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THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) FOUR-YEAR LOCAL PLAN FOR PROGRAM YEARS 2020 TO 2023

For the period of July 1, 2020 to June 30, 2024

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Attachments:

- **Rapid Response Policy**
- **Guidance and provision of training services to customers through Individual Training Accounts (ITAs) and other contracted training**
- **Priority of Service & Self-Sufficiency Definition for WIOA Adult**
- **WIOA Adult and Dislocated Workre and Special Program Supportive Services and Needs-Related Payments Policy**

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

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

All of the following data and analysis are representative of WIOA Planning Region 10, which consists of the City of Detroit and the counties of Macomb, Monroe, Oakland, St. Clair, and Wayne.

Core Partner Involvement

To ensure an accurate analysis of regional labor market data economic conditions, the MWAs in WIOA Planning Region 10 engaged core partners during all phases of the process. MWA leadership identified the following core partners representing WIOA Titles I – IV programs:

- Title I: Job Corps, YouthBuild and Migrant and Seasonal Farm Workers,
- Title II: Local and intermediate school districts and literacy programs,
- Title III: MWA-contracted service providers, and
- Title IV: Michigan Rehabilitation Services and Michigan Bureau of Services for Blind Persons.

Core partners were asked to identify available data to help understand the nature and special needs of populations served and to provide input on the strengths and weaknesses of workforce development activities and the region's capacity to provide its local areas' populations with workforce services. The survey questions and responses can be found in the Part II: Workforce Development Activities section.

When the draft regional plan was made available for public comment, core partners were notified and encouraged to make comments on their organizations' behalf. During the initial public comment phase, no formal comments were made. Core partners who have representatives on WDBs also had an opportunity to review and offer input on the regional plan. Several WDB members made comments during t/he review process, many of which have been incorporated into this plan.

Employment Needs

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

Existing In-Demand Occupations

Occupations in Figure 1, which include those that require a high school diploma or more, experienced high demand through calendar year 2019, and are expected to grow, in the short-term, over the next two years (through 2021). Additionally, these occupations offer an hourly wage above the statewide median average of \$18.60 per hour, and occupations with lower wages have been filtered out. MWAs in WIOA Planning Region 10 support career pathway opportunities for occupations requiring high levels of education, such as those included in Figure 1. In addition to these high demand jobs, Figure 3 displays high-demand jobs available with shorter-term training.

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

SOC	Job Title	2019 Jobs	2021 Jobs	2019 - 2021 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education
113011	Administrative Services Managers	3,443	3,528	2.5%	331	345	\$44.96	Bachelor's degree
171011	Architects, Except Landscape and Naval	1,306	1,384	6.0%	141	316	\$33.65	Bachelor's degree
119041	Architectural and Engineering Managers	6,763	6,971	3.1%	595	2435	\$64.68	Bachelor's degree
172051	Civil Engineers	4,527	4,971	9.8%	585	1919	\$36.59	Bachelor's degree
151111	Computer and Information Research Scientists	109	115	5.5%	12	800	\$49.24	Master's degree
113021	Computer and Information Systems Managers	5,146	5,282	2.6%	472	2792	\$63.54	Bachelor's degree
151199	Computer Occupations, All Other	6,234	6,344	1.8%	512	12717	\$37.80	Bachelor's degree
151121	Computer Systems Analysts	9,947	10,083	1.4%	790	7068	\$39.49	Bachelor's degree
119021	Construction Managers	1,958	2,062	5.3%	196	2080	\$47.28	Bachelor's degree
173023	Electrical and Electronics Engineering Technicians	1,682	1,743	3.6%	196	1382	\$30.54	Associate degree
172071	Electrical Engineers	5,613	5,840	4.0%	488	5204	\$44.50	Bachelor's degree
172081	Environmental Engineers	600	639	6.5%	66	502	\$46.21	Bachelor's degree
132051	Financial Analysts	3,706	3,812	2.9%	371	1915	\$39.96	Bachelor's degree
113031	Financial Managers	7,458	7,798	4.6%	751	4916	\$61.09	Bachelor's degree
111021	General and Operations Managers	26,106	26,857	2.9%	2,665	7712	\$54.94	Bachelor's degree
271024	Graphic Designers	2,411	2,586	7.3%	333	1225	\$22.06	Bachelor's degree

SOC	Job Title	2019 Jobs	2021 Jobs	2019 - 2021 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education
533032	Heavy and Tractor-Trailer Truck Drivers	24,131	25,067	3.9%	3,249	65124	\$19.89	Postsecondary nondegree award
113121	Human Resources Managers	1,951	1,999	2.5%	192	2421	\$54.10	Bachelor's degree
172112	Industrial Engineers	19,529	20,123	3.0%	1,636	10800	\$44.83	Bachelor's degree
151122	Information Security Analysts	966	1,031	6.7%	102	2775	\$44.12	Bachelor's degree
413021	Insurance Sales Agents	8,566	8,816	2.9%	963	6726	\$26.17	High school diploma or equivalent
231011	Lawyers	9,049	9,224	1.9%	538	2832	\$48.10	Doctoral or professional degree
292061	Licensed Practical and Licensed Vocational Nurses	5,799	5,991	3.3%	541	2505	\$25.47	Postsecondary nondegree award
132072	Loan Officers	5,065	5,288	4.4%	545	1816	\$31.72	Bachelor's degree
131111	Management Analysts	7,766	8,018	3.2%	863	6048	\$41.67	Bachelor's degree
119199	Managers, All Other	3,641	3,769	3.5%	344	4964	\$49.87	Bachelor's degree
131161	Market Research Analysts and Marketing Specialists	9,992	10,514	5.2%	1,295	3834	\$32.97	Bachelor's degree
112021	Marketing Managers	2,450	2,549	4.0%	270	6366	\$64.27	Bachelor's degree
172141	Mechanical Engineers	30,118	30,742	2.1%	2,372	12453	\$44.87	Bachelor's degree
119111	Medical and Health Services Managers	5,119	5,284	3.2%	491	4191	\$46.37	Bachelor's degree
291171	Nurse Practitioners	1,952	2,048	4.9%	153	791	\$50.48	Master's degree
291122	Occupational Therapists	1,956	2,038	4.2%	153	1532	\$38.60	Master's degree
152031	Operations Research Analysts	1,141	1,222	7.1%	116	997	\$43.49	Bachelor's degree
132052	Personal Financial Advisors	2,656	2,734	2.9%	243	1144	\$35.20	Bachelor's degree
291123	Physical Therapists	3,884	4,059	4.5%	255	2511	\$44.18	Doctoral or professional degree
291071	Physician Assistants	1,756	1,841	4.8%	144	1309	\$53.00	Master's degree
291069	Physicians and Surgeons, All Other	8,618	8,697	0.9%	298	3610	\$62.27	Doctoral or professional degree
291066	Psychiatrists	301	314	4.3%	15	1450	\$92.38	Doctoral or professional degree
112031	Public Relations and Fundraising Managers	631	649	2.9%	63	934	\$56.48	Bachelor's degree
113061	Purchasing Managers	1,107	1,136	2.6%	107	1097	\$59.27	Bachelor's degree

SOC	Job Title	2019 Jobs	2021 Jobs	2019 - 2021 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education
291141	Registered Nurses	42,201	43,287	2.6%	2,810	43103	\$35.41	Bachelor's degree
291126	Respiratory Therapists	2,071	2,165	4.5%	159	1036	\$27.51	Associate degree
112022	Sales Managers	4,674	4,773	2.1%	468	8225	\$66.05	Bachelor's degree
151132	Software Developers, Applications	19,901	20,669	3.9%	1,792	22010	\$43.84	Bachelor's degree
151133	Software Developers, Systems Software	6,547	6,687	2.1%	533	5027	\$44.03	Bachelor's degree
291127	Speech-Language Pathologists	1,564	1,661	6.2%	133	4964	\$37.89	Master's degree
152041	Statisticians	284	310	9.2%	36	209	\$44.37	Master's degree
131151	Training and Development Specialists	2,961	3,063	3.4%	371	1772	\$30.84	Bachelor's degree
291131	Veterinarians	892	956	7.2%	67	624	\$39.38	Doctoral or professional degree
151134	Web Developers	1,211	1,258	3.9%	117	6132	\$34.45	Associate degree

Source: Bureau of Labor Statistics, Economic Modeling Specialists, Intl (EMSI)

- Of the occupations featured in Figure 1 above, those with the greatest current demand and paying wages above the state median in WIOA Planning Region 10, overwhelmingly require a bachelor's degree.
- The hourly pay range is between \$31.72 for Loan Officers to \$92.38 for Psychiatrists (Figure 1).

Emerging In-Demand Occupations

Figure 2 presents occupations that require a high school diploma, or more, and are projected to record solid job expansion over the long-term (through 2029), along with high annual job openings and median wages above the state median of \$18.60 per hour.

