

# GREAT LAKES BAY MICHIGAN WORKS!

2020-2023 WIOA

Regional and Local Plan

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SECTION I

**REGIONAL PLAN REQUIREMENTS**

Section 106(c)(1) (a) through (h) of the Workforce Innovation and Opportunity Act (WIOA) requires local boards and chief elected officials (CEOs) 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 Final Regulations at 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.

Great Lakes Bay Michigan Works! (GLBMW!) reviewed the current regional and local plans to determine what has worked well and areas that require further work. As part of the analysis, GLBMW! hosted meetings with all required WIOA partners, as well as other partners and community organizations. This has provided an accurate picture of where we are at today and direction for the future.

In addition to the partners and community organizations, we have also relied on our relationships with the businesses in our region to provide input based on their understanding of future workforce needs.

The Great Lakes Bay Region and Local area are the same; therefore, this plan will be a combined Regional and Local plan. A draft plan was made available to all Great Lakes Bay Michigan Works! (GLBMW!) board members for internal review prior to the public 30 day review period. No comments were received from the public, therefore, none have been included when approved by the GLBMW! board nor when submitted to LEO-WD for approval.

2. An updated and thorough analysis of regional labor market data and economic conditions *for the WIOA Planning Region*. (Note: information and analysis provided by the Department of Technology, Management & Budget/Labor Market Information and Strategic Initiatives for the Prosperity Region may need to be augmented with other sources of data in cases where it does not align with the WIOA Planning Region.) 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:

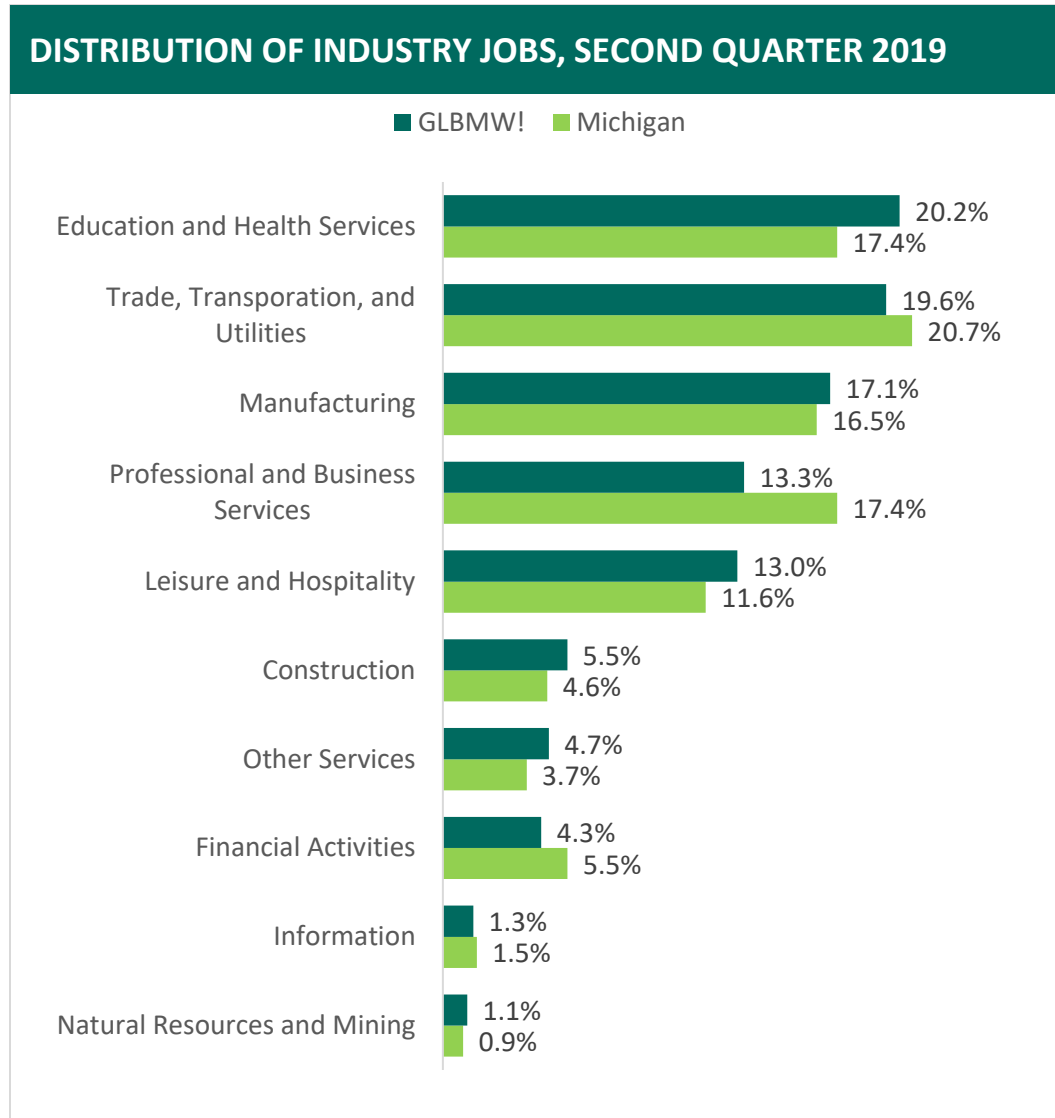
The data provided in this section of the plan was collected and analyzed prior to the impact of the COVID-19 pandemic beginning in March of 2020. When there is a better understanding of that impact on the Great Lakes Bay Region, this will be reevaluated. Where possible, data in this section is for the GLBMW! five county region – Bay, Gratiot, Isabella, Midland, and Saginaw. However, some information is only available at the Prosperity Region #5 (East Central) level. Where this is the case, it is noted as such in the graphs and tables.

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

In order to understand if the region possesses the knowledge and skills necessary to meet the employment needs, we first need to understand what in-demand industry sectors and occupations are in the region.

As seen in Chart A below, close to 57% of regional employment is concentrated in the three largest industries.

**Chart A**



**Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW)**

The industrial makeup of the region is close to statewide makeup with a few small differences.

In the 2nd quarter of 2019, the region had a higher concentration in Education and

Health Services related to several colleges and universities in the area, as well as strong health systems.

Professional and Business Services, as well as Financial Activities, were less prevalent in the region. These industries tend to have many high-paying occupations.

Each year, GLBMW! evaluates labor market information, meets with employers, and holds discussions with its Business Services Team to understand what the needs are in the region. Based on this data, we produce a High-Demand High-Wage Job Outlook list, which is available on our web page, [www.michiganworks.com](http://www.michiganworks.com).

The current High-Demand High-Wage Job Outlook list includes the following occupations as the top-ten most in demand:

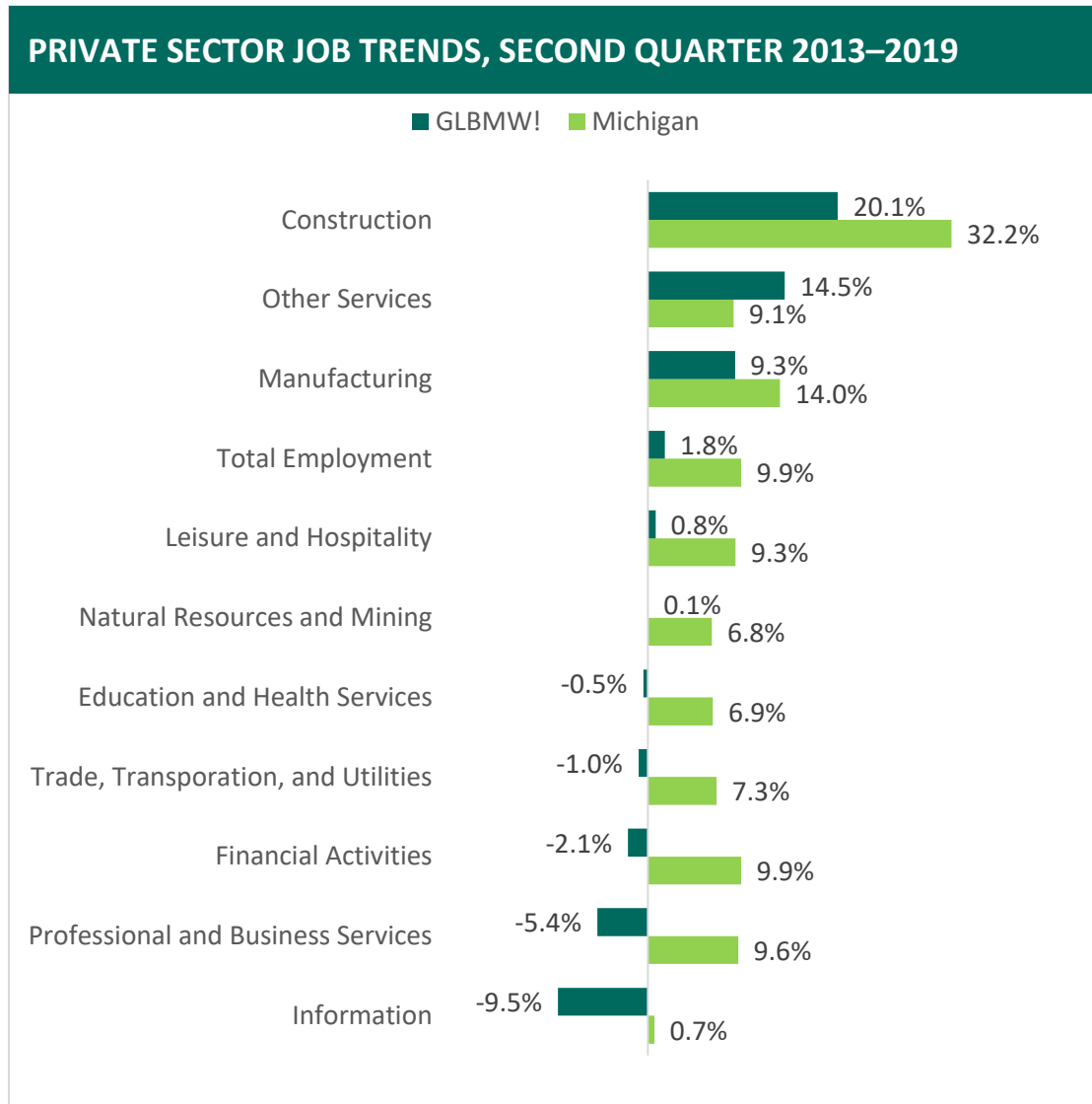
### GLBMW! High-Demand High-Wage Job Outlook through 2026

SOC Code	Occupation
11-0000	Management Occupations, All
51-2092	Team Assemblers
43-4051	Customer Service Representatives
43-9061	Office Clerks, General
31-1014	Nursing Assistants
53-3032	Heavy and Tractor-Trailer Truck Drivers
29-1141	Registered Nurses
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
49-9071	Maintenance and Repair Workers, General
15-1121	Information Technology Occupations, All
43-3031	Bookkeeping, Accounting, and Auditing Clerks
43-6013	Medical Secretaries
47-2061	Construction Laborers
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic

Each of these occupations are anticipated to have over 200 average annual openings through 2026.

While we anticipate a substantial number of annual openings in several occupations that is spread across multiple industries, only half of the industries recorded actual job growth between 2013 and 2019. (See Chart B)

Chart B



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW)

Between 2013 and 2019, Manufacturing led the way in job growth, with over 2,400 new jobs. Construction followed with a little over 1,500 new jobs. The Information industry lost the largest percentage of jobs. But, it being one of the smaller super sectors in the area, even with the loss of 9.5%, this represents 235 jobs. During this same period, of the 10 super sectors, GLBMW! only outpaced the state in one of them, which is Other Services. (Table 1)

**Table 1**

<b>Table 1: GLBMW! PRIVATE INDUSTRY EMPLOYMENT TRENDS, 2013–2019</b>						
<b>INDUSTRY</b>	<b>SECOND QUARTER 2013</b>	<b>SECOND QUARTER 2015</b>	<b>SECOND QUARTER 2017</b>	<b>SECOND QUARTER 2019</b>	<b>2013–2019 NUMERIC CHANGE</b>	<b>2013–2019 PERCENT CHANGE</b>
<b>Total Employment</b>	163,322	165,655	164,606	166,274	2,952	1.8%
Construction	7,608	8,083	8,295	9,140	1,532	20.1%
Education and Health Services	33,716	33,710	33,608	33,553	-163	-0.5%
Financial Activities	7,389	7,093	7,209	7,233	-156	-2.1%
Information	2,464	2,877	2,550	2,229	-235	-9.5%
Leisure and Hospitality	21,468	21,264	21,335	21,645	177	0.8%
Manufacturing	26,037	27,403	27,176	28,449	2,412	9.3%
Natural Resources and Mining	1,781	1,860	1,694	1,782	1	0.1%
Other Services (except Public Administration)	6,602	6,712	7,196	7,561	959	14.5%
Professional and Business Services	23,379	23,447	22,260	22,126	-1,253	-5.4%
Trade, Transportation, and Utilities	32,878	33,206	33,283	32,556	-322	-1.0%

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

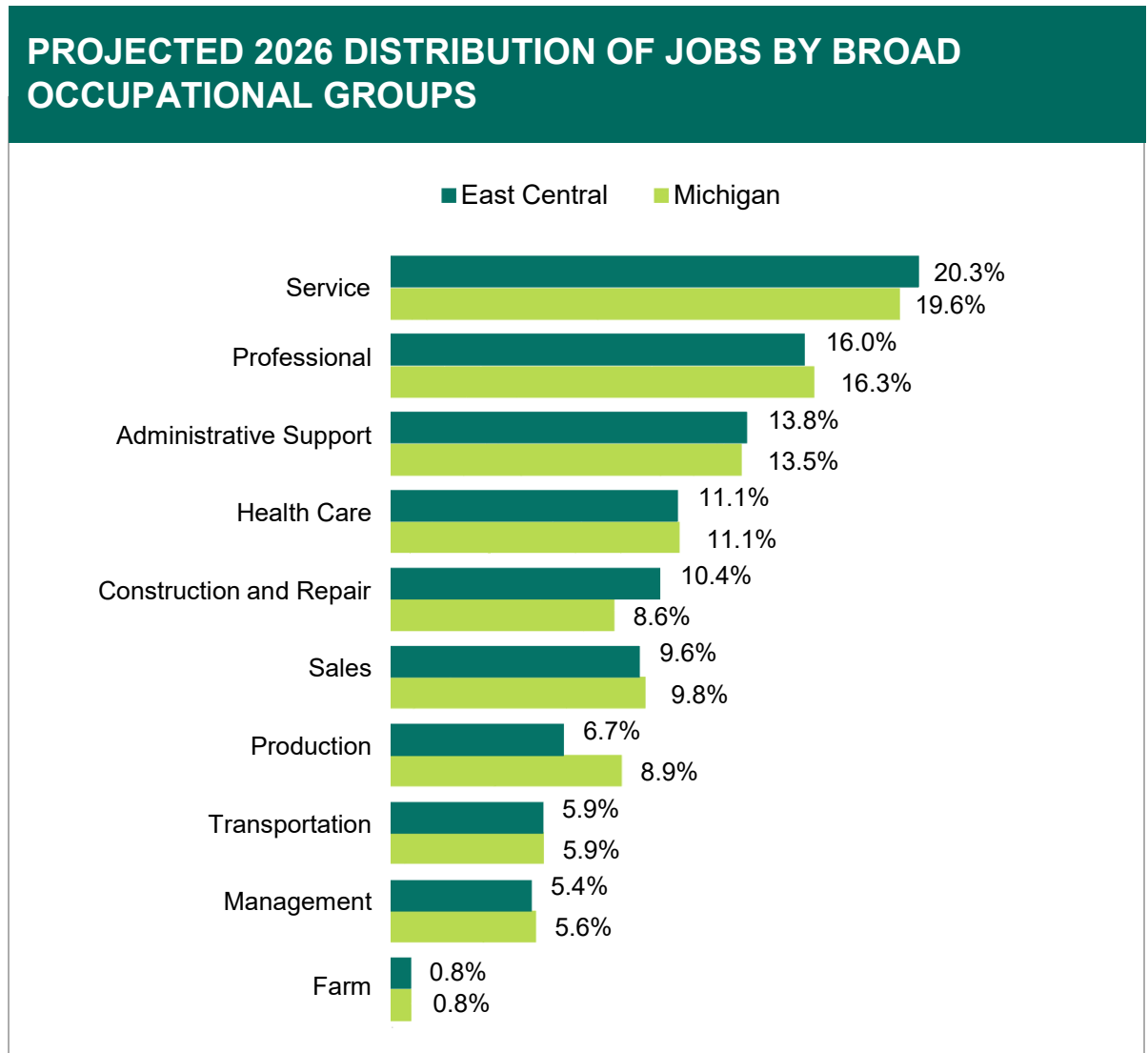
**Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW)**

When looking at the future of jobs in the region, it is projected that one in five jobs in East Central Michigan will be in service by 2026, and that overall employment in the region will sink slightly; just under 1% (-2,000 jobs) between 2016 and 2026. The state, as a whole, is projected to expand by about 7%.

The Service group includes occupations in Protective Service, Food Preparation and Service, Building and Grounds Cleaning and Maintenance, and Personal Care Services. Production occupations in the region are less common than they are statewide, and are projected to shrink by 4.0% through 2026.

