 the management occupation. This includes strategic planning, customer needs assessment, and procedures for personnel recruitment.

#### **Knowledge:**

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

#### **Skills:**

- Active Listening, Coordination, Monitoring, Social Perceptiveness and Speaking

#### **Abilities:**

- Oral Comprehension, Oral Expression, Problem Sensitivity, Speech Clarity and 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 Technologies:**

- Photocopiers, Scanners, Accounting Software, Analytical or Scientific Software, and Customer Relationship Management Software

#### **Certifications:**

- Certified Cost Technician, Certified Revenue Cycle Professional, Certified Hospitality Trainer, Certified Lodging Security Director and Energy Efficiency Management Certificate

### Accountants and Auditors

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

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

**Knowledge:**

- Economics/Accounting, Mathematics, Computers/Electronics, and English Language

**Skills:**

- Active Listening, Reading Comprehension, Critical Thinking, and Active Learning

**Abilities:**

- Written Comprehension, Mathematical Reasoning, Oral Expression, Deductive/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.

**Tools and Technologies:**

- Calculators, Computers, Accounting Software, Analytical or Scientific Software, Enterprise Resource Planning Software, and Financial Analysis Software

**Certifications:**

- Accredited Business Accountant, Accredited Tax Preparer, Certified Treasury Professional Associate, Internal Auditor, Certified HACCP Auditor, and Certified Quality Auditor

**Dentist 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 healthcare measures.

**Knowledge:**

- Medicine/Dentistry, Customer/Personal Service, English Language, Psychology and Biology

**Skills:**

- Speaking, Active Listening, Critical Thinking, Judgement/Decision Making, and Monitoring

**Abilities:**

- Near Vision, Problem Sensitivity, Oral Comprehension, Oral Expression and Finger Dexterity

*Tools and Technologies 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 Technologies:**

- Dental Lasers, Dental Probes, Dental Scalers, Accounting Software, Medical Software, and Microsoft Office

**Certifications:**

- Certified Dental Technician and Board Certified in Biofeedback

- ***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.***

Secondary education is a strength in the region. Dropout rates have been declining, and there is an increasing focus on Career and Technical Education. Gratiot Isabella RESD and Bay Arenac ISD operate outstanding Career and Technical Education Centers. Saginaw Schools operates the Saginaw Career Complex, but has faced challenges in convincing other districts to send students. Several organizations have been working with Saginaw Schools to resolve that issue. In partnership with the Greater Michigan Construction Academy, Midland County ESA operates an innovative and effective CTE program in Midland County.

Excellent post-secondary training opportunities are offered in the Region by Central Michigan University, Saginaw Valley State University, Alma College, MidMichigan Community College, Delta College, Davenport University, Greater Michigan Construction Academy, and Merrill Institute. MidMichigan Community College and Delta College are very flexible and innovative in developing customized programs to meet employer workforce needs.

Secondary and post-secondary training opportunities are enhanced through federal Perkins CTE grants administered through Delta College, Bay Arenac ISD, MidMichigan Community College and Gratiot Isabella RESD. In addition, Dow Chemical has funded an extensive STEM initiative designed to increase the numbers of students taking STEM classes and working toward STEM careers.

Although a great strength, secondary to postsecondary training pipeline cannot by itself satisfy the Region's hiring demand. Projections indicate that the 8-County East Central Michigan Prosperity Region will see about 5,000 high school graduates per year. For that same time period, projections show that the Region can expect 7,300 new jobs per year (job openings due to growth and workers leaving the labor force). Therefore, even if the traditional secondary to postsecondary pipeline could work perfectly, it could at most satisfy only about two thirds of the hiring demand.

Great Lakes Bay Michigan Works!, through the programs it operates directly and the workforce programs it partners with, addresses the other one third (or more) of employer's hiring demand. It is a great weakness that these programs are often times ignored by policy makers in comparison to the emphasis placed on the traditional secondary to postsecondary pipeline. Despite that, Great Lakes Bay Michigan Works! program operations and coordination with Adult Education, Veterans Service, and Michigan Rehabilitation Services is a great strength. Through its "employer as the customer" operational philosophy, all of Great Lakes Bay Michigan Works! services are designed to meet the hiring needs of the Region's employers. Paradoxically, this approach results in higher quality service to members of the workforce, including individuals with barriers to employment.

By viewing each job seeker as a component of the workforce that Great Lakes Bay Michigan Works! is working to upgrade for its employer customers, it is actually helping those job seekers gain the skills and attributes that give them a competitive advantage in the job market. The approach works equally well for individuals with barriers to employment. In general those individuals just require more resources and effort to address their barriers.