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

SOC	Description	2019 Jobs	2029 Jobs	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
11-3011	Administrative Services Managers	3,443	3,695	7.3%	323	\$44.96	Bachelor's degree
11-3011	Administrative Services Managers	3,443	3,695	7.3%	323	\$44.96	Bachelor's degree
53-2011	Airline Pilots, Copilots, and Flight Engineers	2,992	3,249	8.6%	347	\$103.37	Bachelor's degree
17-1011	Architects, Except Landscape and Naval	1,306	1,550	18.7%	135	\$33.65	Bachelor's degree
11-9041	Architectural and Engineering Managers	6,763	7,289	7.8%	565	\$64.68	Bachelor's degree
13-1199	Business Operations Specialists, All Other	15,210	16,042	5.5%	1590	\$33.52	Bachelor's degree
47-2031	Carpenters	7,566	8,239	8.9%	886	\$26.08	High school diploma or equivalent
17-2051	Civil Engineers	4,527	5,880	29.9%	546	\$36.59	Bachelor's degree
53-2012	Commercial Pilots	578	702	21.5%	79	\$34.46	High school diploma or equivalent
13-1041	Compliance Officers	3,121	3,367	7.9%	311	\$36.64	Bachelor's degree
11-3021	Computer and Information Systems Managers	5,146	5,551	7.9%	459	\$63.54	Bachelor's degree
47-4011	Construction and Building Inspectors	1,270	1,481	16.6%	193	\$27.64	High school diploma or equivalent
11-9021	Construction Managers	1,958	2,277	16.3%	186	\$47.28	Bachelor's degree
17-2071	Electrical Engineers	5,613	6,283	11.9%	463	\$44.50	Bachelor's degree
17-2081	Environmental Engineers	600	708	18.0%	61	\$46.21	Bachelor's degree
13-2051	Financial Analysts	3,706	4,004	8.0%	359	\$39.96	Bachelor's degree
11-3031	Financial Managers	7,458	8,606	15.4%	736	\$61.09	Bachelor's degree
53-2031	Flight Attendants	3,391	3,883	14.5%	464	\$26.33	High school diploma or equivalent
11-1021	General and Operations Managers	26,106	28,217	8.1%	2587	\$54.94	Bachelor's degree
27-1024	Graphic Designers	2,411	2,943	22.1%	324	\$22.06	Bachelor's degree
11-3121	Human Resources Managers	1,951	2,073	6.3%	185	\$54.10	Bachelor's degree
17-2112	Industrial Engineers	19,529	21,256	8.8%	1568	\$44.83	Bachelor's degree
15-1122	Information Security Analysts	966	1,212	25.5%	102	\$44.12	Bachelor's degree
23-1011	Lawyers	9,049	9,709	7.3%	523	\$48.10	Doctoral or professional degree
29-2061	Licensed Practical and Licensed Vocational Nurses	5,799	6,536	12.7%	542	\$25.47	Postsecondary nondegree award

SOC	Description	2019 Jobs	2029 Jobs	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
13-2072	Loan Officers	5,065	5,813	14.8%	535	\$31.72	Bachelor's degree
13-1111	Management Analysts	7,766	8,549	10.1%	849	\$41.67	Bachelor's degree
11-9199	Managers, All Other	3,641	4,027	10.6%	332	\$49.87	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	9,992	11,737	17.5%	1288	\$32.97	Bachelor's degree
11-2021	Marketing Managers	2,450	2,739	11.8%	262	\$64.27	Bachelor's degree
17-2141	Mechanical Engineers	30,118	31,606	4.9%	2277	\$44.87	Bachelor's degree
11-9111	Medical and Health Services Managers	5,119	5,709	11.5%	487	\$46.37	Bachelor's degree
29-1171	Nurse Practitioners	1,952	2,333	19.5%	152	\$50.48	Master's degree
29-1122	Occupational Therapists	1,956	2,239	14.5%	147	\$38.60	Master's degree
47-2073	Operating Engineers and Other Construction Equipment Operators	2,966	3,342	12.7%	403	\$27.35	High school diploma or equivalent
15-2031	Operations Research Analysts	1,141	1,427	25.1%	112	\$43.49	Bachelor's degree
13-2052	Personal Financial Advisors	2,656	2,892	8.9%	236	\$35.20	Bachelor's degree
31-2021	Physical Therapist Assistants	1,563	1,913	22.4%	251	\$25.15	Associate degree
29-1123	Physical Therapists	3,884	4,488	15.6%	238	\$44.18	Doctoral or professional degree
29-1071	Physician Assistants	1,756	2,093	19.2%	143	\$53.00	Master's degree
47-2152	Plumbers, Pipefitters, and Steamfitters	5,502	5,863	6.6%	669	\$34.30	High school diploma or equivalent
29-1141	Registered Nurses	42,201	46,075	9.2%	2737	\$35.41	Bachelor's degree
29-1126	Respiratory Therapists	2,071	2,424	17.0%	155	\$27.51	Associate degree
11-2022	Sales Managers	4,674	4,936	5.6%	457	\$66.05	Bachelor's degree
15-1132	Software Developers, Applications	19,901	22,438	12.7%	1741	\$43.84	Bachelor's degree
15-1133	Software Developers, Systems Software	6,547	6,935	5.9%	516	\$44.03	Bachelor's degree
29-1127	Speech-Language Pathologists	1,564	1,935	23.7%	130	\$37.89	Master's degree
15-2041	Statisticians	284	380	33.8%	35	\$44.37	Master's degree
13-1151	Training and Development Specialists	2,961	3,265	10.3%	366	\$30.84	Bachelor's degree
29-1131	Veterinarians	892	1,097	23.0%	59	\$39.38	Doctoral or professional degree

Source: Economic Modeling Specialists, Intl (EMSI)

- The criteria used were a combination of projected growth, both numeric and percent, that showcased growth to be constant or positive for all occupations, sizable annual openings, and occupations that require above a high school diploma.
- All the top 30 emerging occupations require at least a bachelor's degree.

In-Demand Middle Skills Occupations

Figure 3 represents occupations that show high real-time demand, provide relatively high wages, and require training or education beyond high school but less than a bachelor's degree. Wages are above the state median wage of \$18.60 per hour for each occupation, and most are also above the MWA-defined threshold for economic self-sufficiency in the city of Detroit, defined as about \$24 per hour. While the top current in-demand occupations generally require a bachelor's degree or higher education, many WIOA Planning Region 10 MWA customers seek shorter-term education or training to find work. Figure 3 provides a snapshot of the middle skills occupations available in WIOA Planning Region 10.

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

SOC	Job Title	2019 Jobs	2029 Jobs	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
49-3011	Aircraft Mechanics and Service Technicians	1,825	1,913	4.8%	164	\$29.49	Postsecondary nondegree award	None
17-3011	Architectural and Civil Drafters	982	1,260	28.3%	145	\$23.72	Associate degree	None
47-2021	Brickmasons and Blockmasons	971	1,068	10.0%	112	\$26.84	High school diploma or equivalent	Apprenticeship
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	4,202	4,534	7.9%	443	\$22.61	High school diploma or equivalent	Long-term on-the-job training
47-2031	Carpenters	7,566	8,239	8.9%	886	\$26.08	High school diploma or equivalent	Apprenticeship
17-3022	Civil Engineering Technicians	899	1,159	28.9%	127	\$24.99	Associate degree	None
53-2012	Commercial Pilots	578	702	21.5%	79	\$34.46	High school diploma or equivalent	Moderate-term on-the-job training
15-1152	Computer Network Support Specialists	1,465	1,561	6.6%	134	\$30.36	Associate degree	None
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	1,001	1,114	11.3%	121	\$25.36	Postsecondary nondegree award	Moderate-term on-the-job training
15-1151	Computer User Support Specialists	9,301	9,693	4.2%	822	\$22.96	Some college, no degree	None
47-4011	Construction and Building Inspectors	1,270	1,481	16.6%	193	\$27.64	High school diploma or equivalent	Moderate-term on-the-job training
23-2091	Court Reporters	184	223	21.2%	22	\$40.54	Postsecondary nondegree award	Short-term on-the-job training
29-2021	Dental Hygienists	4,196	4,256	1.4%	302	\$31.13	Associate degree	None
29-2032	Diagnostic Medical Sonographers	1,218	1,339	9.9%	82	\$31.01	Associate degree	None
17-3019	Drafters, All Other	128	158	23.4%	18	\$27.23	Associate degree	None

SOC	Job Title	2019 Jobs	2029 Jobs	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
17-3012	Electrical and Electronics Drafters	253	314	24.1%	36	\$24.63	Associate degree	None
17-3023	Electrical and Electronics Engineering Technicians	1,682	1,839	9.3%	189	\$30.54	Associate degree	None
49-9051	Electrical Power-Line Installers and Repairers	1,002	1,107	10.5%	105	\$37.45	High school diploma or equivalent	Long-term on-the-job training
47-4021	Elevator Installers and Repairers	973	1,045	7.4%	127	\$41.39	High school diploma or equivalent	Apprenticeship
17-3029	Engineering Technicians, Except Drafters, All Other	1,657	1,754	5.9%	177	\$32.74	Associate degree	None
53-2031	Flight Attendants	3,391	3,883	14.5%	464	\$26.33	High school diploma or equivalent	Moderate-term on-the-job training
29-9099	Healthcare Practitioners and Technical Workers, All Other	152	178	17.1%	12	\$38.35	Postsecondary nondegree award	None
29-2092	Hearing Aid Specialists	287	340	18.5%	27	\$27.37	High school diploma or equivalent	Moderate-term on-the-job training
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,165	4,395	5.5%	444	\$21.95	Postsecondary nondegree award	Long-term on-the-job training
53-3032	Heavy and Tractor-Trailer Truck Drivers	24,131	26,536	10.0%	3,162	\$19.89	Postsecondary nondegree award	Short-term on-the-job training
49-9041	Industrial Machinery Mechanics	8,929	9,366	4.9%	894	\$25.57	High school diploma or equivalent	Long-term on-the-job training
49-9099	Installation, Maintenance, and Repair Workers, All Other	1,181	1,367	15.7%	156	\$21.47	High school diploma or equivalent	Moderate-term on-the-job training
43-9041	Insurance Claims and Policy Processing Clerks	2,640	2,851	8.0%	294	\$19.45	High school diploma or equivalent	Moderate-term on-the-job training
41-3021	Insurance Sales Agents	8,566	9,173	7.1%	931	\$26.17	High school diploma or equivalent	Moderate-term on-the-job training
43-4111	Interviewers, Except Eligibility and Loan	845	1,169	38.3%	160	\$20.34	High school diploma or equivalent	Short-term on-the-job training
29-2061	Licensed Practical and Licensed Vocational Nurses	5,799	6,536	12.7%	542	\$25.47	Postsecondary nondegree award	None
43-4131	Loan Interviewers and Clerks	2,368	2,870	21.2%	316	\$19.73	High school diploma or equivalent	Short-term on-the-job training
31-9011	Massage Therapists	1,215	1,448	19.2%	178	\$20.25	Postsecondary nondegree award	None
49-9044	Millwrights	1,373	1,440	4.9%	130	\$34.88	High school diploma or equivalent	Apprenticeship
31-2011	Occupational Therapy Assistants	560	746	33.2%	89	\$26.11	Associate degree	None