Distribution of jobs by Occupational Group within East Central Michigan is projected to remain at about the same as throughout Michigan. (Chart C)

Chart C



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

When looking at the future, it is expected that most occupational groups will be stable or contracting in the region through 2026. Healthcare made up slightly more than 10% of all employment in 2016. The Healthcare Industry is made up of two occupational groups, Healthcare practitioners and Healthcare support, which are projected to grow 4.0% and 7.3% between 2016 and 2026. These groups will outpace the average growth in the region, which will shrink nearly 1 percentage point. The low growth in the area is, in part, due to a contracting and aging population. (Table 2)

**Table 2**

<b>Table 2: EMPLOYMENT PROJECTIONS BY MAJOR OCCUPATIONAL CATEGORY, 2016–2026</b>				
<b>OCCUPATIONAL CATEGORY</b>	<b>2016</b>	<b>2026</b>	<b>EMPLOYMENT GROWTH NUMBER</b>	<b>PERCENT</b>
<b>Total, All Occupations</b>	233,415	231,415	-2,000	-0.9%
Management	12,905	12,905	0	0.0%
Business and Financial Operations	8,690	8,865	175	2.0%
Computer and Mathematical	3,495	3,580	85	2.4%
Architecture and Engineering	3,390	3,640	250	7.4%
Life, Physical, and Social Science	1,195	1,215	20	1.7%
Community and Social Service	3,840	3,950	110	2.9%
Legal	1,075	1,060	-15	-1.4%
Education, Training, and Library	12,915	12,825	-90	-0.7%
Arts, Design, Entertainment, Sports, and Media	2,745	2,645	-100	-3.6%
Healthcare Practitioners and Technical	15,510	16,125	615	4.0%
Healthcare Support	8,865	9,510	645	7.3%
Protective Service	4,680	4,530	-150	-3.2%
Food Preparation and Serving Related	21,265	20,950	-315	-1.5%
Building and Grounds Cleaning and Maintenance	9,810	10,125	315	3.2%
Personal Care and Service	8,950	9,650	700	7.8%
Sales and Related	24,190	22,655	-1,535	-6.3%
Office and Administrative Support	33,245	31,185	-2,060	-6.2%
Farming, Fishing, and Forestry	1,820	1,825	5	0.3%
Construction and Extraction	9,695	9,770	75	0.8%
Installation, Maintenance, and Repair	10,040	10,050	10	0.1%
Production	21,490	20,625	-865	-4.0%
Transportation and Material Moving	13,605	13,725	120	0.9%

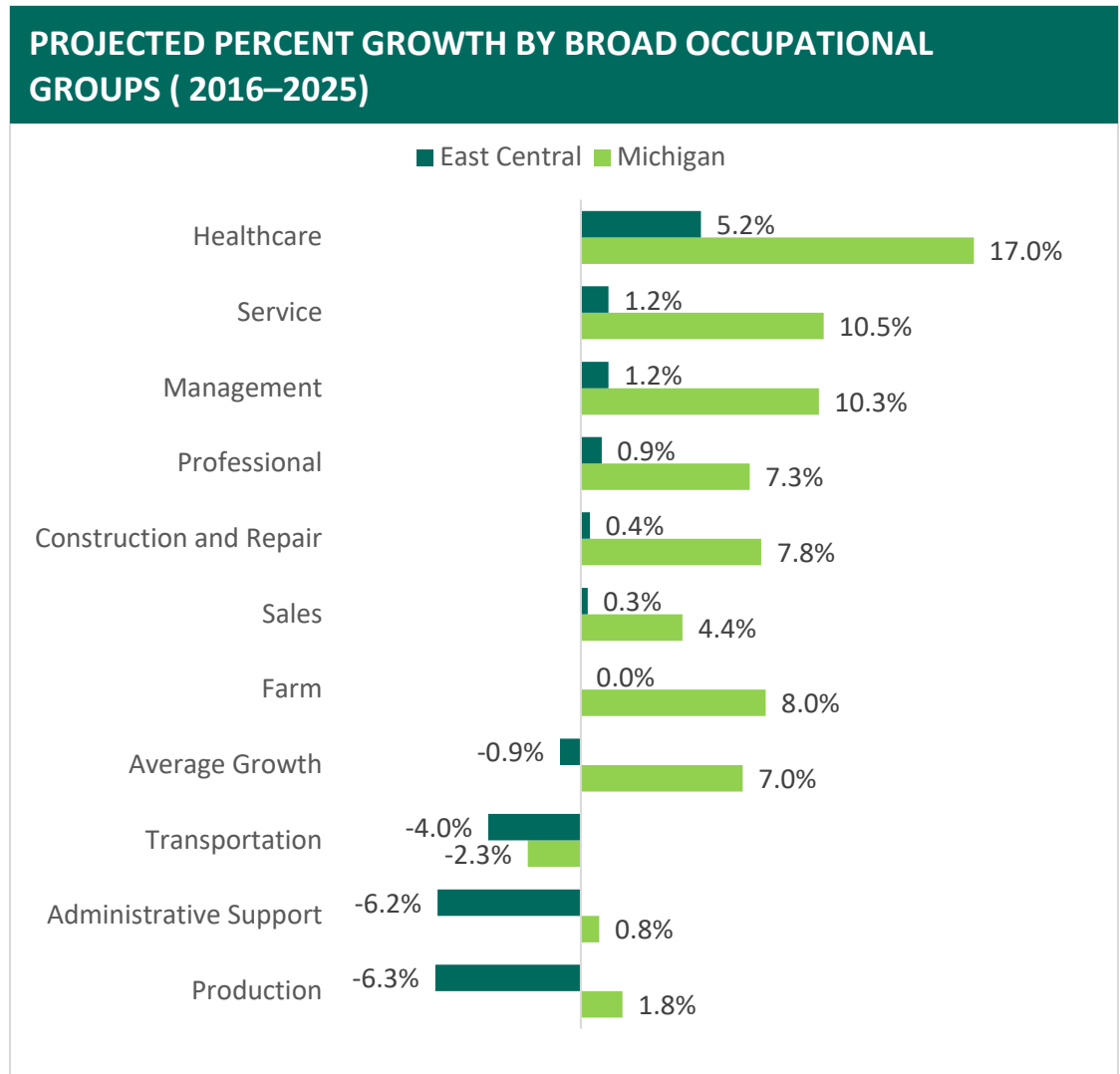
**Required: WIOA Act, Section 108, (b), (1), (A), (ii)**

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

Job growth in all occupational groups in the region are expected to be lower than that of the state, in general. (Chart D)



Chart D

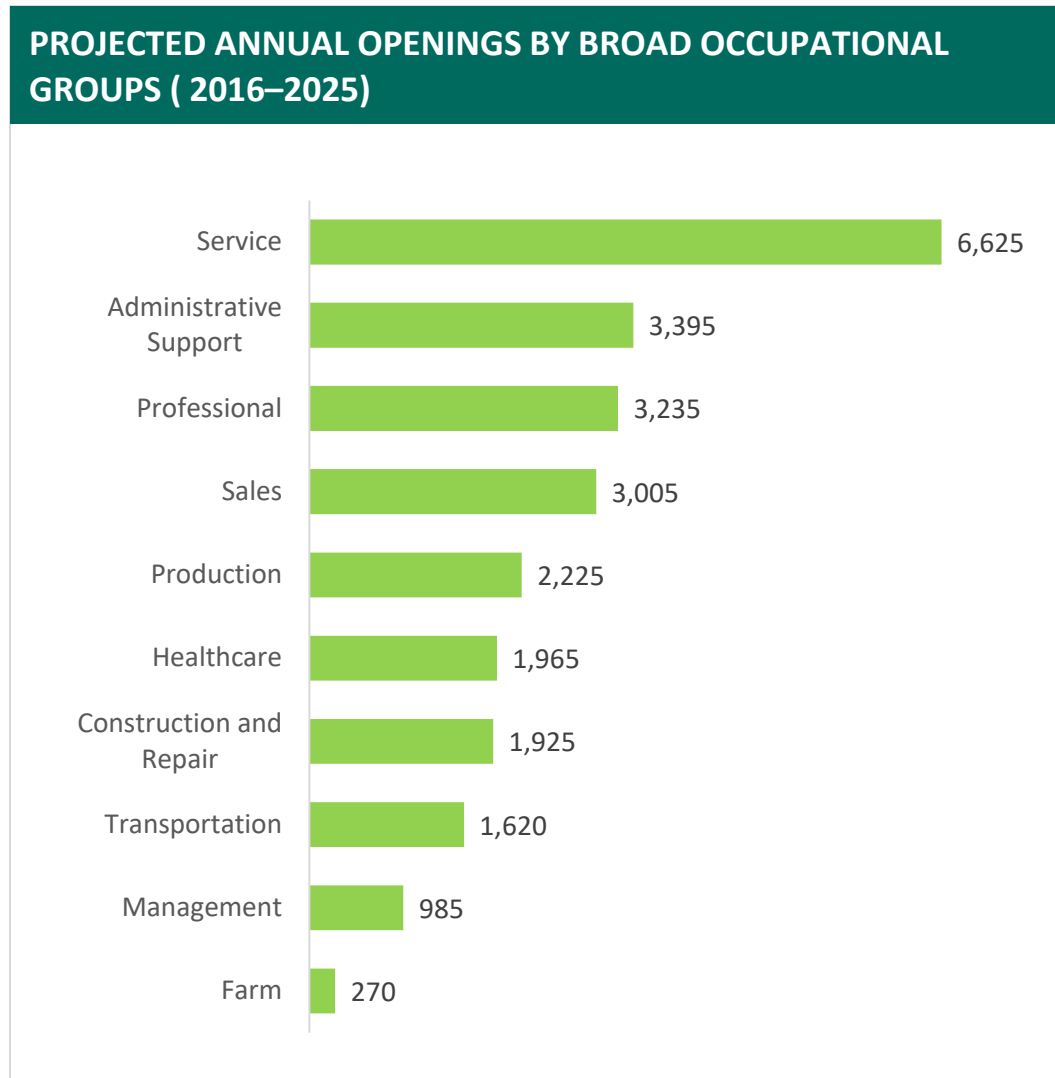


Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

Even with mostly flat job growth projection, all major occupational groups will have openings. The occupations with the largest employment base will continue to have more openings out of the need to replace workers who are either retiring or are otherwise leaving a particular occupation in the area.

Service occupations, the largest occupational group in the region, are expected to see the highest number of annual openings. Openings can come from new growth in a field, a need for replacements as workers retire or leave the labor force, or due to a need to replace workers that have transferred to new occupations. (Chart E)

Chart E

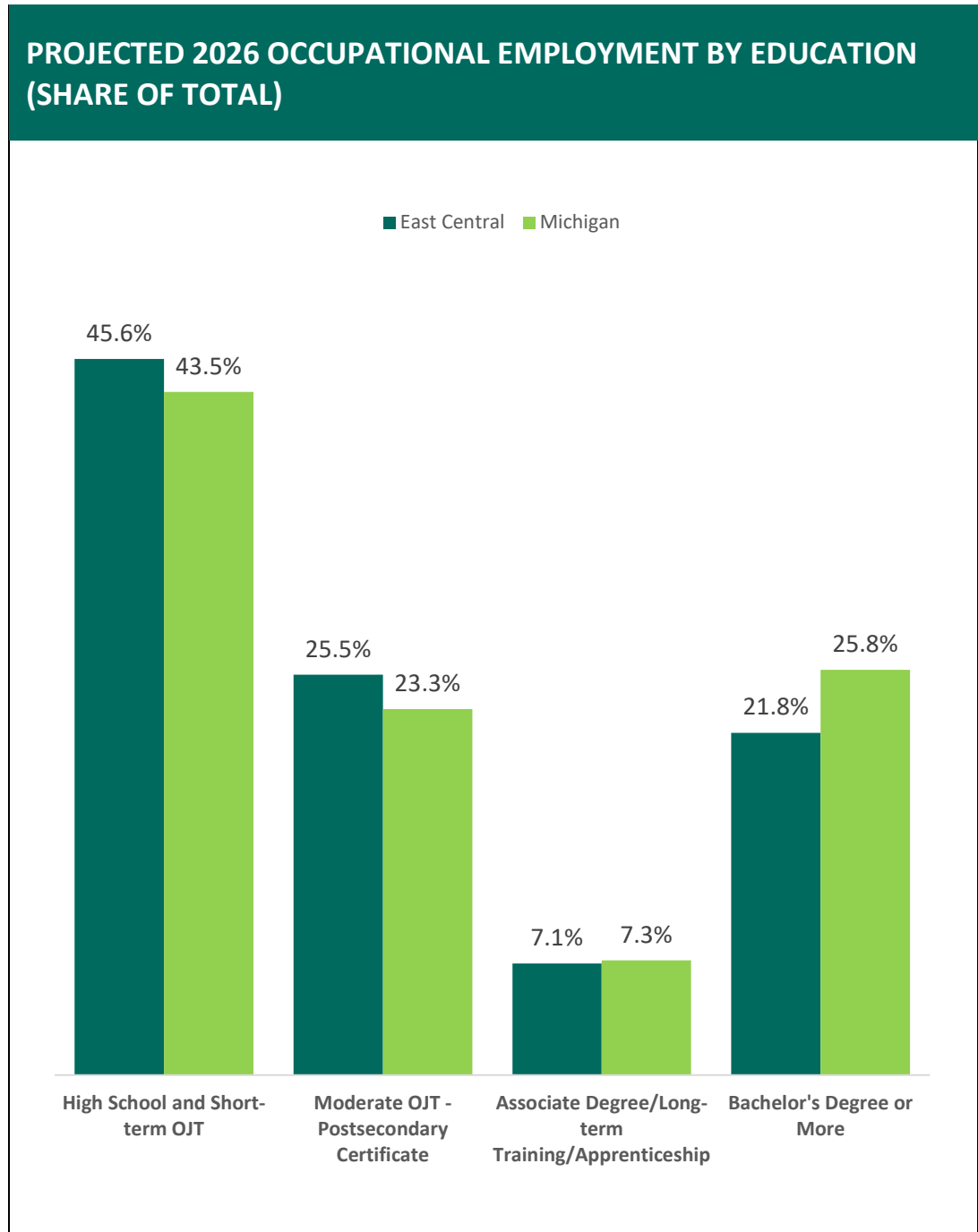


Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

In addition to understanding the occupational outlook for the region, the type of training and/or education that is required to fill those positions must also be understood. Nearly 30% of all jobs will require a year or more of education/training by 2026. Just over 45% of jobs in the region will only require a high school diploma or less by 2026. Statewide, only 43.5% of jobs will require a high school diploma or less. Most of the jobs will still require some short-term or on-the-job training.

Roughly, one-third of jobs will require moderate-term training through an Associate’s Degree/long-term training/apprenticeship. These occupations can typically be filled within a few months to three years. (Chart F)

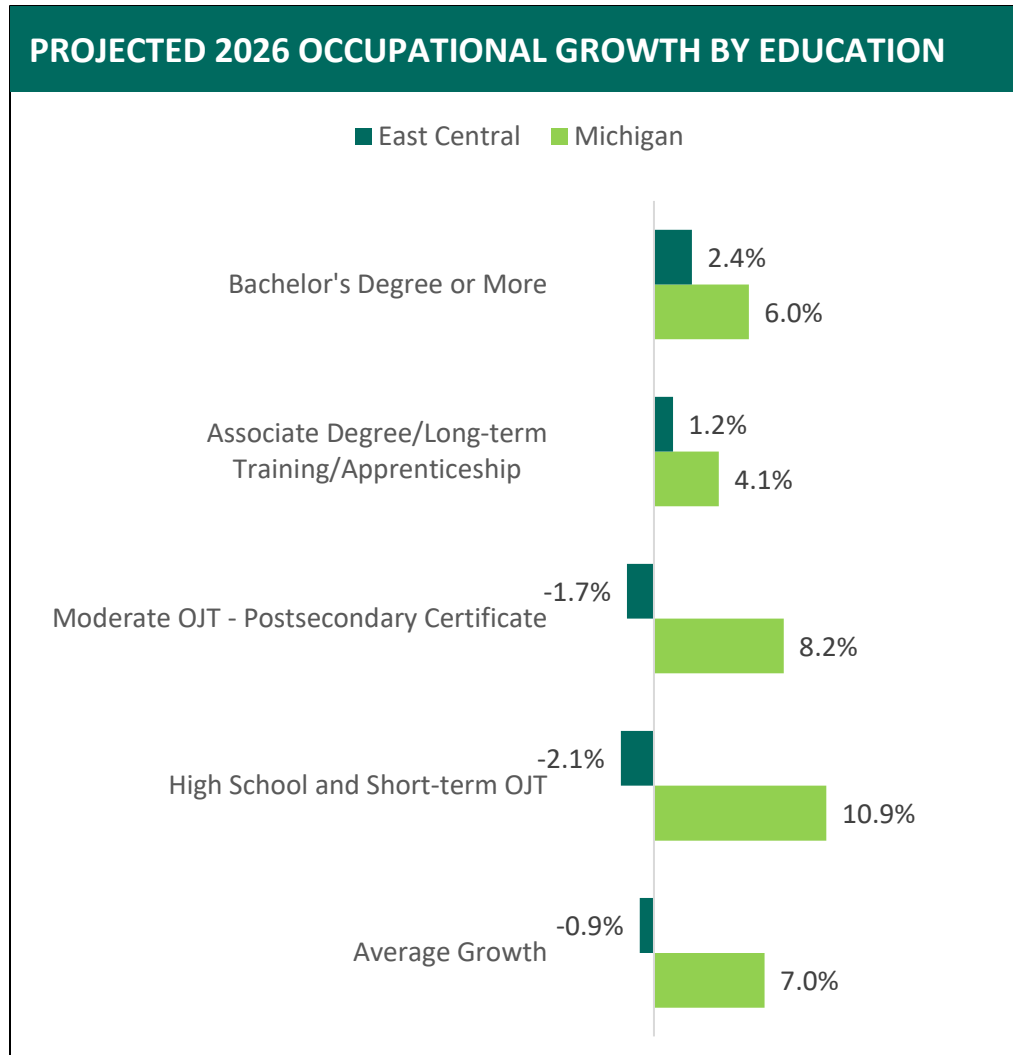
Chart F



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

Overall, in every educational group, the region has slower long-term projected growth compared to the state. However, there is some positive projected growth; both educational groups that take at least one year of education/training beyond high school have positive projected growth. (Chart G)