*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. **GLBMW!** will work cooperatively 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 (MRS) 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 in finding and retaining 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

**GLBMW!** 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 (CTE)
- 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 (STTF)
- Trade Adjustment Assistance (TAA)
- Veterans Employment and Training (VET)
- Workforce Innovation and Opportunity Act (WIOA), 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. **GLBMW!** 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 (MAT<sup>2</sup>) 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 MAT<sup>2</sup> 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 MAT<sup>2</sup> 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.

**GLBMW!** will conduct outreach to local high school students, school counselors, and other talent partners to promote MAT<sup>2</sup> 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 **GLBMW!** 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 **GLBMW!**, 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 work experience. Registered Nurses also continue to report job growth of 445 jobs or 8.0%

but requires a minimum of 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% for East Central Michigan Prosperity Region.
- The Installation, Maintenance, and Repair Occupations reported an overall increase of 790 or 7.9% 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 the region. Growth in the Team Assemblers, Computer-Controlled Machine Tool Operators, Metal and Plastic, Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic reported an overall increase. 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 region 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.***

In general, Great Lakes Bay Michigan Works! acts as the convener of sector initiatives. As an independent broker of services, GLBMW! includes only employers in the initiative for early discussions. That is because partners tend to over emphasize or sell the services they offer. Once employers have identified and prioritized their needs, applicable partner agencies are brought in to help build and implement strategies to address those needs.

- ***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. 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, 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 GLBMW! 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, one of our local community colleges, 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.

**GLBMW!** also make referrals to the Fast Start accelerated training programs, similar to the ones mentioned above, that was developed to address shortages in skilled talent in the region. Fast Starts were originally 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.

**GLBMW!** works in collaboration with MidMichigan Community College to meet the needs of employers through the Rapid Response programs, which are similar to the Fast Start training programs as they are short term training in in-demand sectors, such as Plastics, Advanced Manufacturing, CNC and Welding.

- ***Which sectors are regional priorities, based upon data-driven analysis***

Based on the number of annual job openings in the Region and average wage, the top priorities sectors are Healthcare and Manufacturing.

- ***The extent of business involvement in current initiatives.***

All sector initiatives are business driven. Supporting partners are not brought in until business has identified and prioritized its needs. Applicable partners are then engaged to assist businesses in developing and implementing strategies to address those needs.

- ***Other public-private partnerships in the region that could support sector strategies.***

Central Michigan Manufacturers Association, Chambers of Commerce, Economic Development Agencies, Business Education Partnerships.

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.*

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 GLBMW! 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, and Isabella 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,
- 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, 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:

- Bay (Bay Metropolitan Transportation Authority)
- 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.
- Saginaw, Midland, and Bay (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.
- 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.)

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 **GLBMW!**, 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 the region, 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 Health and Human Services (DHHS), Child Care Centers, Salvation Army, Economic Development Agencies, Community Action Agencies, Soup Kitchens, Community Colleges, Michigan Libraries, Local Transportation Commissions, United Way, Chamber of Commerce, Local Employment Agencies, and local churches.

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

**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 that can be addressed by 2-1-1 will be referred to the telephone application or the web based [mi211.org](http://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 WIOA, PATH, FAET, MRS, 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 (BST) 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 (MICA) and the Michigan Economic Development Corporation (MEDC) 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, MICA, MEDC and local economic development partners will establish relationships with employers in order to obtain skilled workers through Michigan's labor exchange system.

GLBMW! works collaboratively with all of East Central Michigan Prosperity 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.

East Central Michigan Prosperity Region 5 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 **GLBMW!** 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 (STTF). 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. 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 **GLBMW!**

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 regions health care industry, workforce training efforts, and health sciences innovation programs to improve urban and rural community health.
4. **International Workforce:** The experience will be enhanced for international students through better connections to the region and its businesses. Efforts to align workforce training programs and marketing to international communities will also be explored.

The East Central Michigan, Strategic Management Team, is also in the process of executing a Quantifying Talent Committee to discuss, evaluate, and plan for talent in the region. **GLBMW!** will take an active role in this committee.

**GLBMW!**, 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 for the jobs of today and tomorrow. Business, education, economic development, K-12 educators, CTE and higher education are all working collaboratively on the STEM initiative.

**GLBMW!** 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.***

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 WIOA and Wagner-Peyser performance are tracked in OSMIS. 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.

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.

***9. 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.***

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 Talent Investment Agency (TIA), State of Michigan for approval.

The proposed plan has been made available for review, comment and input into:

- Members 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.
- The public through such means as public hearings and local news media

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

The GLBMW! WDB 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.

GLBMW! did not receive any public comments during the required 30 day posting of the plan.