SOC	Job Title	2019 Jobs	2029 Jobs	2019 - 2029 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
43-9199	Office and Administrative Support Workers, All Other	699	821	17.5%	102	\$23.05	High school diploma or equivalent	Short-term on-the-job training
47-2073	Operating Engineers and Other Construction Equipment Operators	2,966	3,342	12.7%	403	\$27.35	High school diploma or equivalent	Moderate-term on-the-job training
23-2011	Paralegals and Legal Assistants	3,695	4,145	12.2%	461	\$23.64	Associate degree	None
47-2071	Paving, Surfacing, and Tamping Equipment Operators	503	570	13.3%	74	\$24.88	High school diploma or equivalent	Moderate-term on-the-job training
31-2021	Physical Therapist Assistants	1,563	1,913	22.4%	251	\$25.15	Associate degree	None
47-2152	Plumbers, Pipefitters, and Steamfitters	5,502	5,863	6.6%	669	\$34.30	High school diploma or equivalent	Apprenticeship
33-3051	Police and Sheriff's Patrol Officers	7,313	7,392	1.1%	533	\$29.21	High school diploma or equivalent	Moderate-term on-the-job training
43-5061	Production, Planning, and Expediting Clerks	3,524	3,852	9.3%	420	\$26.14	High school diploma or equivalent	Moderate-term on-the-job training
29-2034	Radiologic Technologists	3,059	3,162	3.4%	182	\$27.74	Associate degree	None
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	1,181	1,315	11.3%	158	\$21.31	High school diploma or equivalent	Short-term on-the-job training
29-1126	Respiratory Therapists	2,071	2,424	17.0%	155	\$27.51	Associate degree	None
41-3099	Sales Representatives, Services, All Other	14,808	15,220	2.8%	1,995	\$27.76	High school diploma or equivalent	Moderate-term on-the-job training
47-2231	Solar Photovoltaic Installers	52	70	34.6%	9	\$32.45	High school diploma or equivalent	Moderate-term on-the-job training
15-1134	Web Developers	1,211	1,358	12.1%	113	\$34.45	Associate degree	None
49-9081	Wind Turbine Service Technicians	47	66	40.4%	8	\$41.74	Postsecondary nondegree award	Long-term on-the-job training

Source: Economic Modeling Specialists, Intl (EMSI)

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

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

- A close look at the WIOA Planning Region 10 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories, including: Healthcare Practitioners and Technicians, Information Technology, Architecture and Engineering, Businesses and Financial, and Management occupations. It

is critical to understand what knowledge, skills, and abilities and what tools and technologies and certifications (if available) are expected of successful job candidates in these occupations.

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

Healthcare Practitioner and Technical Occupations

Knowledge, Skills, and Abilities

Knowledge of the information and techniques needed to diagnose and treat human injuries and diseases are important in all critical health care occupations. This includes knowledge of symptoms, treatment alternatives, drug properties and interactions, and preventive health care measures.

Knowledge

Medicine and Dentistry
Biology
Customer and Personal Service
English Language
Psychology

Skills

Active Listening
Reading Comprehension
Speaking
Critical Thinking
Monitoring

Abilities

Problem Sensitivity
Oral Comprehension
Oral Expression
Deductive Reasoning
Inductive Reasoning

Tools, Technologies and Certifications

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

There are many certifications in Healthcare occupations as many careers involve licensure. Beyond occupational-specific requirements, important certifications are concentrated in particular areas of patient care.

Tools and Technologies

Quality Assurance
Patient Electronic Medical Records
Microsoft Office
Time Management
Quality Control

Certifications

Basic Life Support
Certification in Cardiopulmonary Resuscitation
Advanced Cardiac Life Support
Pediatric Advanced Life Support
Nurse Administration

Information Technology Occupations

Knowledge, Skills, and Abilities

These positions require an important mix of technical, business, and problem-solving skills. Information technology jobs require knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming. Design and systems analysis skills are also vital.

Abilities for these occupations are typically related to computer usage and programming. For example, job seekers should have the ability for mathematical reasoning, number facility, and deductive reasoning.

Knowledge

Computer and Electronics
Customer and Personal Service
Mathematics
English Language
Design

Skills

Active Learning
Reading Comprehension
Complex Problem-Solving
Critical Thinking
Troubleshooting

Abilities

Mathematical Reasoning
Number Facility
Oral Comprehension
Problem Sensitivity
Deductive Reasoning

Tools, Technologies and Certifications

Computer occupations have a number of technologies associated with them. Depending on the occupation, individuals employed in these occupations will need to know everything from traditional software packages to advanced computer programming languages, like Structured Query Language (SQL), Java, and Linux.

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

Tools and Technologies

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

Certifications

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

Architecture and Engineering Occupations

Knowledge, Skills, and Abilities

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

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

Knowledge

Engineering and Technology
Design
Reasoning
Mechanical
Mathematics
Physics

Skills

Complex Problem Solving
Critical Thinking
Active Listening
Judgment and Decision-Making
Operations Analysis Communication

Abilities

Information Ordering
Mathematical
Written
Deductive Reasoning
Visualization

Tools, Technologies and Certifications

Many Architecture and Engineering occupations are expected to employ tools and technologies targeted at improving quality and reducing defects or inefficiencies, like Quality Assurance and Six Sigma aimed at quality improvement.

Similarly, certification for Engineers and other occupations in the category are also concentrated in quality improvement. In addition, some certifications deal with standards, like certifications in American National Standards (ANSI) or National Electrical Code (NEC) and Environmental Protection Agency (EPA) standards.

Tools and Technologies

Project Management
(ABET)

Microsoft Office

Product Development

Quality Assurance (QA)

Six Sigma

Certifications

Accreditation Board for Engineering and Technology

American National Standards (ANSI)

American Society for Quality (ASQ)

National Electrical Code (NEC)

Environmental Protection Agency standards (EPA)

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Business and Financial Occupations

Knowledge, Skills, and Abilities

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

Knowledge

Mathematics

Economics and Accounting

Customer and Personal Service

English Language

Personal and Human Resources

Skills

Mathematics

Active Listening

Critical Thinking

Judgment and Decision-Making

Reading Comprehension

Abilities

Oral Comprehension

Written Comprehension

Problem Sensitivity

Deductive Reasoning

Information Ordering

Tools, Technologies and Certifications

Most of the occupations in this category will need to use office productivity software like Microsoft Office for documents, spreadsheets, publications, and database administration.

In addition to productivity software, many tools and technologies for business and financial occupations involve risk management and even technical proficiencies like Generally Accepted Accounting Principles.

Many certifications in this area are occupation specific, like Certified Public Accountant (CPA) and Series 7, which allow individuals to practice their trade in conformity with state and federal licensure requirements.

Tools and Technologies

Microsoft Office
Business Development
Risk Management
Project Management
Generally Accepted Accounting Principles

Certifications

Certified Public Accountant (CPA)
Financial Industry Regulatory Authority (FIRA)
Certified Internal Auditor (CIA)
General Securities Representative Exam (Series 7)
Chartered Financial Analyst (CFA)

Management and Supervisory Occupations

Knowledge, Skills, and Abilities

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

Knowledge

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

Skills

Speaking
Active Listening
Critical Thinking
Reading Comprehension
Coordination

Abilities

Oral Expression
Oral Comprehension
Written Comprehension
Problem Sensitivity
Written Expression

Tools and Technologies

Most of the occupations in this category must use office productivity software like Microsoft Office for documents and spreadsheets.

Tools and Technologies

Spreadsheet software

Personal computers

Electronic mail software

Word processing software

Notebook computers

Education and Training Alignment with Industries and Occupations

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

A close look at the WIOA Planning Region 10 existing and emerging high-demand, high-wage occupations reveals that these positions are concentrated in a handful of categories, including: Healthcare Practitioners and Technicians, Information Technology, Architecture and Engineering, Businesses and Financial, and Management occupations. Moreover, nine of the top 15 existing in-demand, high-wage occupations in WIOA Planning Region 10 require a bachelor's degree for entry-level openings. Figure 4 shows the number of programs available in WIOA Planning Region 10 for each of the top 25 existing in-demand occupations.

The education and training availability was found via the Michigan Training Connect portal on the Pure Michigan Talent Connect (PMTTC) website.

In addition to the programs available in the table below, there are several large four-year universities and other educational providers in the region. All told, in 2018, 36,523 postsecondary completions were awarded in the five-county region according to IPEDS data. Some top jobs in particular have ample training available beyond the Michigan Information Technology Center (MITC)-available data: Just over 10 percent of these completions were in Engineering and Engineering Technology programs, and 19.9 percent were for Health Professions. 20.8 percent of health care completions were for a credential beyond a bachelor's degree, helpful for top jobs Physical Therapists, Speech-Language Pathologists, and Physician Assistants, all of which typically require at least a master's degree.

Note: The data in Figure 4 does not necessarily encompass all the education and training opportunities for each occupation in WIOA Planning Region 10. Rather, it provides a snapshot based on the data available within the Michigan Training Connect portal.

Figure 4: Education Opportunities for the Top 25 Existing In-Demand Occupations in WIOA Planning Region 10

SOC	Job Title	2019 Jobs	2019 - 2021 % Change	Annual Openings	Job Postings	Median Hourly Earnings	Typical Entry Level Education	Programs Available
119041	Architectural and Engineering Managers	6,763	3.1%	595	2435	\$64.68	Bachelor's degree	2 Associate 5 Bachelor's 31 Certificates
172051	Civil Engineers	4,527	9.8%	584.5	1919	\$36.59	Bachelor's degree	1 Bachelor's
119021	Construction Managers	1,958	5.3%	195.5	2080	\$47.28	Bachelor's degree	11 Associate 9 Bachelor's 24 Certificates
172071	Electrical Engineers	5,613	4.0%	488	5204	\$44.50	Bachelor's degree	1 Bachelor's
113031	Financial Managers	7,458	4.6%	751	4916	\$61.09	Bachelor's degree	1 Associate 2 Bachelor's 3 Certificates
111021	General and Operations Managers	26,106	2.9%	2665	7712	\$54.94	Bachelor's degree	10 Associate 11 Bachelor's 18 Certificates
172112	Industrial Engineers	19,529	3.0%	1636	10800	\$44.83	Bachelor's degree	18 Certificates
151122	Information Security Analysts	966	6.7%	102	2775	\$44.12	Bachelor's degree	8 Associate 6 Bachelor's 94 Certificates
119199	Managers, All Other	3,641	3.5%	343.5	4964	\$49.87	Bachelor's degree	16 Associate 13 Bachelor's 49 Certificates
112021	Marketing Managers	2,450	4.0%	270	6366	\$64.27	Bachelor's degree	3 Associate 3 Bachelor's 23 Certificates
119111	Medical and Health Services Managers	5,119	3.2%	490.5	4191	\$46.37	Bachelor's degree	3 Associate 3 Bachelor's 8 Certificates
291123	Physical Therapists	3,884	4.5%	254.5	2511	\$44.18	Doctoral or professional degree	1 Certificate
291071	Physician Assistants	1,756	4.8%	144	1309	\$53.00	Master's degree	N/A
151132	Software Developers, Applications	19,901	3.9%	1792	22010	\$43.84	Bachelor's degree	6 Associate 3 Bachelor's 58 Certificates
291127	Speech-Language Pathologists	1,564	6.2%	133	4964	\$37.89	Master's degree	N/A

Source: Bureau of Labor Statistics, Economic Modeling Specialists, Intl (EMSI), MITC

- Software Developers for Applications have gained at least two available bachelor's degree programs in WIOA Planning Region 10 since 2018, according to the Pure Michigan Training Connect portal. This is not enough to satisfy the needs of WIOA Planning Region 10 employers, particularly in the growing tech hub of Detroit.
 - Because of training deficiencies, non-degree programs such as ExperienceIT and Grand Circus have been created in the Detroit area to create a pipeline of IT workers for employers.