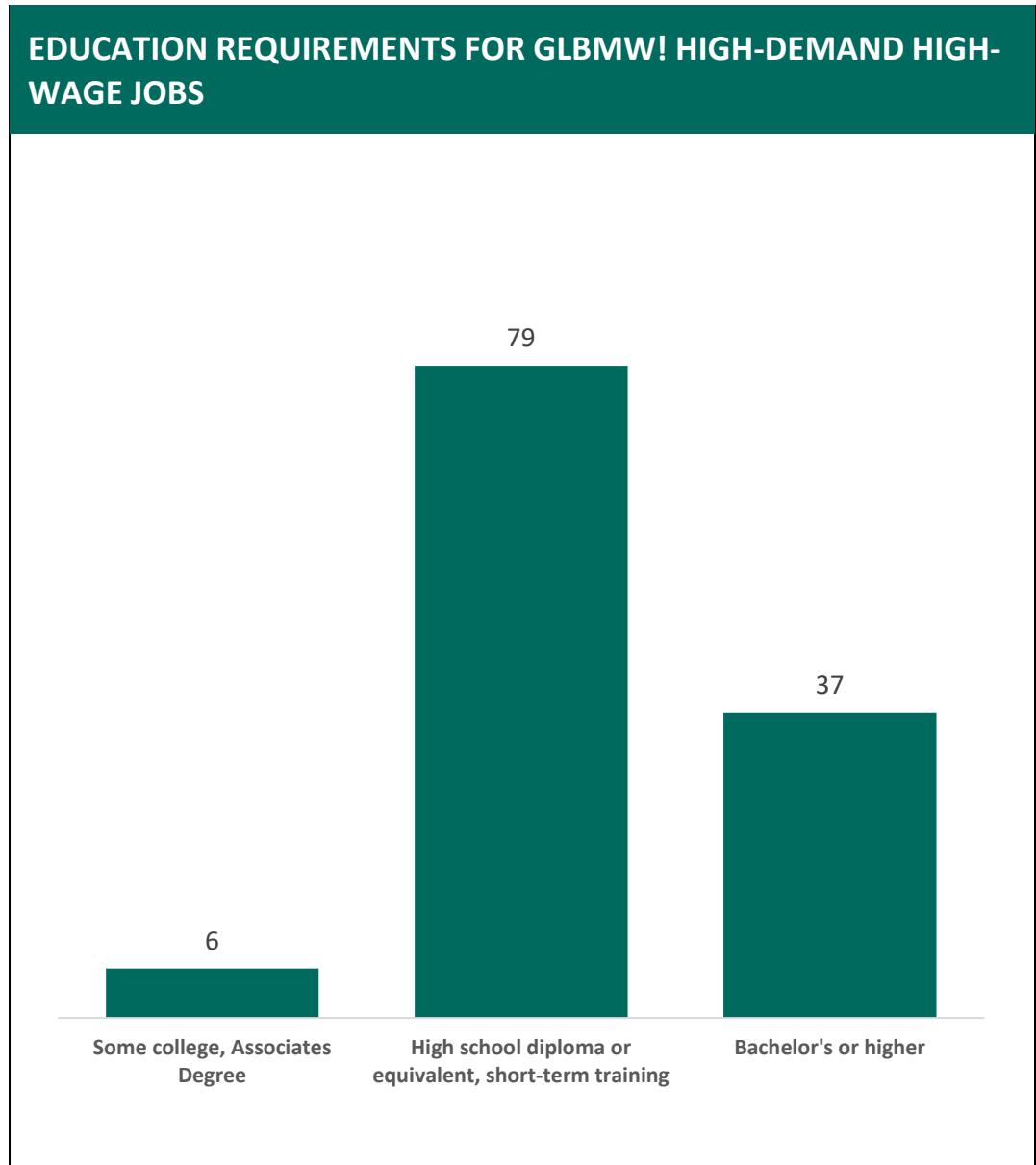
Chart G



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

Educational Requirements for High-Demand High-Wage jobs in the Great Lakes Bay Region varies from High School and short-term training to a Bachelor’s Degree, or more. A higher number require only High School and short-term training, including on the job training, than of those that require a Bachelor’s Degree or more. The highest paying jobs generally require some kind of college degree. (Chart H)

Chart H

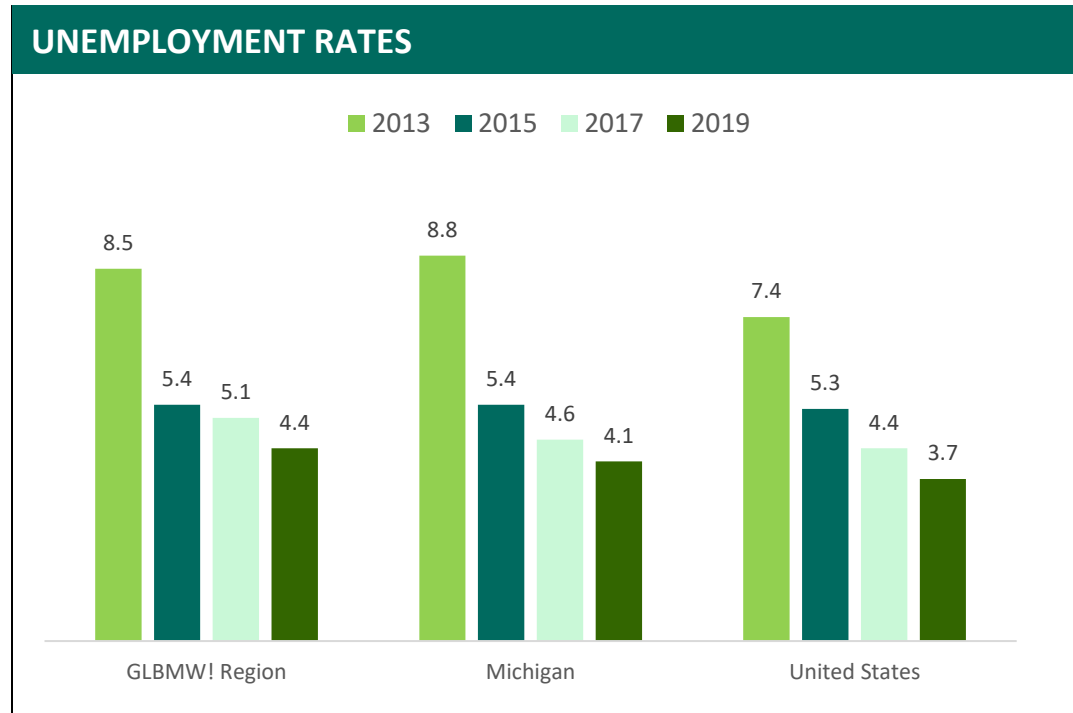


Source: GLBMW! High-Demand High-Wage Job Outlook through 2026 List

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

Unemployment rates between 2013 and 2019 have run slightly higher in the Great Lakes Bay Region than they have compared to the state and national average. The unemployment rate movements for the region followed state and national trends, dropping significantly, by close to half, between 2013 and 2019. The area's jobless rates have also stayed slightly higher than the state in the past few years. (Chart I)

Chart I



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

Over the same 2013 to 2019 period, the count of unemployed individuals dropped by 50%, from 23,400 in 2013 to 11,700 in 2019. (Table 3)

Table 3

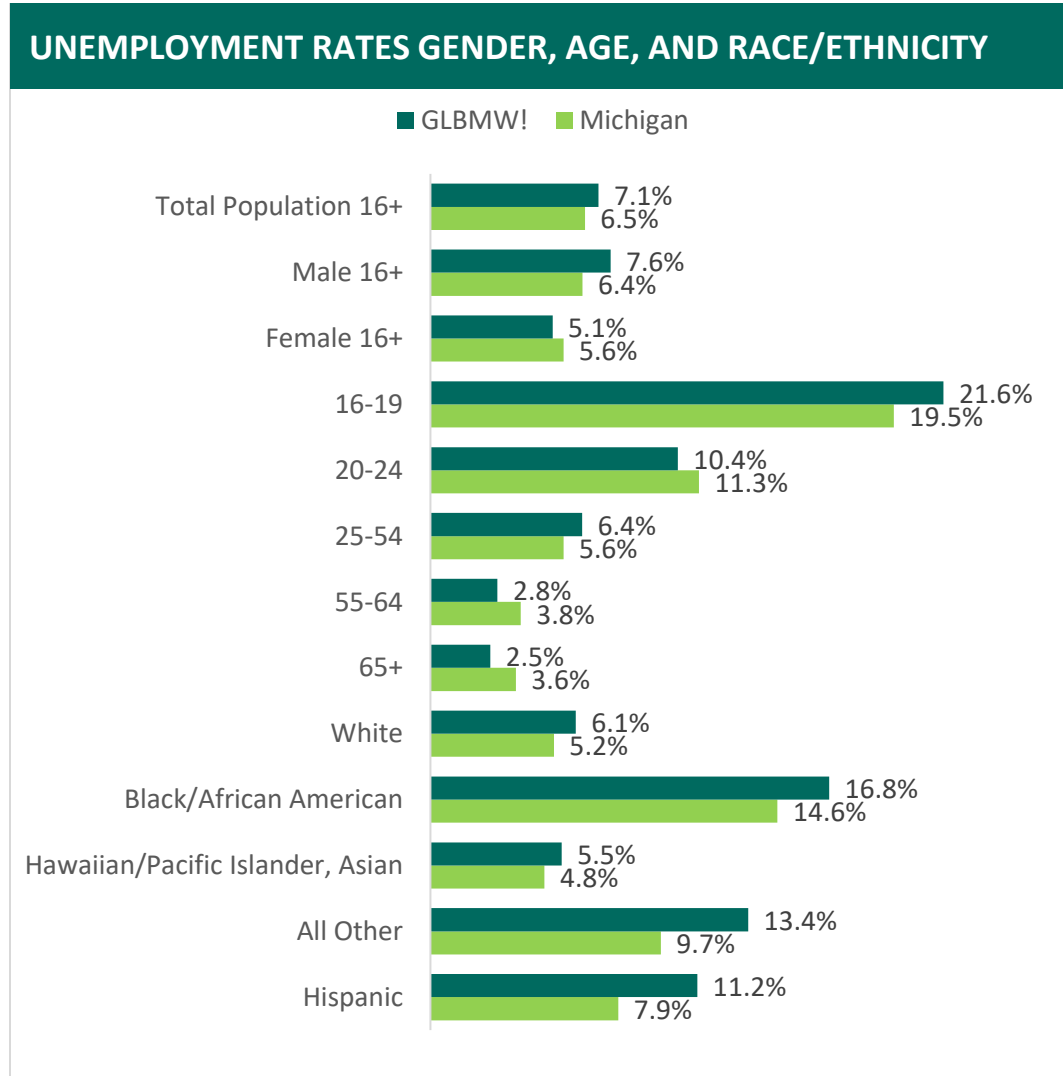
AREA	2013	2015	2017	2019	2013–2019 NUMERIC CHANGE	2013–2019 PERCENT CHANGE
GLB Region	19,965	12,834	11,882	10,000	-9,965	-49.9%
Bay	4,627	3,020	2,789	2,300	-2,327	-50.3%
Gratiot	1,639	1,040	966	800	-839	-51.2%
Isabella	2,519	1,699	1,565	1,300	-1,219	-48.4%
Midland	3,147	2,024	1,865	1,500	-1,647	-52.3%
Saginaw	8,033	5,051	4,697	4,100	-3,933	-49.0%
<b>Michigan</b>	<b>416,000</b>	<b>258,000</b>	<b>225,000</b>	<b>201,000</b>	<b>-215,000</b>	<b>-51.7%</b>
<b>United States</b>	<b>11,460,000</b>	<b>8,296,000</b>	<b>6,982,000</b>	<b>6,001,000</b>	<b>-5,459,000</b>	<b>-47.6%</b>

Required: WIOA Act, Section 108, (b), (1), (C)

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

The overall jobless rate of the population 16 years and older in the Great Lakes Bay Region was similar to the state rate for the 2014 to 2018 period. Generally, unemployment rates have been declining since the end of the Great Recession. Males had higher unemployment rates than females in the region. A few race/ethnicity categories have slightly higher unemployment rates in the region compared to the state, but notably some of these categories have very small populations. (Chart G)

**Chart G**



**Source: U.S. Census Bureau, 2014–2018 American Community Survey Five-Year Estimates**

Disability is one of several factors that can lead to poverty and other forms of economic distress. Individuals with a disability in the East Central region closely resemble the population. According to the U.S. Census Bureau, about 89,500 people in the region reported a disability during the 2014 to 2018 period. Of this, 39.8%, or 35,615, were 65 and older. As the population, on average, continues to get older, this number is expected to increase. (Table 4)

**Table 4**

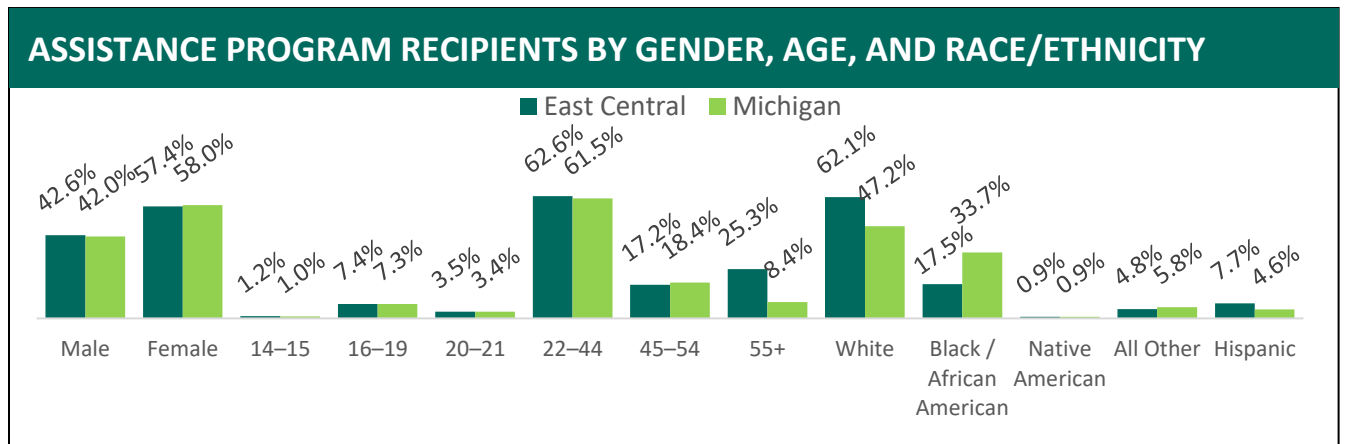
TABLE 4: INDIVIDUALS WITH DISABILITIES IN GLB REGION BY DEMOGRAPHIC GROUP, 2014–2018		
DEMOGRAPHIC GROUP	2014–2018 ESTIMATE	PERCENT DISTRIBUTION
<b>Total Population</b>	74,022	100.0%
<b>Sex</b>		
Male	36,410	49.2%
Female	37,612	50.8%
<b>Age</b>		
Under 17	5,765	7.8%
18–64	39,055	52.8%
65 +	29,202	39.5%
<b>Race</b>		
White	61,702	83.4%
Black/African American	8,561	11.6%
Native American	655	0.9%
Asian	267	0.4%
Hawaiian/Pacific Islander	5	0.0%
Some Other Race	933	1.3%
Two or More Races	1,899	2.6%
<b>Ethnicity</b>		
Hispanic	3,784	5.1%

**Required: WIOA Act, Section 108, (b), (1), (C)**

**Source: U.S. Bureau of the Census, 2014–2018 American Community Survey Five-Year Estimates**

In 2019 there were nearly 17,000 assistance recipients in the region. These individuals are concentrated in the working age and white demographics. There continues to be more female than male public assistance recipients in both the region and the state. Some minority groups made up larger percentages of the assistance recipients than they did total individuals in the region. (Chart H)

**Chart H**

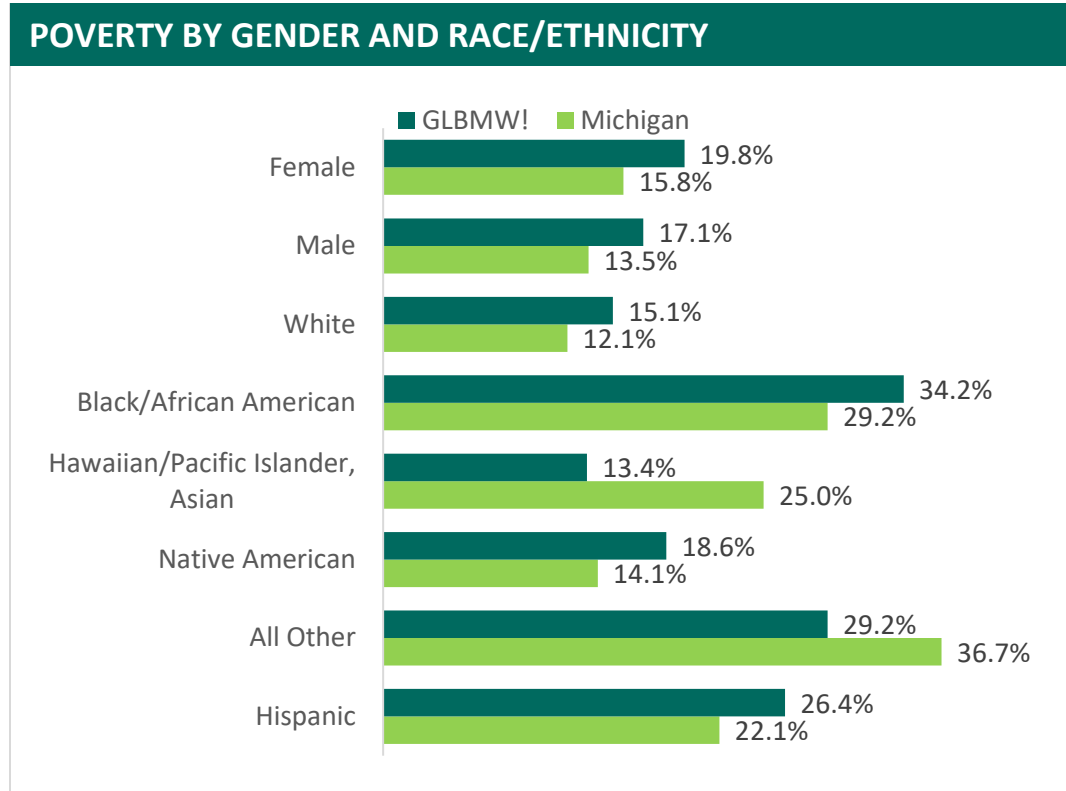


**Source: Michigan Department of Health and Human Services**



The poverty rate is at 18.5% in the region, which is several points above the statewide rate. Based on the 2014 to 2018 five-year estimates from the U.S. Census Bureau, 18.5% of residents of the region (104,200 persons) lived under the poverty line. In any of the sizable categories, the East Central region had a poverty rate several points above the statewide rate. This is potentially tied to the lower educational attainment in the area. (Chart I)

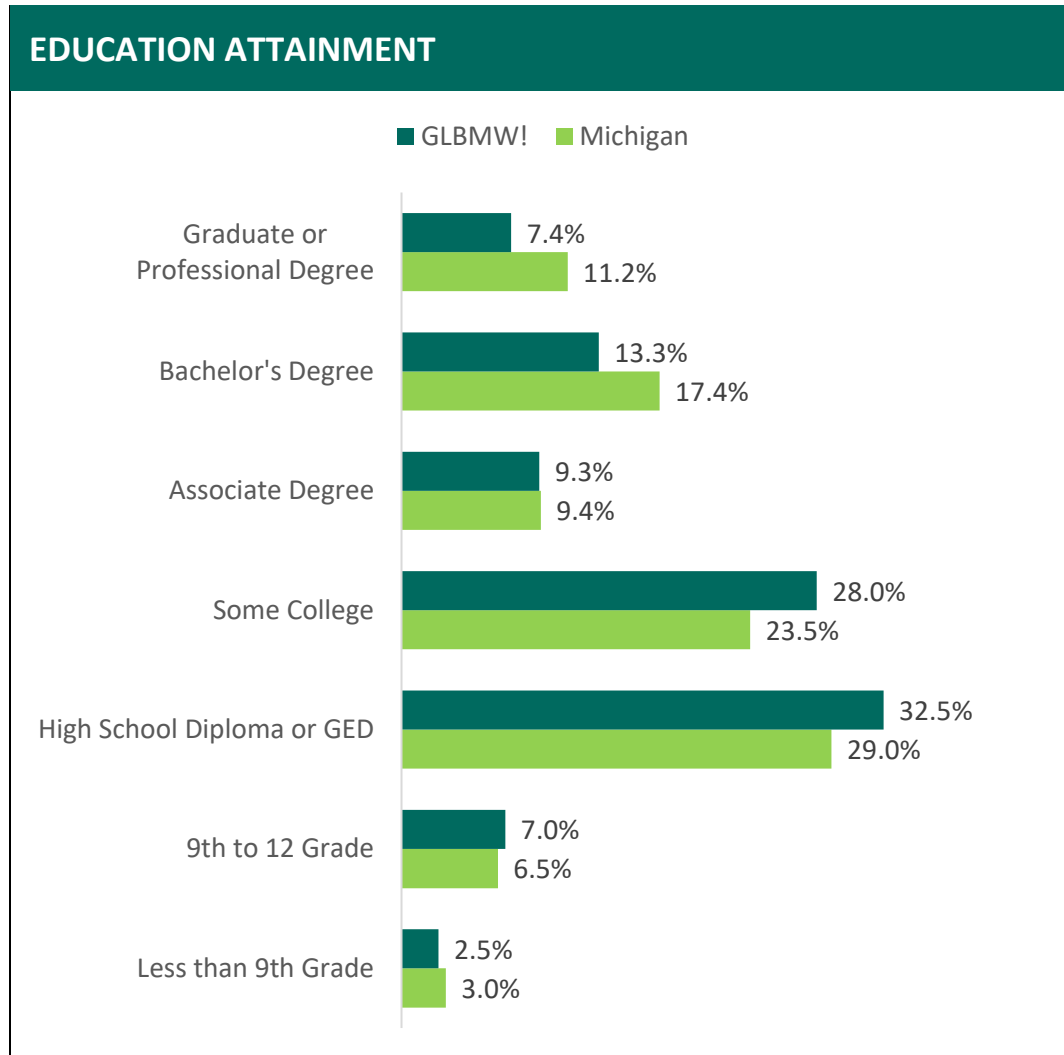
**Chart I**



**Source: U.S. Census Bureau, 2014–2018 American Community Survey Five-Year Estimates**

The educational attainment rates of the Great Lakes Bay Region are slightly lower than the statewide rates. Approximately 21% of the population has a Bachelor’s Degree or higher compared to 28.6% of the statewide population. However, nearly 62% of the 18 to 24 year-old population in the area has some level of education beyond a high school degree or equivalency, which is slightly above the statewide average and is due in large part to local colleges and university enrollments. (Chart J)

Chart J



Source: U.S. Census Bureau, 2014–2018 American Community Survey Five-Year Estimates

- 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.

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.

Information on the trends and characteristics of the GLBMW! and/or East Central Michigan Prosperity Region 5 workforce is important, as is an understanding of the characteristics of the region’s jobs by industry and occupation, and the potential

future sources of these jobs. The in-demand industry sectors in the GLBMW! region include:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Construction
- Agribusiness

Each of these industry sectors have such a high importance to the region that they were included in the inaugural MICareerQuest Middle Michigan. MICareerQuest Middle Michigan was designed to increase high school students' exposure to in demand occupations in the region encourage their pursuit in-demand careers in the Great Lakes Bay Region.

GLBMW! has a strong manufacturing base, comprised of employers in both urban and rural settings. Between 2013 to 2019, manufacturing has seen over a 9% growth in employment. And, while long-term projections indicate that it will contract slightly, there will continue to be the need for new employees due to retirement and transfers within the workforce. 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 the following: Assembly/Production Workers, Computer Numerical Control (CNC) Operators, Electrical Engineers, Lathe Operators, Machinists, Mechanical Engineers, Production Supervisors, and Welders. Area employers have acknowledged that talent demand in the segment will continue.

Jobs in Manufacturing 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 short-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 nearly all other industries in the Great Lakes Bay 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. GLBMW! recently worked with employers in the Healthcare industry to create a partnership with Delta College for an accelerated program for training **Certified** Medical Assistants, one of their most in-demand occupations.

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 (CAN's), Direct Care Workers (DCW's), Emergency Medical Technicians (EMT's) and Paramedics, Licensed Practical Nurses (LPN's), Certified Medical Assistants (MA's), Phlebotomists, Physical Therapists (PT's) and Occupational Therapists (OT's), Registered Nurses (RN's), Social Workers, and Surgical Technicians.

The Construction industry continues to hire at a rate that outpaces the available talent according to several regional 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. This is one of the reasons that MiCareerQuest Middle Michigan included the Construction industry as one of the focus areas.

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 at entry level, many require specialized training, including an Associate's Degree and a Trade School education; others may require employer sponsored apprenticeships.

In addition the MiCareerQuest Middle Michigan, GLBMW! works with employers and training providers in the region to encourage job seekers to explore and enter careers in the Construction fields. This includes apprenticeship programs and CTE programs offering pre-apprenticeship programs to secondary students and through Adult Education.

Another industry of note in the Great Lakes Bay Region is the Information Technology (IT) industry sector. 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 an Associate's and/or Bachelor's Degrees in IT, with credentials such as Microsoft Certifications, and a variety of transferrable IT skills, to perform all necessary IT functions.

GLBMW! has recently formed an IT Industry group, made up of employers representing all industry sectors to investigate various means of increasing available talent in the region. This industry was also included in MiCareerQuest Middle Michigan to help high school students understand the IT opportunities in the region.

Agribusiness was recently added to the list of in-demand industry sectors. The Great Lakes Bay Region has a long history with agriculture. However, there has been an increased focus on related business being added to the area, especially food preparation business in support of local agriculture. Economic development organizations in Great Lakes Bay Region are focused on this emerging sector.

- 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.

GLBMW! serves a five-county region that has a combination of urban and rural communities. While there are similarities in each of the counties, there are also substantial differences. Employers are scattered throughout both the urban and rural communities. Challenges sometimes exist, where a company has a sizable hiring need, but is outside an urban community. Transportation is sometimes an issue for job seekers looking for opportunities outside of the existing transit systems, especially where counties border one another. However, GLBMW! has strong regional partnerships with business, community, education and economic development that it can leverage as appropriate to serve the needs of businesses and job seekers in the region.

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

Education of all levels, from secondary to post-graduate, short-term, CTE, Adult Education, and apprenticeship, is a strength in the Great Lakes Bay Region.

At the secondary level, there continues to be a focus on CTE. Gratiot-Isabella RESD and Bay-Arenac ISD operate outstanding CTE Centers. Saginaw Schools operates the Saginaw Career Complex and has been focused on increasing its scope and effectiveness. They are currently looking at adding additional courses in some of the most needed careers in the Healthcare industry.

Excellent post-secondary training opportunities are offered in the region by Central Michigan University, Saginaw Valley State University, Alma College, Mid Michigan Community College, Delta College, Davenport University, Greater Michigan Construction Academy, and Merrill Institute. Mid Michigan 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, Mid Michigan Community College, and Gratiot-Isabella RESD. In addition, Dow Chemical has funded an extensive Science, Technology, Engineering, and Mathematics (STEM) Workforce initiative designed to increase the numbers of students taking STEM classes and working toward STEM careers.

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

Although a great strength, the secondary to postsecondary training pipeline cannot by itself satisfy the region's hiring demand. Employment trends show that employment continues to rise, however, the number of high school graduates has dropped by about 2.4% between 2016 and 2019. (Table 5)

**Table 5**

<b>Table 5: GREAT LAKES BAY REGION HIGH SCHOOL GRADUATES BY COUNTY, 2016–2019 SCHOOL YEARS</b>						
COUNTY	2016	2017	2018	2019	2016–2019 NUMERIC CHANGE	2016–2019 PERCENT CHANGE
GLB Region	4,410	4,428	4,419	4,303	-107	-2.4%
Bay	944	943	947	969	25	2.6%
Gratiot	442	426	407	427	-15	-3.4%
Isabella	393	396	391	403	10	2.5%
Midland	826	858	904	822	-4	-0.5%
Saginaw	1,805	1,805	1,770	1,682	-123	-6.8%
<b>Michigan</b>	97,146	97,218	98,583	98,470	1,324	1.4%

**Required: WIOA Act, Section 108, (b), (1), (C)**

**Source: Michigan Department of Education**

GLBMW!, through the programs it operates directly and the workforce programs it partners with, will need to address the continuing employer-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, GLBMW! program operations and coordination with Adult Education, Veterans Service, and Michigan Rehabilitation Services (MRS) is a great strength. Through its “employer as the customer” operational philosophy, all of GLBMW! 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 GLBMW! 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, who require more resources and effort to address their barriers.

Compounding the problem of not enough high school graduates to fill all of the projected job openings, the overall population of the region has decreased by nearly 2.5% since 2013. (Table 6) We have also seen a corresponding drop of -2.6% in the region’s labor force. (Table 7) It is also expected that the overall population in the region will decrease similarly.

**Table 6**

<b>FIGURE 1: POPULATION TRENDS, 2013–2019</b>						
AREA	2013	2015	2017	2019	2013–2019 NUMERIC CHANGE	2013–2019 PERCENT CHANGE
GLB Region	499,394	494,302	491,380	487,404	-11,990	-2.4%
Bay	106,794	105,237	104,045	103,126	-3,668	-3.4%
Gratiot	41,931	41,331	40,979	40,711	-1,220	-2.9%
Isabella	70,224	70,767	71,077	69,872	-352	-0.5%
Midland	83,651	83,662	83,314	83,156	-495	-0.6%
Saginaw	196,794	193,305	191,965	190,539	-6,255	-3.2%
<b>Michigan</b>	<b>9,913,065</b>	<b>9,931,715</b>	<b>9,973,114</b>	<b>9,986,857</b>	<b>73,792</b>	<b>0.7%</b>
<b>United States</b>	<b>315,993,715</b>	<b>320,635,163</b>	<b>324,985,539</b>	<b>328,239,523</b>	<b>12,245,808</b>	<b>3.9%</b>

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

**Source: U.S. Bureau of the Census, Annual Population Estimates**

**Table 7**

<b>FIGURE 4: LABOR FORCE TRENDS, 2013–2019</b>						
AREA	2013	2015	2017	2019	2013–2019 NUMERIC CHANGE	2013–2019 PERCENT CHANGE
GLB Region	235,916	235,532	232,016	229,700	-6,216	-2.6%
Bay	53,013	52,185	50,811	50,000	-3,013	-5.7%
Gratiot	18,419	18,283	17,967	18,000	-419	-2.3%
Isabella	34,863	35,287	35,216	34,700	-163	-0.5%
Midland	40,777	41,412	40,414	40,300	-477	-1.2%
Saginaw	88,844	88,365	87,608	86,700	-2,144	-2.4%
<b>Michigan</b>	<b>4,724,000</b>	<b>4,759,000</b>	<b>4,884,000</b>	<b>4,937,000</b>	<b>213,000</b>	<b>4.5%</b>
<b>United States</b>	<b>155,389,000</b>	<b>157,130,000</b>	<b>160,320,000</b>	<b>163,539,000</b>	<b>8,150,000</b>	<b>5.2%</b>

**Required: WIOA Act, Section 108, (b), (1), (C)**

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

The combination of positive job growth, declining population, and workforce is an issue that GLBMW!, workforce partners, and area employers will continue to focus on to find the best solutions. It is sought to increase the number of high school and college graduates that stay within the region, and to bring in the best-qualified talent to fill existing and future needs. We will continue to work with employers and training partners to ensure existing employees and job seekers gain the skills that are needed to retain and obtain positions that provide life-sustaining living wages.

**Note:** All requirements denoted as “shall include” are also required as part of the local plan.

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.

GLBMW! considers employers its primary customer. As such, services and programs are designed to meet employer needs. This results in an employer responsive, innovative, and results-oriented service delivery. We have a history of developing and expanding programs, partnerships, and services to meet ever changing employer needs.

All GLBMW! Business Services Team (BST) staff receive a Business Solutions Professionals certification in their first year of hire. This positions the BST to understand regional and statewide resources available. The GLBMW! BST is organized by industry, not geography. This model allows the BST to understand the needs of the industry and design custom recruitment strategies that align with industry needs. In essence, they become expert consultants to their employer customers. This approach, combined with local service delivery strategies listed below, prove effective in meeting the needs of regional employers.

**Existing Service Strategies available to serve employers:**

- Apprenticeship opportunities
- Fast Start - Short-term, just-in-time, accelerated training
- Fidelity Bonding Program
- Going PRO Talent Fund opportunities
- Incumbent Worker training
- Industry Job Fairs
- On the Job training
- Pre-Apprenticeships
- Registered Apprenticeships
- Single Company Job Fairs

Service delivery can be updated, expanded, or created to be locally responsive to regional employer demand.

Focusing on the employer as our primary customer also benefits the job seekers that are served. When we understand the needs of the employers in the region, we are in a position to help job seekers gain the skills necessary for employment with those employers. As the needs of employers change, we are able to direct job seekers toward skill attainment that meets those needs. This is a proven strategy that has yielded success year after year.



- **New service strategies necessary to address regional education and training needs.**

GLBMW! welcomes innovation and adapts to changing employer demands. In keeping with this approach, GLBMW! develops customized service strategies as appropriate. This approach has become part of the GLBMW! culture and is second nature to its organization. Some recent examples of new service strategies include:

- **MICareerQuest Middle Michigan** – co-coordinated with Michigan Works! Region 7B, this hands-on career exploration event, in its first year, connected over 8,500 students from 11 counties with over 100 regional employers. Students, their teachers, counselors, and career navigators were exposed to hundreds of in demand occupations in the region. Part of a long-term talent pipeline strategy, this event is designed to expose students to occupations so they can focus their high school and post-secondary plans to align with occupations available in the region. The ultimate objective is to retain future talent in the Great Lakes Bay Region.
- **Virtual Communication** – the impact of COVID-19 caused GLBMW! to pivot to a virtual service delivery model. GLBMW! staff quickly moved to providing virtual services, including the following, to employers and job seekers, that aligned with the safety requirements of the crisis:
  - Recording workshops to be posted online
  - Installed a chat feature on the GLBMW! website
  - Coached job seekers virtually
  - Retooled recruitment messaging for employers to maximize exposure
  - Hosted outdoor recruitment events to facilitate job seeker-employer match
- **BRN Services** – business retention challenges led to the creation of Business Resource Networks across the region. The employer supported initiative is membership based, and supports an on-site GLBMW! Success Coach to service member company employees by addressing barriers to employee job retention.
- **Work Experience** – participant work experiences are developed continuously to align with employer demand by providing enrolled participants an opportunity to obtain work experience in a guided employer-employee relationship with the support of their career coach.
- **K-12 schools** – work with local K-12 schools to build understanding of GLBMW! services. This has resulted in timely and appropriate referrals to enhance programmatic access for students transitioning from the K-12 system.
- **Community Colleges** – work with Community Colleges to explore accelerated skill-training models that align with changing employer demand.
- **4-year Universities** – work with local universities to ensure its curriculum is preparing graduates for regional employer requirements. Work with Career

Services to connect employers to the level of talent needed for their open positions, including alumni with the experience needed for higher level positions.

- **Strategies to address geographic advantages.**

GLBMW! serves a 5 county region that has a combination of urban and rural communities. Strategies to serve employers are customized to meet the individual business or industry, and scaled according to the location of the business and the requirements of the project. GLBMW! has strong regional partnerships with business, community, education, and economic development that it can leverage as appropriate to serve the needs of any business in the region. This type of collaboration is part of the GLBMW! organizational fabric.

- **Approaches to improve services to individuals with disabilities, veterans, youth, or other hard-to-serve populations.**

GLBMW! is committed to equity of access to all programs. It has relationships with The Bureau for Services for Blind Persons, Michigan Rehabilitation Services, Michigan Veterans Affairs Agency, Great Lakes Bay Veterans Coalition, local veteran's services groups, numerous community groups and organizations that serve minorities, homeless, youth, and other underrepresented populations.

Michigan Rehabilitation Services is co-located in 3 of the 5 GLBMW! service centers and holds office hours in the other 2. This has enabled us to increase collaboration and jointly serve individuals with disabilities. We have assistive technology available in our 5 locations for those who may require additional support in accessing program services. We also have an identified vendor that can provide interpretation services to support programmatic access for all.

LEO-WD Veteran Career Advisors are co-located in 2 GLBMW! service centers and hold office hours by appointment in the other 3. They work closely with our program staff to ensure veterans and eligible spouses have seamless access to Michigan Works! services.

GLBMW! is always working to reinforce relationships with community and faith-based organizations to connect with individuals who may not otherwise connect with its services.

GLBMW! has procured interpretive services for individuals who may require additional assistance in receiving services. This interpretive service is scheduled so programmatic access is not delayed.

- **Strategies to connect the unemployed with work-based learning opportunities.**

GLBMW! works collaboratively with employers and local training providers to connect job seekers to job related training instruction for occupations that are in demand in its region. The Fast Start partnership with Delta College has supported just-in-time training for thousands of job seekers to prepare them for in-demand jobs in the region since the training model was developed over 10 years ago. This training model has been scaled to serve the needs of different industries and employer groups, and can be scaled and timed to meet the hiring schedules of regional employers.

Over the past 24 months, GLBMW! staff have been working with the Healthcare Industry Council to understand the need for certified Medical Assistants. This group identified a common need and identified a training provider that could scale the program to employer need in an accelerated time frame that aligned with employer hiring requirements.

Registered apprenticeships are an area of focus in the region. GLBMW! staff work closely with employers and partner with USDOL staff to develop and expand RA's in the region. It also works with industry groups to identify areas of need and develop training models to support that need.

- **Strategies to integrate existing regional planning efforts among core partners.**

GLBMW! has long standing relationships with core partners. All core partners are either co-located in our AJC's or hold appointment hours on a scheduled basis. We routinely co-enroll participants and jointly serve them in a manner that is seamless to the participant.