- The in-demand management positions in Figure 4 have a strong number of education and training opportunities available in WIOA Planning Region 10.
 - Despite the high number of programs, employers seem to be struggling to find workers with the appropriate credentials for high-wage management positions, according to anecdotal feedback from employers and MWAs across the State.
- Overall, WIOA Planning Region 10's education and training program availability is strong with a number of colleges and universities in the area.

Workforce Analysis

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

The City of Detroit's population is currently well below the regional average educational attainment, according to 2018 data from the Census Bureau displayed in Figure 5, below. In the City of Detroit, 14.6 percent of individuals hold a bachelor's degree or higher, compared to 28.6 percent in the state as a whole. In addition, the educational attainment rate (Bachelor's or higher) in Oakland County is 46.4 percent, one of the highest rates in the State of Michigan, while the rates in Wayne, Monroe, St. Clair and Macomb counties are 23.3 percent, 19.1 percent, 18.3 percent and 24.5 percent, respectively. The current educational attainment levels in the City of Detroit, WIOA Planning Region 10, and the state of Michigan do not align with increasing employer needs. Too few individuals are prepared for in-demand jobs as more and more employers require higher skills for employment.

Figure 5: Educational Attainment

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Population 25 years and over	6,772,215	609,003	104,748	878,186	112,381	1,178,363	434,463	2,882,681
High school graduate or higher, number of persons, age 25 years+, 2014-2018	6,130,679	546,026	95,539	824,318	101,692	1,012,360	347,786	2,579,935
High school graduate or higher, percent of persons, age 25 years+, 2014-2018	90.5%	89.7%	91.2%	93.9%	90.5%	85.9%	80.0%	89.5%
Bachelor's degree or higher, number of persons, age 25 years+, 2014-2018	1,937,052	149,504	20,036	407,776	20,564	275,102	63,261	872,982
Bachelor's degree or higher, percent of persons, age 25 years+, 2014-2018	28.6%	24.5%	19.1%	46.4%	18.3%	23.3%	14.6%	30.3%

Source: 2014-2018 ACS Five-Year Estimates

The most recent labor force participation rates show Macomb and Oakland counties well above the state average of 61.3 percent, and the City of Detroit well below. These rates have been consistently declining with fewer individuals of working age participating in the labor force over time. This is not a phenomenon unique to Michigan; much of the United State is seeing the same drop in labor force participation. However, the problem is exacerbated in Michigan by an aging workforce, slow population growth, and increasing employer demand for skilled workers. Figure 6 highlights these values.

Figure 6: Labor Force Participation Rates

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Population 16 years +	8,027,949	705,357	121,468	1,015,249	129,811	1,389,038	526,251	3,360,923
In civilian labor force, count of population age 16 years+, 2014-2018	4,919,495	448,126	73,930	671,024	78,473	817,808	283,827	2,089,361
In civilian labor force, percent of population age 16 years+, 2014-2018	61.3%	63.5%	60.9%	66.1%	60.5%	58.9%	53.9%	62.2%

Source: 2014-2018 ACS Five-Year Estimates

At approximately 21 percent, the unemployment rate for youth is significantly larger than the overall unemployment rate of 7.2 percent in WIOA Planning Region 10. To a lesser degree, the same is true for African American individuals.

Figure 7: Civilian Labor Force by Demographic Group – 2018
WIOA Planning Region 10

Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	2,089,361	1,939,190	150,171	7.2%
Sex				
Male 16+	1,090,740	1,010,326	80,414	7.4%
16-19	43,669	33,553	10,116	23.2%
20-24	107,066	91,719	15,347	14.3%
25-54	702,233	657,896	44,337	6.3%
55-64	185,220	176,740	8,480	4.6%
65 Plus	52,552	50,418	2,134	4.1%
Female 16+	998,621	928,864	69,757	7.0%
16-19	43,352	35,051	8,301	19.1%
20-24	102,851	90,412	12,439	12.1%
25-54	636,541	595,895	40,646	6.4%
55-64	170,997	164,301	6,696	3.9%
65 Plus	44,880	43,205	1,675	3.7%
Race				
White	1,483,713	1,408,462	75,443	5.1%
Black/African American	442,750	378,233	64,149	14.5%
Native American	6,158	5,620	538	8.7%
Asian	95,260	90,742	4,498	4.7%
Native Hawaiian / Pacific Islander	619	595	-	0.0%
Some Other Race	22,769	21,096	1,641	7.2%
Two or More Races	38,300	34,357	3,932	10.3%
Ethnicity				
Hispanic	84,305	77,345	6,805	8.1%

Source: 2014-2018 ACS Five-Year Estimates

Figure 8: Labor Market Trends – 2013 - 2019
WIOA Planning Region 10

Figure 8a: Labor Force, Persons

Geography	2013	2015	2017	2019	2013–2019 Numeric Change	2013–2019 Percent Change
WIOA Planning Region 10	1,919,219	1,912,466	1,993,335	2,034,600	115,381	6.0%
Macomb	420,290	422,297	442,238	451,100	30,810	7.3%
Monroe	74,365	76,188	75,849	75,500	1,135	1.5%
Oakland	628,635	634,053	664,575	680,300	51,665	8.2%
St. Clair	19,369	19,496	19,680	19,500	131	0.7%
Wayne	776,560	760,432	790,993	808,200	31,640	4.1%
Michigan	4,724,000	4,759,000	4,884,000	4,937,000	213,000	4.5%
United States	155,389,000	157,130,000	160,320,000	163,539,000	8,150,000	5.2%

Figure 8b: Employment, Persons

Geography	2013	2015	2017	2019	2013–2019 Numeric Change	2013–2019 Percent Change
WIOA Planning Region 10	1,733,619	1,800,857	1,901,737	1,947,200	213,581	12.3%
Macomb	380,495	397,995	422,768	432,000	51,505	13.5%
Monroe	68,874	72,708	72,267	72,500	3,626	5.3%
Oakland	579,614	604,103	641,085	657,000	77,386	13.4%
St. Clair	17,336	18,223	18,542	18,600	1,264	7.3%
Wayne	687,300	707,828	747,075	767,100	79,800	11.6%
Michigan	4,308,000	4,500,000	4,659,000	4,736,000	428,000	9.9%
United States	143,929,000	148,834,000	153,337,000	157,538,000	13,609,000	9.5%

Figure 8c: Unemployment, Persons

Geography	2013	2015	2017	2019	2013–2019 Numeric Change	2013–2019 Percent Change
WIOA Planning Region 10	185,600	111,609	91,598	87,400	-98,200	-52.9%
Macomb	39,795	24,302	19,470	19,100	-20,695	-52.0%
Monroe	5,491	3,480	3,582	3,000	-2,491	-45.4%
Oakland	49,021	29,950	23,490	23,300	-25,721	-52.5%
St. Clair	2,033	1,273	1,138	900	-1,133	-55.7%
Wayne	89,260	52,604	43,918	41,100	-48,160	-54.0%
Michigan	416,000	259,000	225,000	201,000	-215,000	-51.7%
United States	11,460,000	8,296,000	6,983,000	6,001,000	-5,459,000	-47.6%

Figure 8d: Unemployment Rate, Percent

Geography	2013	2015	2017	2019	2013-2019 Rate Change
WIOA Planning Region 10	9.7%	5.8%	4.6%	4.3%	-5.4%

Macomb	9.5%	5.8%	4.4%	4.2%	-5.3%
Monroe	7.4%	4.6%	4.7%	3.9%	-3.5%
Oakland	7.8%	4.7%	3.5%	3.4%	-4.4%
St. Clair	10.5%	6.5%	5.8%	4.7%	-5.8%
Wayne	11.5%	6.9%	5.6%	5.1%	-6.4%
Michigan	8.8%	5.4%	4.6%	4.1%	-4.7%
United States	7.4%	5.3%	4.4%	3.7%	-3.3%

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

Workforce Development Activities

An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must include the strengths and weaknesses of workforce development activities in the region and the region's capacity to provide the workforce development activities necessary to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers in the region.

Skill gap issues exist within WIOA Planning Region 10 and currently range from a lack of talent to fill jobs related to new technology, to increasing numbers of skilled workers leaving the workforce for retirement. The following gaps are top priorities for the MWAs in WIOA Planning Region 10 to address:

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

Strengths and Weaknesses

To help inform this plan, core partners from WIOA Planning Region 10 were sent a questionnaire to get their input on workforce system strengths and weaknesses and the region's capacity to provide needed workforce development activities. What follows are the questions asked and a summary of the types of comments received.

Question 1: Identify regional strengths and weaknesses of WIOA Title I program activities (Adult, Dislocated Worker and Youth formula programs, Job Corp, YouthBuild) and the regional capacity of these program activities to address educational and skill needs of the

workforce, including individuals with barriers to employment, and the employment needs of employers.

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> • Title I performance goals consistently met. • Increased online presence and access to automated services. • Local MWAs within the region are working to be more creative with program design. • MWAs in all three WIOA Planning Regions have embraced a demand-driven approach. • All MWAs are funding and supporting more short-term training programs. • Community colleges are providing many high-quality learning opportunities. • MWAs in WIOA Planning Regions 6, 9, and 10 work closely with community colleges to plan, fund, and support high demand programming. • MWAs in all three regions partner to provide braided funding to help move job seekers from training to employment. • The MWAs in WIOA Planning Regions 6, 9, and 10 have formed a Business Services Network that meets to discuss best practices and create protocols for working with employers. • MWAs and partners from all three regions participate in joint training opportunities offered by SEMWAC, WIN, the 	<ul style="list-style-type: none"> • The MWAs in WIOA Planning Regions 6, 9, and 10 need additional training for front-line staff. • There is not enough capacity and funding for all Title I programs to be successful. • The ability to comply with ADA standards in a virtual world. • MWAs are not always able to meet the needs of individuals with barriers. • Inflexibility in programs makes it difficult to serve certain special populations. • Employer involvement is not always as strong as it needs to be. • There is a disconnect between the labor pool and employer demand. Many in-demand jobs require advanced training that workforce programs cannot fund. • Transportation issues are a consistent struggle. Many workers are not close to job opportunities and do not have access to vehicles or public transportation. • Child care is the main reason for absenteeism. • Many current clients MWAs work with are the hardest to serve. • MWAs do not have enough funds for employability or soft skills training, which are often what workers need the most.

Regional Strengths	Regional Weaknesses
<p>Michigan Works Association, and the State.</p> <ul style="list-style-type: none"> • MWAs augment USDOL and MiLMI data with real-time and other labor information to help make sound workforce decisions. • Information is shared across all MWAs to reduce overlap with employers. • Many highly skilled job seekers are served at American Job Centers. 	<ul style="list-style-type: none"> • Performance outcomes often do not measure jobs created by entrepreneurs and contract employees. • Current funding streams create unnecessary competition between MWAs and their partners. Funding requirements restrict regional sharing and partnering. • There is a perception by some that clients served by MWAs are unemployable. • Performance metrics create disincentives to serve job seekers facing multiple barriers to employment.

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

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> • The region is very connected, helping to bring partners and programs together. • ESL programming is helping many English language learners secure employment. • Many new regional partnerships and programs are getting started in this area. • Adult education partners are reaching out more to MWAs about available programming opportunities. 	<ul style="list-style-type: none"> • The lack of adult education programming capacity and funding is a prevalent issue. • There is not enough funding, creating many gaps for where services are available. • Some Adult Education programs follow a traditional K-12 model and are not necessarily designed for adult learners. • Required metrics do not align with reality. • The central cities and many rural areas in each region have underperforming K-12

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> • Employment has become the primary goal of adult education versus just earning credentials. • As WIOA Title II is implemented, Adult Ed partners are getting more actively engaged in developing regional solutions. • More comprehensive foundational skills strategies are being developed in some parts of the region. 	<p>systems, resulting in extensive needs for many young adults.</p> <ul style="list-style-type: none"> • Demand for adult services exceeds the MWAs' capacity to address. • Many schools in the region are not producing graduates with the right skills needed to sustain employment. • Some Adult Education programs are not designed to meet current employer needs. • Participant retention, due mainly to a lack of reliable transportation and child care. • Client assessment is inconsistent between agencies. • The need for more employers to provide summer work experiences.

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

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

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> • Examples of successful short-term employment services programs include boot camps, creative workshops, and in-house classes. • Employment Services curriculum and program resources are often shared across MWAs in all three planning regions. • Examples of shared resources include business services techniques, labor market information, and joint staff training. 	<ul style="list-style-type: none"> • The MWAs have some expertise but must collaborate more with other organizations to better serve special populations. • Many of the hardest-to-serve do not have skills needed to meet employer demand. • Participant retention, due to a lack of reliable transportation and child care. • Capacity to develop OJT's and apprenticeships.

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

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> • Engaging diverse customers with multiple barriers. • Partnerships and braided funding are a consistent success, especially with MRS. • MRS and BSBP are meeting directly with MWA staff more often and participating in the regions' Business Services Network. • MRS and BSBP have been conducting training sessions for MWA frontline staff. • There is more collaboration with Veterans organizations to make sure Veterans are engaged in MWA initiatives. • The ability of both agencies to generate financial resources through third party 	<ul style="list-style-type: none"> • MRS staff is no longer co-located in all American Job Centers, making partnering more difficult. • MWAs and MRS do not always collaborate enough to serve the diversity of individuals using the system. • Need to collaborate more with partners on capacity building, information sharing, and working with hard-to-serve populations. • MWAs have concerns about duplicating employer outreach and engagement efforts with MRS. • Accessibility remains a concern for those who use the JAWS software.

Regional Strengths	Regional Weaknesses
agreements that can help with programming and training.	<ul style="list-style-type: none"> Transportation challenges have a negative impact on employability.

Question 5: Identify any possible strategies or activities the regions could explore or engage in to build on these strengths or address weaknesses.

The MWAs in planning regions 6, 9, and 10 identified the following possible strategies or activities:

1. MWAs and core partners will continue to work towards common metrics across the system to ensure successful strategic partnerships.
2. MWAs and core partners will continue to think regionally and develop better strategies about how to allocate resources to address the most critical needs of both job seekers and businesses.
3. MWAs will continue to explore and develop more regional strategies with core partners.

Important Industry Sectors in WIOA Region 10

An analysis of what sectors/industries are considered mature but still important to the regional economy, current and in-demand, and which are considered emerging in the regional economy.

Figure 9 highlights the top 15 most in-demand industry sectors (2-digit NAICS level) in WIOA Planning Region 10. In-demand is defined as those industries with the highest number of job postings during the past two years and growing with an average annual wage over \$35,000. This average wage aligns with that used in the regional in-demand and emerging industries in Michigan’s WIOA Unified State Plan. A variety of occupations exist within the local industries, which offer wages dependent on tenure and other factors. While the industry average is an important wage factor to consider, the wages paid to workers in each occupation are a more relevant metric for workforce development. See Figures 1 and 2 for more detail on occupations. The 2019 employment levels for the highlighted industries in WIOA Planning Region 10 are also shown in Figure 9.

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

NAICS	Description	2019 Job Postings	2019 Jobs	2021 Jobs	2019 - 2021 Change	2019 - 2021 % Change	Avg. Earnings Per Job
72	Accommodation and Food Services	53,681	165,428	170,354	4,926	3.0%	\$23,587.31
11	Agriculture, Forestry, Fishing and Hunting	901	2,636	2,757	121	4.6%	\$35,678.70
71	Arts, Entertainment, and Recreation	4,943	25,107	25,439	332	1.3%	\$55,887.47

23	Construction	16,810	69,896	71,905	2,009	2.9%	\$81,933.76
52	Finance and Insurance	32,011	76,889	78,786	1,897	2.5%	\$108,274.65
62	Health Care and Social Assistance	81,012	275,834	283,505	7,671	2.8%	\$64,406.53
55	Management of Companies and Enterprises	3,009	48,269	50,168	1,899	3.9%	\$152,549.89
31	Manufacturing	62,303	246,781	249,406	2,625	1.1%	\$92,010.08
21	Mining, Quarrying, and Oil and Gas Extraction	423	963	986	23	2.4%	\$99,746.45
81	Other Services (except Public Administration)	15,101	71,134	71,638	504	0.7%	\$37,689.66
54	Professional, Scientific, and Technical Services	99,461	194,130	200,178	6,048	3.1%	\$110,382.20
53	Real Estate and Rental and Leasing	15,598	29,330	29,811	481	1.6%	\$64,308.04
48	Transportation and Warehousing	72,903	72,594	77,545	4,951	6.8%	\$73,420.57
99	Unclassified Industry	0	3,434	4,029	595	17.3%	\$51,057.44
22	Utilities	1,904	8,410	8,520	110	1.3%	\$175,355.20

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

Figure 10 highlights the top emerging industries in WIOA Planning Region 10. Emerging industries are those with a high growth (numeric and percent) expected over the next ten years, through 2029, and a high number of annual openings through 2029.

Figure 10: WIOA Region 10 Top 15 Emerging Industries

NAICS	Description	2019 Jobs	2029 Jobs	2019 - 2029 Change	2019 - 2029 % Change	Avg. Earnings Per Job
72	Accommodation and Food Services	165,428	181,353	15,925	9.6%	\$23,587.31
11	Agriculture, Forestry, Fishing and Hunting	2,636	3,071	435	16.5%	\$35,678.70
71	Arts, Entertainment, and Recreation	25,107	25,659	552	2.2%	\$55,887.47
23	Construction	69,896	75,876	5,980	8.6%	\$81,933.76
52	Finance and Insurance	76,889	82,327	5,438	7.1%	\$108,274.65
62	Health Care and Social Assistance	275,834	303,099	27,265	9.9%	\$64,406.53
55	Management of Companies and Enterprises	48,269	52,845	4,576	9.5%	\$152,549.89
31	Manufacturing	246,781	244,997	-1,784	(0.7%)	\$92,010.08
21	Mining, Quarrying, and Oil and Gas Extraction	963	993	30	3.1%	\$99,746.45
81	Other Services (except Public Administration)	71,134	72,497	1,363	1.9%	\$37,689.66
54	Professional, Scientific, and Technical Services	194,130	211,960	17,830	9.2%	\$110,382.20
53	Real Estate and Rental and Leasing	29,330	30,430	1,100	3.8%	\$64,308.04
48	Transportation and Warehousing	72,594	84,943	12,349	17.0%	\$73,420.57
99	Unclassified Industry	3,434	5,337	1,903	55.4%	\$51,057.44
22	Utilities	8,410	8,520	110	1.3%	\$175,355.20

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

Geographic Factors

A discussion of geographic factors (inherent geographic advantages or disadvantages) that may impact the regional economy and the distribution of employers, population, and service providers within the region.

WIOA Planning Region 10 is a relatively small geographic area representing about 3,230 square miles. The most recent Census estimate puts the region's population at 4.19 million, 42.0 percent of the state's population. WIOA Planning Region 10 is also home to 43.3 percent of the state's business establishments and 44.8 percent of the state's employed population. The region is dense compared to the state. WIOA Planning Region 10 has an average of 2,042 individuals per square mile, compared to the state average of 175 individuals per square mile.