When holding a pre-WIOA Plan meeting with core partners, we are determined that some cross-training of staff from all partners would foster continuous improvement and further increase collaboration and referrals. This training will be planned during the next program year.

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.**

The in-demand industry sectors in the Great Lakes Bay Region include:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Construction
- Agribusiness

GLBMW! maintains a High-Demand High-Wage Job Outlook list. This is available on our web page and is updated on an annual basis. The current High-Demand High-Wage Job Outlook list includes the following occupations as the top-ten most in-demand. Each of these occupations are anticipated to have over 200 average annual openings through 2026. (Table 8)

**Table 8**

SOC Code	Occupation	Average Annual Openings
11-0000	Management Occupations, All	985
51-2092	Team Assemblers	560
43-4051	Customer Service Representatives	545
43-9061	Office Clerks, General	520
31-1014	Nursing Assistants	395
53-3032	Heavy and Tractor-Trailer Truck Drivers	385
29-1141	Registered Nurses	330
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	330
49-9071	Maintenance and Repair Workers, General	285
15-1121	Information Technology Occupations, All	240

- **The status of regional collaboration in support of the sector initiatives.**

In general, GLBMW! acts as the convener of sector initiatives. As an independent broker of services, GLBMW! includes only employers in the initiative for early discussions. Once employers have identified their needs, applicable partner agencies are brought in to help build and implement strategies to address those needs.

Our longest collaborative partnership, the Delta College Fast Start Training Program, is convened in cooperation with Delta College with regional employer groups and has been in place since 2008. This collaborative has trained almost 386 people to date for in-demand Chemical Processing jobs for area employers.

This training model has been adapted to serve the needs of many industry groups, including Advanced Manufacturing, Business Process Services, Advanced Battery and Solar, and Customer Service (call center) training programs. Most recently, this model has been modified by the Merrill Institute to provide Level 1 AWS Welding training to serve the needs of regional employers.

GLBMW! partners with the Great Lakes Bay Regional Alliance (GLBRA) to co-host the Great Lakes Bay IT Workgroup. This group has been formed to support the short-term and long-term talent pipeline needs of employers recruiting IT talent. The members of this group are not industry specific. This group understands that IT talent is a part of every business, and needs will be different based on the needs of the employer. Understanding the regional needs in the IT area allows GLBMW! and GLBRA to support regional education efforts that align with IT talent needs now and in the future. Real time data from this group aids in refining GLBMW!'s High-Demand High-Wage Job Outlook list, ensuring WIOA training funds are supporting training that is in-demand in the Great Lakes Bay Region.

We partner with local, state, and regional partners in support of job fairs. Some examples include:

- GLB Job Fair is an annual collaboration of Delta College, MRS, Veteran's Affairs and GLBMW!
- GLBMW! frequently partners with regional universities and colleges for job fairs

Going PRO Training Fund ILC applications are, by definition, collaboratives to address common talent development needs for regional employers.

- **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 the GLBMW! sector partnership they are working together to identify recruiting best practices, collaborating to identify common talent pipeline issues, developing accelerated training programs to address talent shortages, and conducting joint job fairs in the GLBMW! Service Centers as needed.

GLBMW! also sponsors the Great Lakes Bay Manufacturing Association (GLBMA), our manufacturing industry cluster. GLBMA 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 a 15 week training, provides job seekers with 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! also sponsors the Central Michigan Manufacturing Association (CMMA). The CMMA is modeled in the same fashion as GLBMA as a membership organization. They have formed Special Interest Groups (SIG's) that support comment industry needs:

- Education Special Interest Group: The CMMA Education SIG operates with the vision of supporting "...Central Michigan Industries by consistently and effectively informing our youth, their parents, and educators in promoting skilled trades career opportunities available in the Central Michigan region." This is achieved by bringing together educators, manufacturers and Economic and Workforce development organizations. The interaction between educators and manufacturers alone results in a better understanding of the needs in manufacturing (by educators) and the

challenges that educators face (by manufacturers). This understanding is augmented by industry tours, teacher externships, and active involvement and guidance by our manufacturers in the educational efforts of the various ISD's, RESD's, Tech Centers and community colleges.

**Great Lakes Bay IT Workgroup:** This group is co-coordinated by GLBMW! and the Great Lakes Bay Regional Alliance. Formed in 2018, this group is IT role specific, not industry specific. This group operates with the understanding that IT is everywhere in business and includes members from a variety of companies from Healthcare, Manufacturing, IT service providers, insurance, communications and financial companies.

**Frankenmuth Employer Led Collaborative (IT group lead by the Institute for Excellence in Education):** The "Frankenmuth Employer Led Collaborative" is an alliance of educators and business people, with stated goals:

- i. To gain a better understanding of the current IT needs of employers, and
  - ii. How to better prepare the students of tomorrow to meet the needs for the careers of the future.
- **Which sectors are regional priorities, based upon data-driven analysis.**  
Based on total employment in the region or current employment trends, the following sectors are given a high priority in the Great Lakes Bay Region:
    - Healthcare
    - Advanced Manufacturing
    - Construction
    - Information Technology
    - Agribusiness,
    - Retail/Hospitality

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

All sector initiatives are business driven. Supporting partners are not brought in until a 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.**

Chambers of Commerce, Economic Development Agencies, Business Associations, such as GLBMA and Central Michigan Association, Business & Educations partnerships, area non-profits that have an interest in talent development for their constituency.

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.

GLBMW! has no administrative cost sharing arrangements at this time, and does not anticipate entering into any in the foreseeable future.

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:

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

Most of the population is served by one or more forms of public transportation in the Great Lakes Bay Region. Transportation can be a barrier to individuals obtaining and retaining employment. It is also important to other areas of a person's life, including access to high quality education, training, and career pathway opportunities that lead to self-sustaining wages in the region. Helping to remove transportation as a barrier to obtaining and retaining employment is important to the workforce development system.

Federal law requires a continuous, cooperative, and comprehensive transportation planning process in urbanized areas with a population of more than 50,000. The flow of federal transportation dollars is dependent on the continuation of a certified planning process. All users of the system, businesses, community groups, environmental organizations, the traveling public, freight operators, and the general public need to be involved through a proactive public participation process. By 2050, 68% of the population will live in urban areas. Industries and cities agree on the fact that finding an innovative solution, such as improving urban transportation systems, is becoming crucial to building sustainable and pleasant residential areas.

**The Bay County Transportation Planning Division** acts as the Metropolitan Planning Organization (MPO) for the Bay City Urbanized Area and is responsible for fulfilling the following duties:

- Preparation of required annual reports
- Developing the 2045 Metropolitan Transportation Plan and the 2020-2021-2022-2023 Transportation Improvement Program
- Provides staff coordination for the Bay City Area Transportation Study (BCATS)
- Conducts various transportation studies in the community

This division also works closely with other transportation studies in the community and region throughout the year.

The mission of the Bay Metropolitan Transportation Authority is to provide high quality public transportation services to the residents of Bay County. This means

operating a system which is economical and efficient, and a system that is safe for both employees and the public. It also means providing transportation service, which is reliable and predictable, as well as service which is responsive to community needs and respectful of the property and rights of all individuals. The needs of seniors and the disabled are assigned a special priority.

**Midland Area Transportation Study (MATS)** is the Metropolitan Planning Organization (MPO) that is responsible for planning federally funded transportation projects in all of Midland County. The committee fosters a cooperative effort to resolve problems, develop policies and implement plans to achieve shared regional transportation goals. MPO strives to make the best possible use of transportation resources and funding.

**County Connection of Midland** is a state and locally sponsored curb-to-curb public transportation service. Established in 1996 to provide affordable, safe, clean transportation to work, school, after school events, medical appointments, or social gatherings for all persons in the service area.

**Dial-A-Ride Transportation (DART)** in the City of Midland provides curb-to-curb transportation service within Midland's city limits.

**The Saginaw Metropolitan Area Transportation Study (SMATS)** is a multi-jurisdictional agency responsible for transportation and transit planning in Saginaw County. The agency is mandated by federal law to provide comprehensive transportation planning, which guides the expenditure of state and federal transportation funds in Saginaw County. SMATS annually establishes project priorities for consideration by the Michigan Department of Transportation (MDOT) when programming transportation funds. In addition, SMATS continually monitors the current condition of the county's transportation system, including roads, bicycle and pedestrian paths, bridges, and public transit.

The Transportation Improvement Program consists of a four-year schedule of projects developed by assessing the condition of the existing system. The program identifies local road projects for implementation based on community input and financial resources. Projects are prioritized for implementation based on technical analysis, existing roadway conditions and opportunities for project coordination with cities, townships, villages, or the MDOT. Program components include:

- Reflects involvement by citizens and elected officials
- Is used to coordinate transportation projects and programs with other jurisdictions and agencies
- Is a multi-year planning tool for the development of the transportation facilities within the MPO
- Is required for state and federal funding programs

**Saginaw Transit Authority Regional Services (STARS)** is a public transportation system for the urbanized Saginaw area, which travels about 1.5 million miles per year. Over 3,300 people ride STARS buses each day to work, doctor visits, shopping, or school. STARS provides basic transportation needs and is an important partner in



economic development. STARS also serves as an effective solution to mobility-challenged citizens. Annually, over 48,000 senior citizens and persons with disabilities utilize the LIFT service for their transportation needs.

STARS operates Monday through Saturday. A Customer Service Representative will help find routes and schedules, and assists the public in planning a trip on STARS fixed routes, or helps in finding the service that best fit their needs.

**iRide** is Isabella County's public transportation system. iRide is helping residents get from place-to-place in a big way. Providing service to around 600,000 riders every year, it's one of the largest rural transit systems in the Midwest. Transportation is the second highest cost of living. For those who can't afford their own individual transportation, public transportation is how they get to work, to school, to the doctor, the store, or the bank. iRide provides service to every single school in Isabella County, including daycares. People who are 80 years of age and up ride for free, and there are people confined to wheelchairs who only get out of their house once a month who call iRide simply to go for a ride.

iRide, originally called VanTran and then the Isabella County Transportation Commission, has been serving Isabella County since 1973. Part of that history has been a constant desire to find ways to streamline and improve service. Recently, feedback sheets were posted in all of iRide's buses, asking riders whether they thought the buses were clean and if the service met their expectations. The results were outstandingly positive.

But, affordable transportation is nothing if it can't be used by the people who need it the most, so one of iRide's goals is to make riding a bus accessible and convenient, especially since 33% of their riders are seniors or disabled. Rather than forcing all riders to meet at bus stops at scheduled times, they provide curb-to-curb service. It's very likely to see drivers out of their buses loading groceries because they care, and they want to get up out of their seats and help.

**The Alma Transportation Center** is a public transportation system that provides service to the City of Alma and other areas within Gratiot County.

Recently, Alma collaborated to bring a countywide transportation ballot proposal before voters in November of 2020. They have existing agreements between various municipalities and townships to work together to find a better solution for the entire county over the next few months. Alma College conducted a transportation study, which included finding out the public transportation "needs and wants" of local communities and the "level of services" they were looking for. A postcard survey was also sent out to county residents inviting citizens' input about their transportation needs.

Collaborating with multiple local partners and leveraging community resources will effectively remove participant barriers to success.

- **What organizations currently provide or could provide supportive services.**

Many job seekers in the Great Lakes Bay Region experience challenges that interfere with their ability to obtain or retain employment. These challenges are often many and complex, such as a lack of affordable or accessible child care, transportation, or other work related expenses such as work clothes, boots, or tools. Other limitations might include a negative credit report, a criminal background, or a history of chronic unemployment. Our American Job Centers will help individuals assess their skills and abilities, and provide information on financial assistance, emergency funds, childcare, transportation, as well as opportunities to participate in recruiting events.

All GLBMW! centers are equipped with Resource Guides for Career Managers. These guides are a comprehensive directory of community resources for individuals, families, and service providers in the Great Lakes Bay Region. The resource guide is a fast and easy way to search for programs and information about local organizations. Guides are also available via county websites. Below are some examples of information/referral and program-funded supportive services that may be helpful.

Referrals to community programs/services:

- food pantries and soup kitchens
- homeless shelters
- substance abuse/addiction counseling
- domestic abuse intervention
- parenting resources
- clothing assistance
- free and low cost medical clinics
- legal aid providers

Collaborating with multiple local partners and leveraging community resources will effectively remove participant barriers to success.

2-1-1 is a one-stop service that saves time and frustration by connecting people in need with hundreds of health and human service organizations.

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

Supportive services are a key component for many workforce participants to complete training and continue educational opportunities that lead to in-demand occupations. Whenever possible and reasonable, supportive services are and will continue to be coordinated with GLBMW! core partner programs to provide necessary support without duplication. These resources will include, but are not limited to, WIOA, PATH, FAE&T, MRS, Adult Education, Seasonal Farm Workers, and Veterans Services. GLBMW! will continue to partner with local, state, and federal support agencies to leverage funding streams available for supportive services.

GLBMW! will also continue to coordinate 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 different programs and services for people seeking assistance. The 2-1-1 system will be

promoted within each MWSC 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 211nemichigan.org.

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.

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 COO is a board member of Bay Future, Inc., currently serving as the Chair. The GLBMW! Workforce Development Board (WDB) also has regional economic development representation that is nominated by their professional peers. The GLBMW! CEO and the COO have both graduated from the Great Lakes Bay Regional Alliance Institute for Leaders, and continues to serve in an alumni advisory capacity for that regional economic development collaborative.

To facilitate the match between job seekers and employers, a Business Service Team (BST) is utilized at the One-Stop Service Centers. The BST works closely with companies in high-growth/high-demand industries. The Michigan Industry Cluster Approach (MICA), LEO-WD Sector Initiatives, the Michigan Economic Development Corporation (MEDC), and the five local economic development partners - Bay Future, Greater Gratiot Development, Middle Michigan Development Corporation, Midland Business Alliance, and Saginaw Future - collaborate with the GLBMW! BST staff to provide information and support for employers growing within or moving into the local area. The partnerships between GLBMW!, LEO-WD, MEDC, and local economic development partners work to support and establish new relationships with employers in order to obtain skilled workers through Michigan's labor exchange system.

East Central Michigan Prosperity Region 5 administrative staff and the GLBMW! BST 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 the GLBMW! BST staff work closely to educate regional employers about the Going PRO Talent Fund, formerly called the Skilled Trades Training Fund. This competitive grant, facilitated by the GLBMW! BST, has resulted in over 5.35 million dollars in grant funding supporting regional employer training need since 2014.

- **Education and training providers involved with economic development.**

Economic development and education regularly partner to support the needs of existing and new business in the region. Education partners work collaboratively to create, update, and align curriculum to support business needs. Our Fast Start partnership with Delta College is an example of this type of involvement. When a new solar business came to the region and had a need to upskill the region's workforce to remain competitive in the marketplace, an Advanced Battery curriculum was developed and delivered using the Fast Start model. There are employers in the region who have need for skilled welders in order to expand their businesses. Both The Merrill Institute and Mid Michigan Community College offer accelerated welding programs to help meet demand of regional employers.

GLBMW! is a flexible and innovative partner in response to economic development requests.

- **Current businesses involved with economic development organizations.**

Businesses make up the majority of memberships on local economic development board of directors. Economic development exists to support local business development, expansion, and new business attraction. Board representation is reflective of high priority industries in each community, along with education, local government, and financial institutions that support growth and expansion of those businesses.

- **Targeted businesses from emerging sectors/industries.**

GLBMW! has organized its BST division by industry, not geography. While it is our practice to serve any employer requesting assistance, major emphasis is placed in the following regional high priority industries: Advanced Manufacturing, Agribusiness, Construction, Health Sciences, Hospitality/Retail and IT.

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. LEO-WD 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 states goal and vision for the workforce investment system.

The LEO-WD will determine the level of the performance goals for all core programs. Instructions are issued to all local areas to provide LEO-WD 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. LEO-WD will request documentation for any performance level significantly below prior levels. LEO-WD will compile local level recommended performance levels into a statewide level. The LEO-WD 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, or
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, LEO-WD may take corrective action(s). The local areas 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.

SECTION II

**LOCAL PLAN REQUIREMENTS**

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

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

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

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

As this plan is a combined Regional and Local Plan, all LMI data and analysis is included in Section 1, #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), including goals relating to performance accountability measures based on primary indicators of performance as described in the WIOA Section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. Expected performance levels may be used to evaluate outcomes until such time as formal performance goals are established. 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.

The Strategic Vision of the GLBMW! is to offer a user-friendly and cost efficient system that provides employers with assistance in the hiring process, and in reducing turnover, that positively impacts the local labor force by providing job seekers with barrier removal, necessary skills training, job readiness and retention training, and job search assistance, and in which key agencies will see great value in establishing partnerships. To help support this vision, the GLBMW! Joint Board of Directors has established the following goals:

**Goal #1:** GLBMW! shall continue serving the needs of employers in the Great Lakes Bay Region through direct employer services with the following priorities:

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- Continue growing the number of employer customers using GLBMW! services.
- Customize services to meet the workforce needs of new and expanding businesses.
- Customize services to help employers become more competitive.

**Goal #2:** GLBMW! shall work to ensure our employer customers have access to a high quality workforce through occupational training and education. Priorities include:

- Partner with economic development agencies to increase the number of high wage, high skill jobs in the region.
- Continue to focus occupational training on High-Demand High-Wage occupations in the region, and regularly update and publish the list of regional High-Demand High-Wage list of occupations.
  - Assure that adequate numbers of job seekers obtain High School Diplomas, GED's, and basic skills required for success in employment or occupational training by assisting with:
    - improvement of the adult education system
    - assurance that High School graduates without a certified High School diploma receive credentials necessary to enter training for High-Wage High-Demand occupations
    - increasing High School graduation rates
    - increasing 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 (CTE).
- Increase awareness for the necessity of lifelong learning.

**Goal #3:** GLBMW! shall increase its impact and effectiveness by continuing to raise its presence in the community through robust communications. Priorities include:

- Continue to raise the level of understanding by stakeholders regarding the mission, priorities, programs, and impact of GLBMW!.
- Establish a system that allows for regular input by stakeholders.
- Utilize technology and the internet to maximize communications with stakeholders.
- In each county, engage appropriate partners in gap analysis and resource mapping to assist job seekers in removing barriers to employment.

**Goal #4:** The Governance of the GLBMW! shall maintain the best organizational structure to operate its programs and achieve its goals. Priorities include:

- Continue to improve the skill levels of administrative, program, and business service staff through adequate training, technology, and capital resources.