Most workers in the region commute to some degree. Nearly 60 percent of workers travel more than 10 miles to their jobs each direction, and 20.6 percent travel more than 25 miles each direction, according to data from the LODS survey and Census OnTheMap. The average travel time to work in the region was about 26.4 minutes in each direction. This is just above the state average of 24.5 minutes each direction. While the travel time across WIOA Planning Region 10 does not vary much from the City of Detroit to the outer counties, the means of travel does differ. The typical Detroit household has only one, if any, vehicles available for travel to and from work, while the typical household in WIOA Planning Region 10 outside of Detroit has two vehicles available, according to American Community Survey data. Also, of note are the housing ownership and vacancy rates in WIOA Planning Region 10's communities. Census data shows that in 2018 almost 30 percent of housing units in the City of Detroit were vacant, although estimates from city sources note that the rate must be much higher. Census data shows that the average vacancy rates in WIOA Planning Region 10, however, are just 11.1 percent, 7.0 percent if only outlying Wayne County is included. The disparity between the City of Detroit and the other communities in the region cannot be overemphasized.

The Region is heavily concentrated and well connected by highways. However, for workers without regular access to a vehicle, traveling to employment may be difficult because the region lacks a comprehensive transit system. Most available jobs for individuals with lower than average education (typical of job seekers in the City of Detroit) are located outside of the city limits in the outlying counties, which are not effectively connected by public transit. According to OnTheMap data, only 29.4 percent of Detroiters live and work in the city. Almost 70 percent commute outside of the city for their primary job, and 9.6 percent commute more than 50 miles each direction for work. Oakland County is vastly different, however; 57.1 percent of the population

lives and works in the county, and only 7.3 percent of those who travel commute more than 50 miles each direction for work.

Demographic Characteristics

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

WIOA Planning Region 10’s geographic make-up is unique in Michigan. It is home to not only the largest city (which is also one of the poorest), but it is also home to some of the wealthiest and most populated communities in the state. The City of Detroit represents exceptional challenges in the region.

Most job opportunities available in close geographic reach for Detroiters and those in the region without reliable transportation are inaccessible for other reasons. The fastest growing jobs and the most hiring in the region are in occupations that require post-secondary training and often a bachelor’s degree. There is a strong mismatch between the jobs available, in particular the highest demand jobs shown in figures 1 through 3, which consistently require at least a college degree, and the current talent pool’s skill and education level, in which about 30 percent of WIOA Planning Region 10 workers have a college degree. See figure 5 for education attainment information.

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

Figure 11: Population Demographics

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Population	9,957,488	868,704	149,699	1,250,843	159,566	1,761,382	677,155	4,190,194
White	7,818,588	707,875	141,260	941,026	149,216	937,396	98,534	2,876,773
White Percent of Total	78.5%	81.5%	94.4%	75.2%	93.5%	53.2%	14.6%	68.7%
Black or African American	1,375,424	99,265	3,553	171,098	3,393	685,098	532,537	962,407
Black or African American Percent of Total	13.8%	11.4%	2.4%	13.7%	2.1%	38.9%	78.6%	23.0%
American Indian and Alaska Native	53,235	2,525	449	3,302	275	5,566	2,285	12,117
American Indian and Alaska Native Percent of Total	0.5%	0.3%	0.3%	0.3%	0.2%	0.3%	0.3%	0.3%
Asian	304,403	33,769	930	90,212	1,082	57,380	10,659	183,373
Asian Percent of Total	3.1%	3.9%	0.6%	7.2%	0.7%	3.3%	1.6%	4.4%

Native Hawaiian and Other Pacific Islander	2979	346	10	323	38	481	185	1,198
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two or more races	283,718	19,919	2,735	34,971	4,625	41,918	13,195	104,168
Two or more races, Percent of Total	2.8%	2.3%	1.8%	2.8%	2.9%	2.4%	1.9%	2.5%
Hispanic or Latino	497,897	22,212	5,261	50,057	5,281	103,202	51,509	186,013
Hispanic or Latino Percent of Total	5.0%	2.6%	3.5%	4.0%	3.3%	5.9%	7.6%	4.4%
White alone, not Hispanic or Latino	7,489,371	691,478	136,797	904,717	145,498	873,218	69,663	2,751,708
White alone, not Hispanic or Latino Percent of Total	75.2%	79.6%	91.4%	72.3%	91.2%	49.6%	10.3%	65.7%

Source: 2014-2018 ACS Five-Year Estimates

Figure 12 highlights the veteran population within the region. WIOA Planning Region 10 is home to a large veteran population. As of 2018, 37.3 percent of the state’s veterans lived in the region, including 4.9 percent specifically in the City of Detroit.

Figure 12: Veteran Population

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Civilian Population 18+	7,757,578	681,675	116,810	981,391	125,411	1,340,705	507,334	3,245,992
Veterans, 2014-2018	564,783	49,596	10,353	56,228	11,369	83,037	27,847	210,583
Share of Veterans in the State	100.0%	8.8%	1.8%	10.0%	2.0%	14.7%	4.9%	37.3%

Source: 2014-2018 ACS Five-Year Estimates

Figure 13 highlights the age distribution within the region. The population across the state of Michigan is aging. WIOA Planning Region 10’s age distribution generally reflects the state averages.

Figure 13: Age Distribution

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Population	9,957,488	868,704	149,699	1,250,843	159,566	1,761,382	677,155	4,190,194
Persons under 5 years, 2018	572,374	47,677	7,960	68,288	8,098	115,396	49,366	247,419
Persons under 5 years, 2018 percent	5.75%	5.49%	5.32%	5.46%	5.08%	6.55%	7.29%	5.90%
Persons under 5 years, 2010	573,280	45,413	8,665	66,130	9,293	118,342	50,146	247,843

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Persons under 5 years, 2010 percent	6.00%	5.80%	5.70%	5.70%	5.70%	6.50%	7.00%	5.90%
Persons under 18 years, 2018	2,196,098	186,502	32,824	269,153	34,121	420,346	169,766	942,946
Persons under 18 years, 2018 percent	22.05%	21.47%	21.93%	21.52%	21.38%	23.86%	25.07%	22.50%
Persons under 18 years, 2010	2,505,495	184,176	36,637	265,722	38,640	438,774	190,347	963,949
Persons under 18 years, 2010 percent	25.30%	23.0%	24.1%	23.5%	22.0%	25.4%	26.70%	23.1%
Persons 65 years and over, 2018	1,620,944	141,001	25,283	198,882	28,275	258,954	90,017	652,395
Persons 65 years and over, 2018	16.28%	16.23%	16.89%	15.90%	17.72%	14.70%	13.29%	15.57%
Persons 65 years and over, 2010	1,522,156	131,194	20,371	181,557	23,641	251,248	81,925	608,011
Persons 65 years and over, 2010 percent	13.80%	14.30%	13.40%	13.20%	14.50%	12.70%	11.50%	14.6%

Source: 2014-2018 ACS Five-Year Estimates

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

Figure 14: Foreign Born and Primary Language Spoken at Home

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total population, 2014-2018	9,957,488	868,704	149,699	1,250,843	159,566	1,761,382	677,155	4,190,194
Foreign-born persons, 2014-2018	671,105	95,080	3,362	158,426	4,237	157,293	41,300	418,398
Foreign-born persons, percent, 2014-2018	6.7%	10.9%	2.2%	12.7%	2.7%	8.9%	6.1%	10.0%
Population 5 years and over	9,385,114	821,027	141,739	1,182,555	151,468	1,645,986	627,789	3,942,775
Language other than English spoken at home, number of persons, age 5 years+, 2014-2018	898,817	114,674	4,408	178,048	4,730	235,913	69,901	537,773
Language other than English spoken at home, percent of persons age 5 years+, 2014-2018	9.6%	14.0%	3.1%	15.1%	3.1%	14.3%	11.1%	13.6%

Source: 2014-2018 ACS Five-Year Estimates

Figure 15: Limited English-Speaking Households by County

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Households	3,909,509	343,592	59,279	501,260	64,805	676,587	260,383	1,645,523
Limited English-speaking households, 2014-2018	68,056	10,987	130	13,855	222	17,449	6,224	42,643
Limited English-speaking households, percent of total, 2014-2018	1.7%	3.2%	0.2%	2.8%	0.3%	2.6%	2.4%	2.6%

Source: 2014-2018 ACS Five-Year Estimates

Figure 16 highlights the disabled population within the region. St. Clair County, Wayne County and the City of Detroit have a higher share of disabled individuals under the age of 65 than the state on average.

Figure 16: Percent of Population Under 65 with a Disability

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total civilian noninstitutionalized population	9,847,464	861,993	148,786	1,244,672	158,310	1,749,048	671,120	4,162,809
Persons with a disability, under age 65 years, 2014-2018	1,403,640	121,028	20,412	145,072	26,802	279,532	131,852	592,846
With a disability, under age 65 years, percent of total, 2014-2018	14.3%	14.0%	13.7%	11.7%	16.9%	16.0%	19.6%	14.2%

Source: 2014-2018 ACS Five-Year Estimates

Figure 17 indicates that 42.24 percent of the state’s disabled population resides in WIOA Planning Region 10. The region is home to 42.0 percent of the state’s overall population. This indicates that the region has a slightly, but not significantly, greater share of the state’s disabled population.

Figure 17: Individuals with Disabilities in Michigan by County –2016

Geography	2014 – 2018 Estimate	2014 – 2018 Share of State
Macomb County	121,028	8.6%
Monroe County	20,412	1.5%
Oakland County	145,072	10.3%
St. Clair County	26,802	1.9%
Wayne County	279,532	19.9%
State of Michigan	1,403,640	100.0%

Source: 2014-2018 ACS Five-Year Estimates

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

Figure 18: Individuals with Disabilities by Demographic Group

Demographic Group	2018 Estimate	Percent Distribution
Total Population	592,846	100.0%
<i>Sex</i>		
Male	276,798	46.7%
Female	316,048	53.3%
<i>Age</i>		
17 and Under	44,756	7.5%
18-64	317,666	53.6%
65 +	230,424	38.9%
<i>Race</i>		
White	387,433	65.4%
Black / African American	173,718	29.3%
Native American	2,795	0.5%
Asian	9,738	1.6%
Hawaiian / Pacific Islander	188	0.0%
Some Other Race	4,935	0.8%
Two or More Races	14,039	2.4%
<i>Ethnicity</i>		
Hispanic	18,577	3.1%

Source: 2014-2018 ACS Five-Year Estimates

Income distribution in WIOA Planning Region 10 differs widely from the state and within the region itself. Just under one-fifth of Detroit’s households live on less than \$10,000 annually. The federal poverty guideline for a family of four in 2015 was \$24,300. In the City of Detroit, 43.9 percent of families live near or below this income level, compared to 21.2 percent in the state of Michigan and 14.8 percent in Oakland County. Figure 19 details the income bracket of households within the region.

Figure 19: Households by Income Bracket

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Total Households	3,909,509	343,592	59,279	501,260	64,805	676,587	260,383	1,645,523
Households with Income of \$0 - \$9,999	270,974	16,499	3,083	22,494	3,748	78,679	51,522	124,503
Households with Income of \$0 - \$9,999, Percent	6.9%	4.8%	5.2%	4.5%	5.8%	11.6%	19.8%	7.6%
Households with Income of \$10,000 - \$14,999	182,415	12,731	2,400	16,242	3,033	40,678	22,936	75,084
Households with Income of \$10,000 - \$14,999, Percent	4.7%	3.7%	4.0%	3.2%	4.7%	6.0%	8.8%	4.6%
Households with Income of \$15,000 - \$24,999	394,491	32,342	4,961	35,265	6,380	78,856	39,877	157,804
Households with Income of \$15,000 - \$24,999, Percent	10.1%	9.4%	8.4%	7.0%	9.8%	11.7%	15.3%	9.6%
Households with Income of \$25,000 - \$34,999	395,924	33,439	6,081	36,633	6,724	73,805	34,233	156,682
Households with Income of \$25,000 - \$34,999, Percent	10.1%	9.7%	10.3%	7.3%	10.4%	10.9%	13.1%	9.5%
Households with Income of \$35,000 - \$49,999	540,900	47,650	7,284	54,173	9,268	91,961	37,607	210,336
Households with Income of \$35,000 - \$49,999, Percent	13.8%	13.9%	12.3%	10.8%	14.3%	13.6%	14.4%	12.8%
Households with Income of \$50,000 - \$74,999	719,122	64,567	11,641	81,731	12,072	111,924	36,655	281,935
Households with Income of \$50,000 - \$74,999, Percent	18.4%	18.8%	19.6%	16.3%	18.6%	16.5%	14.1%	17.1%
Households with Income of \$75,000 - \$99,999	485,187	46,087	8,512	65,385	8,874	71,375	17,182	200,233
Households with Income of \$75,000 - \$99,999, Percent	12.4%	13.4%	14.4%	13.0%	13.7%	10.5%	6.6%	12.2%
Households with Income of \$100,000 - \$149,999	531,579	55,509	9,766	89,016	9,581	75,669	13,759	239,541
Households with Income of \$100,000 - \$149,999, Percent	13.6%	16.2%	16.5%	17.8%	14.8%	11.2%	5.3%	14.6%
Households with Income of \$150,000 - \$199,999	201,893	20,887	3,661	45,894	3,175	27,756	3,947	101,373
Households with Income of \$150,000 - \$199,999, Percent	5.2%	6.1%	6.2%	9.2%	4.9%	4.1%	1.5%	6.2%
Households with Income of \$200,000+	187,024	13,881	1,890	54,427	1,950	25,884	2,665	98,032
Households with Income of \$200,000+, Percentage	4.8%	4.0%	3.2%	10.9%	3.0%	3.8%	1.0%	6.0%

	Michigan	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	Detroit City	Region 10 Counties
Average Household Income	\$75,352	\$77,123	\$75,368	\$104,709	\$71,761	\$65,173	\$42,105	\$80,338
Median Household Income	\$54,938	\$60,466	\$61,514	\$76,387	\$55,240	\$45,321	\$29,481	\$58,921
Per Capita Income	\$30,336	\$31,104	\$30,295	\$42,760	\$29,356	\$25,976	\$17,338	\$30,438

Source: 2014-2018 ACS Five-Year Estimates

Income disparities are a problem in WIOA Planning Region 10, with many residents living in poverty. In 2019, 51.4 percent of the state’s public assistance registrants lived in the region. Compared to the region’s overall share of the state population, this is a significant number and share of those living on public assistance. The numbers are dropping, due to policy changes such as lifetime benefit limits in the State of Michigan, and many individuals are either approaching their limit or have already maxed out their benefits. Although numbers are dropping, WIOA Planning Region 10’s workforce system is more heavily utilized by the public assistance population, creating a strain on resources. Figure 20 highlights the number of individuals who are registered to receive public assistance and who have a work requirement.

Figure 20: Public Assistance Registrants in Michigan by County: 2017 – 2019

Geography	2017	2019	2017 - 2019 Percent Change	2019 Share of the State
Macomb County	33,346	22,101	-33.7%	8.0%
Monroe County	4,604	3,151	-31.6%	1.1%
Oakland County	22,362	15,838	-29.2%	5.7%
St. Clair County	7,344	4,891	-33.4%	1.8%
Wayne County	146,474	96,320	-34.2%	34.8%
Michigan	425,786	276,856	-35.0%	100.0%

Source: Michigan Department of Health and Human Services

Figure 21 indicates that the 2015 population on public assistance in WIOA Planning Region 10 is 60.0 percent individuals aged 22 to 44, and 48.8 percent African American. Compared to the general population demographics in the region, these groups are over-represented.

Figure 21: Public Assistance Registrants: June 2019

Demographic Group	Assistance Program Registrants	Percent of Total
Total	134,259	100.0%
<i>Sex</i>		
Male	55,790	41.6%
Female	78,447	58.4%
<i>Age</i>		
14-15	1,224	0.9%
16-19	10,112	7.5%
20-21	4,767	3.6%
22-44	80,505	60.0%
45-54	26,546	19.8%
55-64	11,102	8.3%
65+	3	0.0%
<i>Race</i>		
White	42,917	32.0%
Black / African American	65,495	48.8%
Native American	668	0.5%
Other	8,903	6.6%
Hispanic	4,346	3.2%

Source: Michigan Department of Health and Human Services

COVID-19 Pandemic Impact and Response

The emergence of the COVID-19 pandemic significantly altered the economic outlook in Region 10 and the surrounding communities. Michigan has been hit hard by the pandemic and consistently ranks among the states with the highest number of unemployed workers. According to the U.S. Bureau of Labor Statistics for April 2020, WIOA Planning Region 10's unemployment rate ballooned to 24.5 percent representing approximately 459,689 people unemployed. This rate is up from a low of 4.73 percent, in March 2020, just one month earlier.

As Michigan abruptly shut down under the Governor's Stay Home, Stay Safe executive order, the WIOA Planning Region 10 MWA's shifted operations from primarily in-person to virtual delivery. To ensure no gaps in customer service delivery, MWA's quickly developed innovative service strategies. Examples included rotating in-office staff teams to minimize contact, on-line job readiness and recruitment events for employers that were hiring, Rapid Response meetings via Facebook Live to virtually address mass layoffs, and partnerships with regional organizations to support both business and job seekers. MWA staff spent countless hours answering phone calls to help customers connect to vital resources like food, rental, and utility assistance. In late April, MWA staff was also trained by UIA to assist with the flood of unemployment calls. For weeks ending April 10 through June 19, 2020, the region processed 249,144 calls for UIA assistance.

While it is difficult to make long-term projections on how exactly COVID-19 will affect future job demand, some considerations will influence how the WIOA Planning Region 10 MWA's move forward. They are as follows:

- As occupations move to remote work, MWA's must consider how to provide technical resources and training to individuals that allow them to successfully compete for jobs.
- As MWA's receive real-time data and industry input on high-demand occupations, they must be prepared to adjust service delivery strategies to meet the changing need.
- As colleges and training providers navigate their own response to COVID, it will be difficult for MWA's to predict the availability of training.
- MWA's are likely to receive additional federal/state resources to meet the training needs of individuals in high-demand occupations.
- As fewer customers require UI assistance, MWA's will need to shift their priority back to customers seeking re-employment and training services.

The WIOA Planning Region 10 MWA's are confident that they have a proactive plan and agile infrastructure necessary to collectively address the needs of the region.

Local Plan

- **A description of the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) including goals relating to performance accountability measures based on primary indicators of performance described in the WIOA Section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency.**

Background, Overarching Vision, and Structure.

The Mayor’s Workforce Development Board (MWDB) brings together executive leaders to identify and implement solutions for Detroit’s workforce ecosystem, broadly defined as not only the publicly-funded agencies that provide services to job seekers and employers, but also the businesses that determine hiring and employee training practices, the philanthropic partners that invest in programs, and the units of government that set laws and policies that impact workers and businesses. In 2017, the MWDB engaged its members, staff, and community partners to develop a new City-wide vision: a unified approach to employment to ensure alignment between vision, goals, resources, communication, initiatives, and outcomes across various partners to benefit job seekers and employers. The MWDB and partners committed to raise Detroit’s employment and labor force participation rate to a level that is on par with or outperforming peer cities. Based on 2017 employment levels, we need 40,000 more employed Detroiters to meet the lowest rates of peer cities and 100,000 more employed Detroiters to reach the highest rates.

The MWDB is staffed by the Executive Director of Workforce Development for the city of Detroit. The MWDB and its staff are directly responsible for the following:

- Establishing a comprehensive Detroit specific strategy that maximizes WIOA legislative goals, activities, and resources to implement national best practices.
- Creating innovative approaches to accomplish workforce development systems change across the City and region, including aligning public systems and policies to remove barriers to employment.
- Informed by local and national best practices, stakeholder input, data, and research, the MWDB leads an Economic Opportunity Agenda that will be a set of priorities defined by the Board. These priorities will accelerate the good work underway, and further enable the conditions for all Detroiters to participate in and benefit from the City’s economic recovery. Uniting existing agencies and services in a centralized system in order to connect adult education, training, employment, retention, and other supportive and stabilizing services for Detroiters who can benefit from these services.
- Intentionally integrating select non-traditional workforce services to deliver human-centered and trauma-informed problem solving and systems-level solutions. Coordinating with economic development teams, Board members and the greater business community drive workforce development with economic development, and drive economic development with workforce development.
- Convening employers in Detroit’s high-growth, high-demand industries to identify and solve for common workforce challenges, with an emphasis on identifying the skills and training needed for workers today and in the future.

- Developing and implementing plans to increase the scale and scope of Detroit’s workforce system for adults, and youth ages 16-24 with an emphasis on meaningful summer youth employment through Grow Detroit’s Young Talent (GDYT).
- Continue to transform how Detroiters get connected to jobs, careers and the Future of Work.