- Continue to raise the level of Board member understanding of their roles and their ability to perform their roles through various training, networking, and conferencing opportunities.
- Explore opportunities for alternative funding to support the priorities and programs of GLBMW!.
- Review and recommend the best organizational structure to achieve the goals of GLBMW!.

**Baseline Measures:**

- WIOA Title I – Adult, Dislocated Worker, and Youth
  - 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  
(Credential Attainment Rate and Measurable Skills Gain do not apply to Wagner-Peyser.)
- WIOA Title IV – Vocational Rehabilitation
  - All measures are designated as baseline

GLBMW! regularly reviews all existing and proposed measures, including those designated as baseline, where metrics are available. Primary indicators of performance apply to all six core programs with the following exceptions; credential attainment and measurable skills gains do not apply to the Title III Employment Service program.

GLBMW! is aware that the WIOA (Section 116(b)(2)(A)(i)(VI)) requires the Departments of Labor and Education to establish a primary indicator of performance for effectiveness in serving employers. The departments are piloting three approaches designed to gauge three critical workforce needs of the business community.

- Approach 1 - Retention with the same employer : addresses the program's efforts to provide employers with skilled workers.
- Approach 2 - Repeat Business Customers : addresses the program's efforts to provide quality engagement and services to employers and sectors, and establish productive relationships with employers and sectors over extended periods of time.



- Approach 3 – Employer Penetration Rate : addresses the program’s efforts to provide quality engagement and services to all employers and sectors within a state and local economy.

GLBMW! will comply with all performance requirements as they are identified.

- **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.**

To align local resources and partner organizations with Michigan Works! core programs and strategic vision, The GLBMW! has instituted a strong correlation between Business Services and core program management. This relationship allows a systematic process for identifying the needs of the region’s employers and translating those requirements into dynamic programs designed to address workforce shortfalls. Additionally, GLBMW! administrative staff maintain strong relationships with required partners, economic development organizations, and educational institutions from across the region providing strategic guidance and alignment with the region’s laborforce. Finally, the GLBMW! Joint Board of Directors and Career and Education Advisory Council has been deliberately developed to leverage the knowledge and expertise of representatives from key organizations across the region to ensure GLBMW! maintains the agility to meet the needs of the region’s workforce now, and into the future.

**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 provide 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 GLBMW! 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 high-growth and emerging occupations in the local economy.

**The Dislocated Worker Program (Title I of WIOA)**

A dislocated worker is defined as 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. has 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. has been 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, or;
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-school 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 to 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)**

The term "Adult Education" means academic instruction and education services below the postsecondary level that increases an individuals 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 Services 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 GLBMW! One-Stop Career 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 seekers 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 of the Department of Health and Human Services, in 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 expects 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, and 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).**

The workforce development system in the Great Lakes Bay Region is a complex network of organizations and activities that prepare people for employment, career advancement, and to ensure a workforce with the skills necessary to meet the needs of the regions employers.

The Great Lakes Bay Regions workforce development system was created around the philosophy of meeting the needs of employers. If the regions workforce has the skills required to meet employer needs, then employers will succeed, which will further translate to increased jobs and opportunity for the region. The GLBMW! Joint Board of Directors has focused their efforts to align regional stakeholders to this philosophy. Our BST and labor market statistics form the backbone of our board's

strategy to determine the current and future direction of the regions workforce. That formation is 1) used to tailor our core programming to support the needs of employers and 2) inform our regional partners and key stakeholders in the direction the regions workforce is proceeding. Additionally, longstanding partnerships with regional economic development, educational, and labor organizations support pathways to further amplify our strategy across the region, as well as providing additional input and alignment from employers.

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.**

GLBMW! has gone to great lengths to provide outstanding employment, training, education, and supportive services to individuals experiencing barriers to employment. Our philosophy was developed with the commitment to assist individuals in gaining a competitive advantage during the hiring process and to provide them with the skills to make them outstanding employees. Through our programs, we provide services that help them become excellent job seekers, and address barriers that are lacking, such as the need for an education skills upgrade, computer skills upgrade, essential skills (soft skills) upgrade, and occupational skills training. Each one of these areas are deliberately applied to identify and remove those barriers impeding employment.

In some instances, the barriers prohibiting employment, such as lack of childcare, lack of transportation, lack of suitable clothing, substance abuse, etc., do not fall directly under the workforce umbrella. In these cases, GLBMW! utilizes two main strategies to address these obstacles: 1. WIOA funded supportive services, and 2. community partnerships (2-1-1, United Way, etc). Our staff constantly works to develop and maintain relationships with community organizations to help leverage available resources to identify and remove barriers experienced by our regions employees.

Other barriers require additional services to ensure everyone has the opportunity for a successful entry into the labor force. GLBMW! maintains a strong partnership with MRS to guarantee job seekers are fully aware of and able to take advantage of those resources available to prevent a disability from being a barrier to employment.

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

GLBMW! is committed to developing and implementing a high-quality, comprehensive career pathway system with multiple entry and exit points that meets job seekers where they are, provides opportunities for education, training, and support services needed for career advancement, and ensures a skilled workforce that meets the needs of employers in the Great Lakes Bay Region.

Our career pathway strategy includes a review of wage and labor market information for in-demand occupations within our region and the education and training

opportunities that are available at various institutions in the region. Whether an individual is interested in going to college, getting a certificate, or going straight to work, a career pathway can be customized to support their plan or goal. GLBMW! works with participants to develop career pathways where each step is designed to prepare the individual to progress to the next level of education and/or employment to increase their earning potential, and help fill jobs that are in demand in the region.

GLBMW! will continue to collaborate between core programs in order to minimize duplication of services, and align investments in basic skills and postsecondary education at the local level. We continue to build on innovative approaches to career pathways and contextualized instruction through regular meetings and sharings of resources.

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 participant's skills and credentials, which in turn improves participant's employment prospects.

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

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

GLBMW! continues to improve access to training activities leading to industry-recognized credentials by increasing awareness of the opportunities available. GLBMW! provides training options that link job seekers to good job opportunities in the Great Lakes Bay Region, including both occupational skills training, vocational training, and training in basic skills. For our region to thrive economically, more of our citizens need post-high school degrees and other valuable credentials that equip them with the tools and skills, not only to get a job, but to navigate a rapidly changing economy. We have an established partnership with the Small Business Development Center to support those individuals whose goal is to become the entrepreneurs and job creators of tomorrow. We also collaborate with stakeholders, like the Michigan College Access Networks, which enables us to assist in the development of strategies that improve awareness and access to these educational opportunities for job seekers. We work in partnership with industry groups, public and private training providers and workforce development partners to ensure job seekers and employees obtain and maintain the skills necessary to meet employer demand.

Training services are available to adults, older youth, and dislocated workers who, after an interview, evaluation, 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, which 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. GLBMW! partners with CTE programs, community colleges, universities, and employers in helping underprepared students, youth, and adults obtain skills that lead to careers. GLBMW! encourages FAFSA completion events to increase the numbers of students completing their financial aid package.

Job seekers have access to career exploration, including training opportunities, through Career Explorer on Pure Michigan Talent Connect at [www.mitalent.org](http://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 approved training providers and programs on Pure Michigan Talent Connect, which reflects such things as completion rates, placement rates, and average wage at placement. Training programs from community colleges, 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.

Experience has shown that two of the major factors keeping individuals from accessing training opportunities are 1) the need for income, and 2) lack of required entry level academic skills or a high school diploma. In order to address these two major factors, GLBMW! will work toward building more apprentice/apprentice-like, and work-based, customized training opportunities in which job seekers can earn while in 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.**

GLBMW! has dedicated Business Services Representatives who are tasked with the responsibility to meet local employer needs. Staff is assigned specific employment sectors to best serve employers in the Great Lakes Bay Region.

To facilitate the match between job seekers and employers, BST Staff will be utilized at the One-Stop Service Centers. The BST 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 GLBMW! BST to provide information and support for employers growing within, or moving, into the local area. The partnerships between the One-Stop Service Centers, 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.

GLBMW! works collaboratively with all of the economic development partners in the region. The CEO for GLBMW! is an ex-officio officer on the Saginaw Future Board of Directors. The COO currently serves on the Bay Future Board of Directors and Executive Committee. 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 the BST regularly coordinate connections and resources within the region 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 area. Additionally, the local economic developers, MEDC Business Development Manager, and GLBMW! BST work closely together to educate employers about the Going PRO Talent Fund. This competitive grant, facilitated by the GLBMW! BST, has generated over 3.1 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, the BST staff 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.**

BST staff and GLBMW! administration have developed relationships with local economic developers to assist with hiring needs of local employers with current and/or potential job openings. Also, BST staff may serve as the conduit through which local employers may access state and federal funding for training support, 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 participate in Rapid Response activities for lay-off aversion, 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 eliminate or 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 to retain or obtain high-wage, in-demand occupations.

GLBMW! will provide the Unemployment Insurance Agency Work Test for claimants to ensure they are able to work, seeking work, have not refused suitable work, and provide reemployment services to profiled claimants selected by the Unemployment Insurance Agency (UIA).

GLBMW! staff are knowledgeable and well-trained in the provision of job search services. In addition, they are adept at assisting job seekers in the process of registering for work. Their broad-based knowledge is critical in helping job seekers expedite their return to the workforce. Each center prominently displays information regarding how to sign up for unemployment benefits in Michigan. The GLBMW! One-Stop Service Centers display several other UIA publications that can assist job seekers with resolving issues related to their unemployment claims.

The local Problem Resolution Office (PRO) in Saginaw County shares information regarding GLBMW! services in their office. Previous co-location with the local PRO fostered an outstanding working relationship between the agencies. Open and frequent communication continues between the UIA and GLBMW! since the PRO was relocated. In addition, meetings between GLBMW! and UIA management occur on a quarterly basis.

Job seekers have direct access to computers, telephones, and fax machines at all One-Stop Service Centers in the Great Lakes Bay Region. They may file claims and/or complete bi-weekly MARVIN contacts via computer or dedicated telephone for UIA calls. They may use computers to complete UIA-related activities, including, but not limited to, checking MiWAM accounts, submitting inquires and bi-weekly job search, and responding to UIA communication. Fax machines are available for the submission of work search records and other pertinent UIA communication.



GLBMW! staff assist job seekers in navigating through the array of communication tools available. GLBMW! was selected to participate in the REA pilot program, and expanded the provision of services from Saginaw County alone to encompass the three counties of Bay, Midland, and Saginaw by the close of the pilot. The RESEA program is now being delivered at all sites in the State of Michigan, and a comprehensive, consistent process has been implemented to engage job seekers and to encourage them to return to full-time, permanent employment as quickly as possible.

Due to the COVID-19 pandemic, GLBMW! staff has worked more closely with UIA to assist those affected by the pandemic. Through additional training that has been provided by UIA, GLBMW! staff is better able to help resolve UIA issues for job seekers.

**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.

GLBMW! works closely with regional economic development organizations providing data and interpretation of key workforce metrics (unemployment, labor force, etc.), and key occupational and industrial data (wages, in-demand occupations, etc.), to aide in talent development, attraction, and retention initiatives. GLBMW! provides access to Small Business Development Center's entrepreneurial skills training and microenterprise services in each of its Service Centers. GLBMW! also works with Central Michigan University Research Corporation (CMURC), a smart-zone technology cluster, to connect starts-ups and existing companies to industry, research organizations, government and other community institutions, growing technology-based businesses and jobs.

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 job seekers.

The local board oversees the work of service providers and reviews their outcomes. Performance is judged based on federal performance measures, and criteria set by the board based in part on comparison to the prior year performance. Labor market information, technical assistance, and monitoring are provided to service providers, not only to assure minimum compliance, but also to increase program quality, quantity, and continuous improvement. The GLBMW! BST works directly with thousands of employers and gains valuable intelligence regarding employer workforce needs. This intelligence is shared with service providers so that programs can be structured to meet those needs. This in turn provides higher quality "job relevant"

service for workers and job seekers. Training of service provider and Business Services staff is encouraged and supported in budgets.

The board may use several methods to address service providers who do not perform to the board’s expectations: contract termination, contract nonrenewal, probation, required corrective action, technical assistance, etc.

- **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.**

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

For individuals in remote areas who cannot physically visit a MWSC, 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 MWSC’s computers have access to the Pure Michigan 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
<b>Employment Services (ES) Computers</b>	30	10	8	10	14
<b>Enhanced Workstations for Person with Disabilities</b>	1	1	1	2	2
<b>Veterans Resources Center</b>	4	2	2	1	1
<b>Business Resource Center (BRC)</b>	2	2	2	1	1
<b>Academic Center</b>	28	14	12	6	19

Each MWSC houses an Employment Services (ES) area that will contain the following: approximately 8-30 computer workstations with internet-based access to Pure Michigan Talent Connect, computers with self-assessment software (i.e. typing proficiency or Microsoft applications), and computers with enhanced workstations for individuals with disabilities. The resource area has information on services provided by local agencies, resume writing, job search literature, and occupational skill training information from various training providers and current job postings.

GLBMW! has a website, [www.michiganworks.com](http://www.michiganworks.com), which is designed to show current events and services offered at its MWSC's. It's also a link to the Pure Michigan Talent Connect for job seekers and employers to directly connect to the talent-connect website. GLBMW! has social media accounts on Facebook, Twitter, and also LinkedIn. They preview current job listings and events that are held at our MWSC's.

ES assists 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 assist individuals with visual, auditory, and physical challenges. The workstations have assistive equipment software that reads computer text (both computer application commands and webpages) aloud 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 is available.

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, and also provides 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. Veterans Career Advisors (VCA's) will be available to serve eligible veterans and eligible spouses in need of employment services beyond WIOA services.

GLBMW! offers access to the 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 BRC, 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 MWSC's:

- 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
- Edmentum courseware

- Help with improving math and reading skills
  - GED Preparation
  - Pharmacy Technology and CNA test preparation
  - Motivational support
  - WorkKeys Testing
  - 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 United States Code [U.S.C.] 12101, *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

All GLBMW! MWSC's 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 One-Stop Service Center, GLBMW! staff may travel to their location or assist through the use of technology, such as Skype or similar programs.

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 ES worker assigned to each MWSC.

GLBMW! Enhanced Workstations are designed to 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 is available.

Staff are supported by an on-site manager, and frequently participate in training presentations, webinars, and simulations to promote sensitivity and awareness, leading to a higher quality of service. All staff have access to, and are required to, review the Grievance Complaint, EO, and nondiscrimination policies and procedures on an annual basis. The GLBMW! EO Officer is accessible to all staff and One-Stop Service Center visitors.

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

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.

VCA's 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 clients in becoming job ready, so they can secure employment through the public workforce system. VCA's do not interact with employers, nor engage in direct placement, and rely on GLBMW! One-Stop Service Center partners to assist their job ready clients to secure employment.

Local Veterans' Employment Representatives (LVER's) 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. MRS, VCA, 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 Legacy Center for Community Success in Midland provides learning level assessment and tutoring services for GLBMW! program participants who need assistance with reading skills, writing skills, math skills, provide English as a second language services to non-native speakers, and provide special assistance to participants assessed with strong signs of dyslexia. The resources provided by The Legacy Center 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 system 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.

GLBMW! partners with the Adult Education Providers in the region to provide adult

education services to the GLBMW! One-Stop system. Where these partners are co-located in one of our service centers, they provide equipment, materials, and qualified staff. The resources provided 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 its 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.**

Consistent with the WIOA's design to create an integrated job-driven service delivery system, GLBMW! provides a variety of services through the WIOA Adult and Dislocated Worker programs to help job seekers succeed in our region's labor market. GLBMW! provides a job-driven service delivery system. It is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the Great Lakes Bay Region.

GLBMW! understands that job seeker success may require services that are outside the scope of our expertise, therefore we work with other partners and community resources to provide a network of support enabling participants their best opportunity for success. Through these programs, qualified job seekers are able to access employment, education, training, and support services they need to meet the skills employers in our region are looking for.

GLBMW! constantly monitors our service delivery to ensure that we are serving the needs of our region's employers and job seekers. This is accomplished through a variety of means. Following are a few examples of how we assess the success of our programs and how we evolve to ensure we will remain relevant in the future.

**Metrics:** Quarterly, monthly, and ad hoc reports are run and reviewed to ensure we are meeting or exceeding benchmarks. These reports can help us understand where our strengths and weaknesses are. Through review of the reports, we can also note trends that we need to be aware of, or point us to areas we need to place more focus on. Metrics help us to remain quality-focused and data-driven in our decision-making.

**Updated materials, workshops, and approaches:** GLBMW! regularly reviews the quality and effectiveness of our assets. This includes materials we use for recruiting, advertising, and delivering services, such as workshops. Over the past two years we have reviewed and updated all of the content and materials used in our workshops to ensure they are current and relevant. Policies and procedures are updated or replaced as required to ensure we meet current guidelines and regulations.

The Occupations in Demand and Declining Occupations lists play a considerable role in the Adult and Dislocated Worker programs. These are reviewed and updated annually to ensure they accurately reflect the Great Lakes Bay Region. These are used to determine which

occupations are in-demand in our region and how to best utilize our training dollars to meet the needs of the employers in the region.

Currently, we are implementing a new customer-focused delivery system. This will help us better address all of a customer's needs, promoting better long-term success.

**Customer surveys:** GLBMW! welcomes feedback from our customers. Due to changing policy regarding surveys, GLBMW! will review and upgrade our survey processes to ensure a consistent approach across all programs. This will ensure that we are meeting the needs of our customers.

**FastStart Just-in-Time Training:** FastStart is a collaboration between employers, training partners, and Great Lakes Bay Michigan Works! The FastStart Just-in-Time Training System (FastStart) was created in 2008 via a partnership between local Chemical companies, GLBMW!, and Delta College in order to meet local hiring demand for Chemical Process Operators. Since that time, GLBMW! has partnered with other industries and training partners to create programs in Advanced Manufacturing, Business Process, Customer Service, Diesel Technician, Solar Manufacturing, and Welding. FastStart may be described as a continuous process of planning, recruiting, training, hiring, and assessing. We meet regularly with the training and business partners to ensure it remains relevant to the needs of businesses and training scheduled when there is a hiring need.

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

GLBMW! has a design framework for the Youth Program that sets students up for success. It begins with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, such as pre-apprenticeships or internships, and culminating with a good job along a career pathway, enrollment in post-secondary education, or a Registered Apprenticeship. This is done by first assessing a participant's skills, interests, needs, and personal interests. A customized service plan is then developed with the participant that addresses their educational and employment goals. This process is based around the 14 WIOA Youth Elements, which must be made available to all participants.

GLBMW! ensures that all 14 WIOA Youth Elements are available in all areas served. It does not mean that every service provider provides all 14 elements. Our region has strong relationships with many other community organizations who we partner with to provide some of these elements. The elements that a participant engages in is based on their informal interview, objective assessment, and the Individual Service Strategy (ISS).

Youth are made aware of these 14 elements via program materials and discussions with their success coaches.

GLBMW! has many collaborative partnerships in the community to increase opportunities for youth. These partnerships include employers, training and educational institutions, Youth Build, Job Corps, and other community groups. We are also actively working on expanding relationships for pre-apprenticeship programs.

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

GLBMW! defines Basic Skills Deficient, with respect to an individual, as: A youth, that has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test, or who is a youth or adult who is unable to compute, solve problems, read, write or speak English at a level necessary to function on the job, in the individual’s family, or in society.

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

WIOA outlines a broad youth vision that supports an integrated service delivery system. This includes the creation of a career pathway for youth and positions them as an asset to employers with a need for skilled workers. Employers are critical partners that provide meaningful growth opportunities for young people through work experiences that give them the opportunity to learn and apply those skills.

GLBMW! is committed to providing high quality services for youth starting with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and preparing them for good jobs along a career pathway or enrollment in postsecondary education. Youth services or activities include both individualized and group elements as appropriate. Services include eligibility and suitability determination, academic assessments, career interest assessments, individual service strategy development with the youth, and career coaching, which includes follow up after program exit. The 14 elements are accessible through the youth service provider or through identified community resources that offer the needed service.

Youth with disabilities, ages 16-24 who are not attending school, are eligible for out-of-school services. Youth with disabilities up to age 21 are eligible for in-school services if they are low income or meet other eligibility criteria. WIOA expanded the definition of low income and thus increased capacity to engage in-school youth. Definitions and eligibility documentation requirements regarding “requires additional assistance” criterion has been left up to local policy. The GLBMW! Joint Board of Directors decided that the criteria shall read as such: GLBMW! youth will be considered for additional assistance to complete an educational program when the following conditions are present that place them at risk of dropping out or have caused them to drop out:

- Credit deficient – students have not earned full credit each semester
- Grade point average at or below a cumulative 1.5
- Low performance scores on plan assessment test – Pre-SAT, SAT, WorkKeys, and M-STEP
- Repeat classes – students that have taken a class two or more times

Reasonable and necessary accommodations are provided to youth with disabilities to ensure WIOA services and activities are available. Collaborative relationships exist with MRS to



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assist in coordinating programs, funding, and opportunities for disabled youth when identified as a need.

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

GLBMW! provides 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 providing effective connections to employers as the framework of our program design. GLBMW! will ensure ongoing mentoring opportunities in the work place and in the community for youth with caring adults committed to providing such opportunities. Youth will need continued supportive services to meet their goals. They will be given incentives for the achievement of certain benchmarks outlined in their individual service strategy.

Helping participants set individualized short-term and long-term goals is important to manage their expectations from program services as many youth do not have a realistic assessment of their own skills. They may become frustrated when they do not make progress and may decide not to engage further. They often feel a sense of accomplishment if they achieve some short-term goals and may then persist on to long-term goals.

Regular staff meetings with Youth Service Provider staff assist in framework development and the assessment of best practices.

At least 20% of local youth formula funds are used for work experiences, such as employment, pre-apprenticeship, on-the-job training, internships, and job shadowing.

GLBMW! youth providers may partner when appropriate with other agencies such as MRS, Community Mental Health, Parole and Probation Officers, Department of Health and Human Services (DHHS), and Partnership, Accountability, Training, and Hope (PATH) to provide opportunities to those who have additional barriers to success. These partnerships assist in reducing the duplication of services, while targeting those who are the most vulnerable.

These strategies will produce skilled workers and will develop leaders in the community. We are committed to providing evidence based strategies that also meet high performance and quality in preparing youth for the local and regional workforce.

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

GLBMW! does not have any local waivers in place at this time.

12. 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.

GLBMW! partners with the local Adult Education providers in its region to provide employability skills, career exploration, and the development of a career ladder approach for the success of participants. Adult Education Providers are co-located in three of our five GLBMW! Service Centers. In the other two, a strong partnership also exists with staff from both organizations providing services in our Service Centers on a regularly scheduled basis.

Those participants who have not completed High School or a High School Equivalency (HSE) are referred to local Adult Education Providers or other alternative education providers. We work with and coordinate the delivery of GED preparation and other workforce services for each participant. Services include: college and career assessments, comprehensive information of college costs and financial aid, preparing for and applying for college, information on possible postsecondary credentials and career pathways, instruction and tutorial assistance, GED practice tests and GED readiness, personal readiness, and job readiness skills development.

Adult Education Providers work closely with GLBMW! to provide or locate the appropriate job training programs and resources for participants. We collaborate to identify student needs, and align services to meet student goals without the duplication of services. An example of this is the EDGE Program in Bay County. It combines Adult Education with vocational learning in Healthcare, Welding, CNC Operation, or Construction. We are actively involved with another of our Adult Education Providers to expand this model in another county providing CNA training.

GLBMW! collaborates with some of our Adult Education partners to provide Career and College Readiness Workshops for all students. GLBMW! staff goes to the Adult Education site to provide workshops. Workshops covered topics such as: Michigan Works! services, ONET Skills and Interest Assessment, online employment resources, career exploration, resume writing, technology and social networking, interviewing, and career planning. This collaboration will continue and be expanded to the entire region.

Adult Education programs also collaborate with the Saginaw Chippewa Tribal College and Mid Michigan Community College. The Saginaw Chippewa Indian Tribe is also referring non-graduate employees to obtain a GED or a high school diploma. Completion may be measured by achievement on TABE and/or successful completion of GED or High School Diploma.

GLBMW! is aligned with and supports the Sixtyby30 educational attainment goal in the State of Michigan. GLBMW! program services encourage and support program participants in obtaining credentials. GLBMW! also partners with local College Access Networks (CAN's). CAN's are community based college access coordinating bodies supported by a team of community and education leaders who represent K-12, higher education, non-profit sector, government, and business. They are committed to building a college prepared culture, and increase college attendance and college completion rates in the community. GLBMW! works closely with the CAN's in the region, with staff being actively involved in

various committees. These activities enable students to take positive steps toward obtaining postsecondary certificates and credentials.

In addition to our work with postsecondary education programs, GLBMW! also works with the secondary education providers in the region. One of the most significant ways we have done this is through our partnership with Michigan Works! Region 7B on MiCareerQuest Middle Michigan. In its first year, MiCareerQuest Middle Michigan was able to connect more than 8,500 students with over 100 employers. This represented hundreds of in-demand occupations in the region. GLBMW! will continue to work with its secondary education partners to ensure students are aware of and are connected to the High-Demand High-Wage jobs in the Great Lakes Bay Region.

13. A determination of whether the Michigan Works! Agency (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! has elected to provide supportive services and needs related payments. These are subject to the guidelines set out in GLBMW! local policy issuances.

WIOA supportive services may only be provided to participants who are in career or training services, unable to obtain supportive services through other programs providing supportive services, and must be provided only when necessary to enable individuals to participate in career or training services.

Such services may include services such as transportation (bus tokens/pass, auto repair, etc.), childcare, dependent care, housing, work clothes, and needs related payments.

WIOA Supportive Services will be issued only upon referral by a WIOA funded Career Manager who has identified the need for the services (see WIOA Supportive Services Application). Participants may receive WIOA Supportive Services payments if they:

- are participating in career or training services
- are unable to obtain such services through other programs, or
- need services to enable participation in WIOA activities.

GLBMW! has established the following limits on the provision of WIOA Supportive Services:

- Funds may not exceed \$500 per year. However, a request to exceed this amount may be requested of GLBMW! administration in extraordinary circumstances.
- The contractor administering WIOA Supportive Services will develop a working relationship with area businesses. A voucher system will be used with the business issuing the good or service, then the agency will be billed.
- Total WIOA funds are available only up to the amount of funds identified in the contractor's budget for WIOA Supportive Services.

Further details about the administration of supportive services and needs related payments may be found in GLBMW! local policies.

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

As this plan is a combined Regional and Local Plan, this is addressed in Section 1, #6.

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

GLBMW! does not currently have a per participant funding cap. There are caps on the funding of certain services within the programs that are administered. These caps may vary depending on the funding source and limitations specified by federal, state, or local policy.

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

GLBMW! board staff maintains programmatic oversight of the One-Stop Service Centers, the WIOA Title I Adult, Dislocated Worker, and Youth programs; the WIOA Title III Wagner-Peyser Employment Service program; the Temporary Assistance for Needy Families (TANF) Act, the Partnership. Accountability. Training. Hope. initiative, and the Trade Adjustment Assistance (TAA) Act Program. Service providers are known throughout the Great Lakes Bay Region as part of the Michigan Works! system and not by individual program or contractor names.

GLBMW! board staff administer one or more programs and are trained as back-up to one another. This ensures that not only do they meet local, state, and federal Workforce Management Board requirements and expectations, but that there is cooperation between programs with no duplication. GLBMW! board staff regularly work together and meet as a group quarterly to ensure there is a high degree of coordination between the programs. Joint local policies and direction is provided where it best serves. This leads to better service and minimizes confusion with staff and job seekers.

Board staff meets regularly with sub-recipients to ensure that all are aware of expectations and to seek ways to improve delivery of service. GLBMW! holds meetings each month with all sub-recipient management staff to ensure information regarding program updates, future events, success stories, and challenges can be shared, thus encouraging a cohesive and consistent approach to implementing programming within our five county region. One of the agenda items for every meeting is innovation. This is intended to capture actions that have taken place or ideas that we want to explore to better serve those who enter our GLBMW! service centers.

Several times during the year, joint staff meetings between various programs are held to ensure that proper handoffs between programs is maintained and to discuss ideas on how we might improve service to our customers. In some cases, staff members at the service centers are assigned to more than one program and are cross-trained to provide service from multiple programs to our customers.

Contracts, MOU's and RFP's include a description of expectations and responsibilities for the sub-recipients and partners. Agreements are monitored each year to ensure compliance to expectations.

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

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

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

GLBMW! uses contractors throughout our region to provide employment services. Delta College, a community college, provides employment services in Bay, Midland, and Saginaw counties. In Gratiot and Isabella counties, services are provided by Gratiot-Isabella RESD, an Intermediate School District. Both providers are merit-based organizations.

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

GLBMW! provides Employment Services to the Great Lakes Bay Region, where at least one service center is located in each county. Wagner-Peyser funded services are provided at no cost to employers and job seekers. GLBMW! continues to put substantial effort toward increasing employer usage of Pure Michigan Talent Connect for the benefit of local job seekers through the BST.

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

Labor exchange services will be delivered through the following three tiers of service:

- **Self-Services:**

The first is self-service, which is any service that is provided to employers through an electronic resource or at a physical location in which there is little to no staff involvement. This area of the service center will be open during posted hours.

- **Staff-Assisted Services:**

The second level of service is where staff assists employers in using any of the self-service tools. This may include helping employers navigate the Pure Michigan Talent Connect or distributing and collecting job applications. If an employer is unable to participate due to lack of computer familiarity, literacy, a disability, lack of access to the system, or some other barrier, the MWSC staff will assist them.

- **Individualized Staff-Assisted Services:**

The third level of service is when a significant amount of staff time is provided. These services may include inputting job orders in Pure Michigan Talent Connect for employers, completing a search of resumes that match specified criteria for employers, contacting job seekers and performing initial screenings on behalf of employers, or scheduling interviews for an employer.

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

GLBMW! provides services to job seekers through the following three level of service:

- **Basic Career – Self-Service:**

Services at this level include our website, michiganworks.com, where a variety of job seeker information is available. In addition, GLBMW! regularly posts relevant information on a variety of social media accounts. Posts may include job seeker tips, job fair details, or other special opportunities available for the regions job seekers. We also maintain five MWSC's, one in each of the five counties in our region where job seekers may access Pure Michigan Talent Connect, use computers for job search, on-line job applications, job research, Labor Market Information, and more.

- **Basic Career – Staff-Assisted Service:**

Staff-assisted services are where job seekers need some help using one of the self-service tools. Each MWSC in the Great Lakes Bay Region is fully staffed with agents knowledgeable in using any of the self-service tools. This may involve help in navigating Pure Michigan Talent Connect, company employment sites, or other internet sites. ES agents may also help with printing or making copies of resumes and faxing documents related to customers job search. If a job seeker is unable to participate due to lack of computer familiarity, literacy, a disability, lack of access to the system, or some other barrier, the MWSC staff will assist them.

- **Individualized – Staff-Assisted Service:**

The third level of service that GLBMW! ES agents may provide are services that require a significant amount of staff time. These services may include assisting with eligibility for Financial Aid, initial assessment of skill levels and supportive service needs, and providing information and meaningful assistance in filing for Unemployment Insurance (UI). They may also include career guidance, job search assistance and referrals to employment. These services will be entered into OSMIS.

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

Service Center	Employment Service Staff *
Alma Service Center	1
Bay City Service Center	2
Midland Service Center	2
Mt. Pleasant Service Center	1
Saginaw Service Center	5
Supervisor/Manager	2
Total	13

\* Staffing levels subject to change based on MWSC traffic and funding levels.

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

The UIA advises unemployment claimants to complete a profile and report to an MWA location within five business days of filing their claim. Regardless of where the profile data is entered, all claimants must take their “Notice to Register for Work” form, UI-1222, and report in-person to an MWA location.

When a UI claimant comes to a GLBMW! Service Center, the ES agents will verify the claimant has entered a profile onto Pure Michigan Talent Connect. If they have not entered their profile, the agent will advise them to do so and offer to assist, if the claimant would like help. The agent will encourage them to post their resume, as well. Whether the profile is updated before the visit, or at the MWSC, the agent will view the claimants online profile and then electronically transmit the claimants validated registration data into the OSMIS.

It is the sole responsibility of the UIA to advise claimants regarding UI benefits eligibility. GLBMW! will not attempt to explain the work test requirements to claimants. However, if it comes to the attention of any GLBMW! staff that a UI claimant is in violation of work test requirements, the non-compliance will be reported to the UIA. Non-compliance includes not being able to work, not being available to work, not seeking work, or refusing offers of suitable work.

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

GLBMW! will comply with all current, and any subsequent changes to state and federal requirements of the Reemployment Services and Eligibility Assessment (RESEA) Program. Only claimants referred from UIA may receive services through the RESEA program.

UIA will generate a letter (UI 6360) to each claimant informing them to contact one of the MWA Service Center locations to schedule their RESEA appointment. GLBMW! will provide the following activities during the RESEA appointment(s):

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- Orientation to the MWA services (first RESEA only)
- Confirmation of active profile on Pure Michigan Talent Connect (PMTTC)
- The UI eligibility assessment
- Verification of the Monthly Record of Work Search Form (#1583)
- Development of an Individual Employment Plan (IEP) that includes work search activities, accessing services provided through the MWA, or using self-service tools, and/or approved training to which the claimant agrees
- Discussion of labor market and career information that addresses the claimant's specific needs
- Referral to appropriate career and reemployment services

These services may be provided the same day or within 30 days of the RESEA appointment.

GLBMW! and the claimant will discuss the benefits of returning for a second RESEA appointment. If the claimant agrees they would benefit from a second RESEA appointment, then one will be scheduled.

GLBMW! will adhere to all reporting and OSMIS data requirements for the RESEA program.

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

GLBMW! will participate in Michigan's component of the national labor exchange system by providing access to Michigan's Pure Michigan Talent Connect, and receiving and forwarding certain interstate and intrastate job orders to designated LEO staff for processing. We will follow the system for clearing labor between states as described in 20 CFR Chapter 5 part 652.3(d).1.

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

GLBMW! will ensure that its services will be available to veterans, as they are to the general population, and will be delivered in accordance with all state and federal requirements. GLBMW! will also ensure that an employee is available in each of its MWSC's to do the following:

- Ask each job seeker who enters the office if they are a veteran or eligible spouse.
- Provide each self-identified veteran or eligible spouse with the Military Service Questionnaire.



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- Determine if self-identified veterans and eligible spouses are eligible for additional services from a Veteran Career Advisor (VCA) by reviewing the Military Service Questionnaire.
- Either refer the veteran or eligible spouse to the VCA, or direct them to appropriate services and programs within the MWSC.

VCA Specialists are assigned to MWSC offices on a full-time or part-time basis by the WDASOM to provide specific workforce development services for veterans and eligible spouses, over and above those services ordinarily available from ES providers.

GLBMW! will provide veterans with priority of service as described further in Section II, #28 of this document.

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

GLBMW! will not discriminate against any population, including MSW's, for any of the programs or services we offer. In accordance with 20 CFR 653 Subpart B, GLBMW! will make available at the same level as non-MSFW's, the full range of counseling, testing, job training, and job referral services.

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

GLBMW! will ensure meaningful access to Migrant Farm Workers (MFW's) to ensure they are able to participate in programs and/or activities offered in the One-Stop Centers. These steps may include, but are not limited to, assessment of English Language Learners to determine assistance needs, providing oral interpretations, or written translation of materials. Any language assistance services, whether oral interpretation or written translation, will be provided in a timely manner and free of charge. Staff will also provide referrals to supportive services for MFW's when appropriate.

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

Activities for employer and job seeker outreach will be provided.

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

GLBMW! is not currently utilizing navigators. At this time, our Career Managers and Success Coaches assist our customers in removing barriers to employment. However, as circumstances change, we may consider the use of navigators to assist those who require assistance that is more specialized.

19. 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 (WDB). The WDB works 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. The WBD will collaborate with adult education and post-secondary partners to increase collaboration and align policies with 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 Education 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.

GLBMW! partners with Adult Education providers in the region to provide job readiness skills along with Adult Education, and in some cases, occupational training to ensure the best results possible for all participants. GLBMW! is actively seeking to expand such collaborations within the region.

The WDB shall review all local applications for Title II funding consistent with the WIOA Sections 107(d)(11)(A) and (B)(i), and the WIOA Section 232. In reviewing and making comment on the applications, the local WDB shall look toward continuous improvement in 1) coordination between WIOA Title I and Title II activities, and 2) work-related, employer demand driven outcomes for Title II programs.

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

In accordance with the requirements of WIOA Regulations, Section 107 (d)(11) and Section 101 (a)(11)(B) of the Rehabilitation Act, GLBMW! will provide a current, valid copy of each agreement executed between the GLBMW! WDB and each of the required One-Stop and WIOA Core Partners upon written request.

21. 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 Region have designated the County Consortium Board (and therefore its Chairperson) as the "Chief Elected Official", and therefore the grant recipient for purposes under the 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.

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

#### Procurement Procedures

The requirements listed below must be followed as part of a basic procurement policy, as a minimum standard, when procuring goods and services with the funds administered by the WDA Programs.

1. Proposed procurements must be administered and analyzed to avoid purchase of unnecessary or duplicative items.
2. When appropriate, an analysis will be made of lease versus purchase alternatives, and any other analysis to determine the most economical approach.
3. Solicitations will include a clear and accurate description of the technical requirements for the goods or service to be procured. The description shall not contain features that restrict competition.
4. Solicitations will include all the requirements the bidders must fulfill and all other factors to be used in evaluating bids or proposals.
5. Solicitations will include a description, whenever practicable, of technical requirements in terms of functions to be performed or performance required,

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- including the range of acceptable characteristics or minimum acceptable standards.
6. Solicitations will include the specific features of “brand name or equal” descriptions that bidders are required to meet when such items are included in the solicitations.
  7. A process must be in place that promotes the use of intergovernmental agreements for procurement or use of common goods and services, as well as, the use of federal excess and surplus property wherever possible.
  8. Solicitations will include the acceptance, to the extent practicable and economically feasible, of products and services dimensioned in the metric system of measurement.
  9. Solicitations will include preference, to the extent practicable and economically feasible, for products and services of a value that exceeds \$10,000.00 (or the aggregate value in a fiscal year exceeds \$10,000.00) that conserve natural resources, protect the environment, and are energy efficient.
  10. Written procedures for all types of procurement.
  11. Oversight must be maintained to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders.
  12. Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase.
  13. A documented process to ensure that awards are made to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed agreement.
  14. Time and material type contracts may be used only after a determination that no other contract is suitable and if the contract includes a ceiling price that the contractor exceeds at its own risk.
  15. A documented settlement process must be used for the settlement of all contractual and administrative issues arising out of procurements.
  16. To the extent practicable and economically feasible, compliance with the Buy American Act ( 941 usc 8301-9303). Only American made equipment or products should be purchased with funds made available under WIOA Title I or II or under the Wagner-Peyser Act.

Procurement by Micro Purchase - Procurement by micro-purchase is the acquisition of supplies or services when the aggregate dollar amount does not exceed \$3,000.00 (or \$2,000.00 in the case the acquisitions for construction subject to the Davis-Bacon Act). To the extent practical, micro-purchases are to be distributed equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotes if the price is considered to be reasonable. This method is not available to and is not to be used by contracted

service providers of GLBMW!.

Procurement by Competitive Proposal – Competitive proposals are used when there is more than one prospective bidder, the lowest price is not necessarily the determining factor for award, and either a fixed-price or cost-reimbursement agreement will be awarded. The evaluation factors often focus on approach, program design, innovation, coordination, and experience.

Procurement by Noncompetitive Proposals – Procurement through solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is determined inadequate to fulfill the requirements of the funding agency. Noncompetitive procurements are a “last resort” option and are to be used only when there is a documented reason for the sole-source selection.

Procurement by Sealed Bids – Bids are publicly solicited and a firm fixed-priced (either lump sum or unit price) contract is awarded to the responsible bidder whose bid complies with all the material terms and conditions of the ITB and is the lowest in price. In order for sealed bidding to be feasible, the following conditions should be present: (1) a complete, adequate, and realistic specification or purchase description is available, (2) two or more responsible bidders are willing and able to compete effectively for the business, and (3) the procurement may be made principally on the basis of price. Uses include construction contracts and information technology acquisitions.

Procurement by Small Purchase Procedures – Are relatively simple and informal procurement methods for securing goods or services that do not cost more than \$25,000.00. Used primarily to procure goods (supplies and equipment) when price is the overriding factor and may be easily quoted and compared, delivery is standardized, and performance outcomes are not dependent upon the content of the goods being procured. At least three quotes must be obtained to procure using this method.

17. Cost and/or price analysis for every procurement.
18. Conduct that ensures full and open competition.
19. Written history of procurement, with records detailing the rationale for the method of procurement (competitive proposal, noncompetitive proposal, sealed bid, and small purchase), selection of contract type, contractor selection or rejection criteria, the basis of the contract price, and an independent estimate of price.
20. Provisions that prohibit conflict of interest and discrimination.
21. A written settlement process that includes source evaluation, protests, disputes, and claims. Violations of law must be referred to the appropriate local, state, or federal agency having jurisdiction.
22. Protest procedures written to handle and resolve disputes relating to both the award and the administration of contracts. Protest procedures must have

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available remedies and the information related to the protest must be disclosed to the awarding agency.

23. A list of pre-qualified vendors, firms, etc. that is used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. A pre-qualified list of vendors must be updated at least once per year. Each category of products and services must be updated with at least three quotes. If a sole source bidder is procured, adequate explanation as to why a sole source was necessary is required.
24. Documentation of all procurements regardless of dollar amount.
25. Whenever possible, procurement practices should encourage the utilization of small businesses, minority-owned firms, women's business enterprises, labor surplus area firms, and take all necessary affirmative steps to assure their utilization.

### MATCHING OF EXPENDITURES TO CURRENT FISCAL YEAR (FY)

To comply with the requirement that expenditures incurred in a FY are expensed in the same FY, the agency expending funds must have its' Purchase Order (if one is issued), vendor invoice, and proof of receipt of goods/services dated between the first day of the FY and the last day of the FY.

The above requirements are a minimum standard for procurement of goods and services and are not all-inclusive. Standards included in Contracts for Reimbursement and the Saginaw County Policy Manual must also be adhered to.

The GLBMW! Procurement Policy, and any subsequent updates, provides additional detail and is available for review upon written request.

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

The following metrics have been negotiated between GLMBW! and the Governor for Program Year (PY) 2019. Performance metrics for PY 2020 and beyond are expected to be negotiated in the coming months. These metrics and more are reviewed with the local WDB on a regular basis.

<b>Great Lakes Bay Michigan Works!</b>		
<b>Performance Measure</b>	<b>PY 2020 Target</b>	<b>PY 2021 Target</b>
<b>WIOA Title I – ADULTS</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	90.20%	90.70%
Employment Rate 4 <sup>th</sup> Quarter After Exit	84.60%	85.10%
Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$6,139	\$6,139
Credential Rate – 4 <sup>th</sup> Quarter After Exit	84.40%	84.40%
Measurable Skill Gains	58.50%	58.50%
<b>WIOA Title I – DISLOCATED WORKER</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	91.50%	91.50%
Employment Rate 4 <sup>th</sup> Quarter After Exit	88.80%	88.80%
Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$7,570	\$7,570
Credential Rate – 4 <sup>th</sup> Quarter After Exit	85.40%	85.40%
Measurable Skill Gains	48.30%	48.30%
<b>WIOA Title I – YOUTH</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	77.00%	77.00%
Employment Rate 4 <sup>th</sup> Quarter After Exit	77.70%	77.70%
Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$4,009	\$4,009
Credential Rate – 4 <sup>th</sup> Quarter After Exit	74.40%	74.40%
Measurable Skill Gains	37.30%	37.30%
<b>WIOA Title III – WAGNER-PEYSER</b>		
Employment Rate 2 <sup>nd</sup> Quarter After Exit	73.40%	74.40%
Employment Rate 4 <sup>th</sup> Quarter After Exit	68.30%	68.30%
Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$5,439	\$5,539

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

- Effectiveness and continuous improvement criteria the local board will implement to assess their One-Stop centers.

GLBMW! has a history as a high performing WDB, 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. GLBMW! will strive to remain a high-performing WDB.

In addition to working toward achievement of all state and federal required performance measures, the WDB is in the process of establishing performance metrics that measure service quantity, efficiency, impact, and improvement from the prior year. These metrics will be reviewed by the WDB quarterly. It is intended that these quarterly performance metrics will lead to WDB level discussions regarding program successes, program deficiencies, and opportunities for continuous improvement.

Also, WDB staff generate and review very detailed program reports on a quarterly basis. These reports are a deeper dive regarding individual service provider performance and expenditure levels. This will provide staff with information necessary to create continuous improvement opportunities at the process level in the implementation of WDB policies.

WDB level performance metrics and staff level performance reports will be reviewed as appropriate to assure continuous improvement of the metrics and reports themselves.

GLBMW! has entered into Memorandum of Understandings (MOU's) with all required one-stop partners. In general terms, the MOU's state that the parties shall make referrals as appropriate to each others programs, and shall coordinate their programs to maximize efficiency and minimize duplication. The MOU process includes Infrastructure Funding Agreements (IFA's). GLBMW! shall implement the uniform IFA process and funding structure agreed upon by the Michigan Talent Investment Agency and the Michigan Works! Agencies. GLBMW! shall encourage required partners to co-locate in our one-stop centers as appropriate.

- A description of how the local board will allocate One-Stop center infrastructure funds.

GLBMW! currently maintains 5 one-stop centers in Alma, Bay City, Midland, Mt. Pleasant, and Saginaw. One-stop infrastructure costs are allocated to each center annually based on the historical costs and any anticipated extraordinary costs for the center that year (eg. new cubicles, new copier, etc.).



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- A description of the roles and contributions of One-Stop partners, including cost allocation.

GLBMW! has entered into MOU's with all required one-stop partners. In general terms, the MOU's state that the parties shall make referrals as appropriate to each other's programs, and shall coordinate their programs to maximize efficiency and minimize duplication. The MOU process includes IFA's. GLBMW! shall implement the uniform IFA process and funding structure agreed upon the Michigan Talent Investment Agency and the Michigan Works! Agencies. GLBMW! shall encourage required partners to co-locate in our one-stop centers as appropriate.

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

- If contracts for training services will be used.

GLBMW! will use contracts for training services instead of Individual Training Accounts (ITA's), as appropriate, when needed for an apprenticeship, providing on-the-job training, customized training, or incumbent worker training.

- Coordination between training service contracts and individual training accounts.

Training services are available for employed and unemployed Adult or Dislocated Workers who, after an interview, evaluation, or assessment and career planning, are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.

The participant must be determined to be in need of training services and possess the skills and qualifications to successfully participate in the selected program. In addition, the following requirements must be met:

- The participant has selected a program of training services that is directly linked to the employment opportunities in the Great Lakes Bay Region. Training must lead to a recognized credential in an occupation included on the GLBMW! Occupations in Demand list.
- The participant is unable to obtain grant assistance from other sources to pay the cost of such training, including such sources as state-funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under Title IV of the Higher Education Act of 1965, or requires the WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.
- If training services are provided through the WIOA Adult program, the participant has been determined eligible in accordance with the local and state priority system, if any, in effect for adults under the WIOA.

A student, who is awarded a Pell grant or other scholarship, must apply the Pell grant first. In the event when a training service contract and an ITA is necessary, it will be

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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.**

GLBMW! Career Managers and other Program Staff can help participants choose an educational path, based on the assessment of that individual, as well as labor market information for our geographic area. However, the customer retains the choice to access training for GLBMW! approved demand occupations from any ITA-eligible training provider on the statewide eligible training provider list (MiTC).

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

GLBMW! will publish plans in accordance with the (WIOA) and state requirements. The GLBMW! WIOA Combined Regional and Local Plan will be available for 30 days prior to submission to the LEO-WD, State of Michigan for approval.

The proposed plan will be made available for review, comment, and input into by members of the WDB, key stakeholders, local Chief Elected Officials, one-stop partners, service providers, community and faith based organizations, education, representatives of business, labor organizations, and members of the public through such means as public hearings and local news media.

The GLBMW! WDB will submit any comments that express disagreement with the plan to LEO-WD 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 may be obtained.

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

GLBMW! will continue to conduct statewide labor exchange via Pure Michigan Talent Connect and continue to track information through the use of LEO-WD, OSMIS system, 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 system 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. G\*STARS is used in all service centers in the Great Lakes Bay Region.

Salesforce is a CRM system that is supporting the Business Services division, including BRN services. This system enables Business Services and BRN staff to enter data in real time through web enabled, cell phone compatible technology. This system is customizable and can be adapted to changes in data capture and reporting requirements.

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

Priority for individualized career and training services will be given to participants with one or more barriers to employment. These include recipients of public assistance, other low-income individuals, and/or individuals who are basic skills deficient. The statutory requirement applies to WIOA Adult funds for individualized career and training services. A dislocated worker could also receive priority of service if they present one of the barriers to employment.

Eligibility will be determined through normal eligibility guidelines. Section 4-1: Income Levels for Low Income Status of the WIOA Manual is used to determine low income status. OSMIS will automatically calculate the income and indicate whether a person is low income or not. GLBMW! will provide services to low income/basic skill deficient participants before services to others when both groups are seeking services.

It is not necessary to determine that a WIOA Adult is eligible in accordance with the priority of service until it is determined that the individual is in need of individualized career or training services.

GLBMW! must determine the priority of service to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient. The priority of services must be applied as follows:

1. Recipients of public assistance, other low income individuals, and/or individuals who are basic skill deficient eligibility,
2. Unemployed individuals meeting WIOA eligibility, or
3. Employed individuals who need career and/or training services in order to retain employment that allows for self-sufficiency.

A participant receiving public assistance, low income, and/or basic skills deficient priority would obtain the highest preference for the program.

As part of implementing Priority of Service for veterans and eligible spouses, GLBMW! program staff will attempt to identify veterans and eligible spouses at each point of entry into the workforce development system. At a minimum, this is accomplished by encouraging veterans and eligible spouses to self-identify. GLBMW! program staff may also directly ask customers if they are a veteran or eligible spouse. Therefore, ultimate 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.

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4. Last, to non-covered persons outside the groups given priority under the WIOA.

All job seekers who self-identify as veterans or eligible spouses must immediately be notified by GLBMW! program staff that they may be qualified to receive additional services from Veterans Career Advisor (VCA) services. This notification must include all of the following:

- As a veteran or eligible spouse, the individual is entitled to receive Priority of Service,
- As a veteran or eligible spouse, the individual may be eligible to receive additional personalized employment services from a VCA, and
- VCA services are in addition to other One-Stop services.

If a veteran or eligible spouse is interested in pursuing VCA services, please refer individual to a VCA Specialist. If not, continue to provide the job seeker with all other appropriate services and programs as with any other job seeker, and in accordance with the requirements of Priority of Service.

GLBMW! WIOA Service Providers must serve at a minimum at least 10% of individuals meeting the Priority of Service criteria.

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

GLBMW! is responsible for the provision of Rapid Response services in the Great Lakes Bay Region. While the WDA will remain the state's designated recipient of WARN's to fulfill its statutory requirements, it is the expectation that WDA and GLBMW!, along with other key partners, will coordinate all activities in relation to layoffs in the Great Lakes Bay Region, regardless of the size of the event.

30. A description of RR activities.

The 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 is responsible for providing RR activities.

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

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

- Services included as part of the RR process include:
  - a. Initial RR meeting with the company and union officers (if applicable).
  - b. Worker orientation meetings for employees. These meetings include presentations by MWA service providers and provide information on employment services; WIOA-funded career services (basic and

individualized) and training services; 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 Policy Issuance (PI) 06-12, "Establishment of Labor Management Committees, also known as JACs at Sites of Facility Closures and Mass Layoffs," issued September 26, 2006).

- c. Layoff Aversion IWT, which includes an assessment of the potential for averting layoffs in consultation with the state or local economic development agencies, including private sector economic development entities and other key partners, up to a year in advance of an actual or potential dislocation event. Special attention and reference should be given to the timeframes and activities charted in the USDOL Training Employment Notice (TEN) 9-12. An IWT is the actual employment and training instrument to upgrade and alter skills to maintain employment or transition to similar employment, a preventative measure, to save jobs, increase economic productivity, and decrease the negative impacts of unemployment. Reference the USDOL Training and Employment Guidance Letter (TEGL) 30-09, the USDOL TEN 9-12, and the PI 12-02.
- d. State Adjustment Grants (SAGs) are additional increments to a local area's Dislocated Worker formula funding award to meet documented funding deficits. The MWAs may request additional funding for a single or multiple dislocation event(s) via a SAG, following the application process outlined in the SAG PI 12-32. The process includes review of the application and supporting documents and negotiation with the MWA to finalize the award. The WD reserves the right to award SAGs with specific terms and conditions, including demonstration that the SAG aligns with the Michigan Industry Cluster Approach, an obligation to spend all or part of the SAG by the end of the Program Year (PY) in which it was granted, or other time period as determined by the WD.
- e. National Dislocated Worker Grants (NDWGs) are another form of assistance provided to dislocated workers. The NDWGs are discretionary grants awarded by the Secretary of Labor to provide employment-related services for dislocated workers in specific circumstances. The WD and local MWAs work together to develop the application and project design for an NDWG, in response to a specific dislocation event.
- f. The 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 RR activities provided by the WD to address actual or potential dislocation events, in accordance with the WIOA, Section 134(2)(A) and 20 CFR 682.300 to 682.330. In addition to

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

- i. A listing of the name of the person, title, mailing address, email address, and telephone number primarily responsible for (1) JACs, (2) SAGs, and (3) NDWGs.
- ii. The steps taken to include layoff aversion as a component of RR, whether realized as a policy or a set of procedures in conformity with the USDOL TEGL 30-09, the USDOL TEN 9-12, and the PI 12-02.
- iii. A description of the coordination of layoff aversion with IWT.
- iv. A description of the MWA's role in the function of JACs.
- v. A description of the local circumstances which would activate a request for a SAG (for example, specific level or percent of local dislocated worker formula funding expended, obligated and/or unobligated; specific level or percent of local and/or regional unemployment; the size of an actual or potential dislocation event; the time period between local dislocation events, etc.).

GLBMW! maintains a local policy, consistent with all state and federal requirements, for Rapid Response activities in the Great Lakes Bay Region. The policy is available for review upon request.

SECTION III

***PUBLIC REVIEW AND COMMENT PROCESS***

Prior to the date on which the local board submits a local plan and prior to the date each planning region submits a regional plan to the Governor for approval, each local board must:

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

***PLAN APPROVAL REQUIREMENTS***

A regional and/or local plan submitted to the WD, including a modification to such plan, shall be considered approved upon written notice by the WD or at the end of the 90-day period beginning on the day the plan or modification was received, unless the WD makes a written determination during the 90-day period that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies; or
- The plan does not comply with applicable provisions of the WIOA and the WIOA Final Regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 29 CFR Part 37; or
- The plan does not align with the State Plan, including with regard to the alignment of the core programs to support the strategy identified in the State Plan in accordance with the WIOA Section 102(b)(1)(E) and 20 CFR 676.105.