The MWDB designates Detroit Employment Solutions Corporation (DESC), a 501(c)3 with an independent Corporate Board, to serve as the fiscal and administrative agency for federal, state and local funds allocated and awarded for workforce programs. In this role DESC also serves as the Michigan Works! Agency for Detroit and is directly responsible for the following key functions:

- Competitively procuring and contracting with high-quality service and training providers to deliver workforce development programs to young adults, job seekers and employers.
- Providing clear accountability measures, training, technical assistance, professional development, and other support to contracted partners to ensure their success.
- Providing coordinated business services to employers in partnership with contracted partners and MWDB, including but not limited to: customized training, work-based learning programs such as apprenticeships and On the Job Training, hiring incentives, and job candidate sourcing efforts to assist employers in meeting staffing needs.
- Tracking, analyzing, and reporting grant and contractor performance, using continuous improvement strategies to ensure goals are met consistently.
- Ensuring compliance with local, state, and federal regulations and guidelines.

Collectively, the MWDB, its staff and DESC identify and function as the Detroit at Work team. The MWDB and its Executive Director are accountable for developing an effective city-wide vision and strategy for workforce development and the DESC Corporate Board and its President & CEO are accountable for the successful administration and implementation of programs and management of funds.

Vision, Goals and Strategy

Over two years (2017-2019), Detroit at Work led an intensive planning, analysis, and stakeholder engagement effort to redesign Detroit’s workforce development system. Detroit at Work’s ultimate goal for the workforce development service delivery system is to achieve racial and socio-economic equity through increased residential employment, improved financial stability and reduced poverty across the City of Detroit. Detroit at Work also aims to:

- Build and support a workforce system that yields the greatest benefits for job seekers and businesses in Detroit:
- Maximize impact and value-add of DESC as workforce intermediary: and
- Support continuous improvement and innovation within MWDB, DESC, and among partners.

After these goals were established, Detroit at Work launched a comprehensive stakeholder engagement effort to seek detailed feedback. With support from many partners, Detroit at Work

engaged over 125 organizations through more than 50 engagement sessions and an online Request for Information. Detroit at Work and its partners compiled and processed feedback from job seekers, employers, service providers, community and faith-based organizations and local leaders on their hopes and priorities for Detroit’s public workforce system. The demographics and characteristics of Detroit’s residents, the current capacity of the local workforce system, and job opportunities across the local and regional economy were also considered. Three public reports summarizing the process and findings are available on DESC’s website at <https://www.descmiworks.com>. Through this process, Detroit at Work developed the following vision statement which was updated in 2020 to reflect an increased focus on equity.

We exist to make a difference in the lives of Detroiters – particularly those who are disconnected, underemployed or underserved - and improve the talent available to Detroit area employers. We take a human-centered and trauma-informed approach to inclusively engage all customers with respect and will build solutions with our partners to mitigate longstanding inequities in Detroit’s workforce. We will be successful when Detroit has employment and poverty rates similar to thriving peer cities, where a significant number of Detroiters obtain jobs that provide a family-sustaining income and increase financial stability as evidenced by income, assets, and access to credit. Likewise, we will succeed when Detroit area employers have filled jobs with appropriately skilled, capable, and motivated Detroiters who can immediately contribute to their employer’s economic success and increase their skills, capabilities, and contributions over time. We do all of this as part of the broader ecosystem of health, economic assistance and other support services that are intended to improve the well-being of adults and youth in Detroit, with an emphasis on addressing systemic issues for Black, Brown, Native, and other people of color.

Ongoing Planning.

In mid-2020, Detroit at Work is in the midst of sharpening and updating its strategy to reflect the economic jolt of the COVID-19 pandemic, the emerging transformative impact of Artificial Intelligence (“AI”) and automation, and the undeniable need to explicitly and aggressively tackle racial, and socio-economic inequity.

- In 2020, Detroit at Work explicitly identified racial, socio-economic equity as its overarching mission. While Detroit at Work has regularly considered equity to guide its investments and activities, its strategic workforce plan for 2020 and beyond will be developed and executed through a racial equity lens. This corresponds with a larger racial equity effort initiated by Mayor Mike E. Duggan and city leadership in 2019.
- The regional and global economy continue to evolve rapidly due to dynamic and transformative changes in technology. In many industries, work has already been automated, reducing or eliminated the need for some lower-wage jobs and establishing demand for a new workforce that possesses the skills required to develop and/or work effectively alongside AI. While there is much to debate about how AI and automation will

ultimately change the workforce, few disagree that there will continue to be an increased demand for workers who possess higher levels of formal education and/or more sophisticated skills.

- Given that a significant number of job seekers in Detroit do not possess a post-secondary credential and may require further training in essential skills required for the new economy, Detroit at Work recognizes there must be a significant effort made to assist job seekers in retooling and developing new skills. This is especially true for Black and Latinx residents who disproportionately occupy the jobs most at risk of elimination due to AI and automation. Preparing Detroiters to successfully thrive in the future economy is a key priority for Detroit at Work.
- COVID-19 is likely to initiate a recession that has been anticipated for several years, and it may also result in the acceleration of artificial intelligence and automated solutions for the production of goods and services. It is critical then that we step up our strategies to prepare Detroiters for the immediate and long-term future of work.

While the overarching vision and goals described in this section are unlikely to change, Detroit at Work fully anticipates revising and developing new strategies and programs to align and drive positive changes with the local and regional economy.

- **Expected levels of performance for Adult, Dislocated Worker, Youth, Adult Education and Literacy, and Wagner-Peyser, as described in the WIOA Section 116 (b)(2)(A).**

DESC’s negotiated performance goals for Title I - WIOA Adult, Dislocated Worker, Youth and Wagner-Peyser for Program Year (PYs) 2018 and 2019 are as follows:

Detroit Employment Solutions Corporation		
Performance Measures	PY2018 Negotiated Performance Levels	PY2019 Negotiated Performance Levels
WIOA Title I - Adults		
Employment Rate – 2 nd Quarter After Exit	69.0%	70.8%
Employment Rate – 4 th Quarter After Exit	65.0%	66.0%
Median Earnings – 2 nd Quarter After Exit	\$4,976	\$4,976
Credential Attainment Rate – 4 th Quarter After Exit	46.5%	47.5%
WIOA Title I – Dislocated Worker		
Employment Rate – 2 nd Quarter After Exit	78.0%	79.0%
Employment Rate – 4 th Quarter After Exit	74.0%	75.0%
Median Earnings – 2 nd Quarter After Exit	\$6,000	\$6,000
Credential Attainment Rate – 4 th Quarter After Exit	58.3%	59.3%
WIOA Title I - Youth		
Employment Rate – 2 nd Quarter After Exit	55.0%	55.0%
Employment Rate – 4 th Quarter After Exit	58.8%	58.8%
Credential Attainment Rate – 4 th Quarter After Exit	37.5%	37.5%
Median Earnings		
WIOA Title III – Wagner-Peyser		

Employment Rate – 2 nd Quarter After Exit	66.1%	66.1%
Employment Rate – 4 th Quarter After Exit	65.5%	65.5%
Median Earning – 2 nd Quarter After Exit	\$5,375	\$5,388

Performance goals are reflective of intentional efforts to more closely align targets with the needs of jobseekers facing barriers to employment and achieve greater equity within the workforce system.

It is DESC’s policy to ensure transparency and accuracy in its performance data. DESC maintains the integrity of data in the State mandated and local case management and systems by following strict protocols that prevent manipulation of data to achieve performance measures. DESC regularly monitors the progress of its contracted service providers through monthly reports and reviews data on a regular basis to ensure that participant electronic case files stay current with actual dates of service and exit from the program. DESC conducts in-depth quarterly performance reviews and audits of randomly selected case files. Contracted service providers do not have permission from DESC to reverse exits from the State system and are unable to manipulate data to achieve performance.

- **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.**

DESC has selected qualified vendors (through a competitive procurement process) to implement the new one-stop system redesign at eight (8) Detroit Michigan Works! One-Stop Service Centers branded nationally as the American Job Centers and locally as the Detroit at Work Career Centers. These vendors will provide job seekers with basic career services (access to job readiness and job search workshops and tools, resource room, self-guided assessment tools, referrals to training and community resources, hiring events and other employment opportunities, etc.), and eligible job seekers with individualized services (in-depth assessment and planning, career coaching and navigation, barrier resolution, financial assistance with occupational training, access to foundational skills or High School Equivalency training, intensive assistance connecting to employers, and financial coaching, etc.).

Detroit at Work has established the following preliminary annual goals for the system have been established:

Metric	Target
Provide basic career services – in person and virtually (includes ES/Wagner Peyser)	40,000
Provide individualized, longer-term services; inclusive of WIOA, PATH and FAE&T	7,000
Enroll into occupational, work-based or foundational skills training, including training supported through federal financial aid and other resources.	2,000
Enroll into High School Completion or Equivalency program	500
Percent of training enrollees that successfully complete training	80%
Participate in in-person or virtual job readiness or job search training or workshops	5,000
Obtain unsubsidized, permanent employment (at least 30 hours per week)	5,000

* The targets for these goals are subject to modification based on vendors capacity and the availability of resources.

Due to the COVID-19 pandemic, Detroit at Work may adjust metrics to reflect the operating procedures. At the time of completion of the plan, July 2020, the length, outcomes, and total effect of the pandemic is yet undetermined.

WIOA places a strong emphasis on planning across multiple partner programs to ensure alignment in service delivery. One key goal is to develop effective partnerships across programs and community-based providers to provide individuals the employment, education, and training services that they need. To maximize resources and to align services with career pathways and sector strategies, the Detroit One-Stop Service System includes the following programs under one roof: WIOA Adult and Dislocated Worker program, PATH, Food Assistance Employment and Training Program (FAE&T), Wagner-Peyser Employment Services, and Trade Adjustment Assistance (TAA). Beginning in PY 2020, WIOA Title II Adult Education services will be provided at most One-Stop Service Centers.

In support of the above-mentioned goals and strategies, the MWDB, DESC and its One-Stop Operator have established partnerships with WIOA required partners such as Detroit Public Schools Community District's (DPSCD) Adult Education Program, Michigan Rehabilitation Services (MRS), Michigan Department of Health and Human Services (MDHHS), Michigan Bureau of Services for Blind Persons (BSBP), Job Corps, Veteran's Services, Michigan Department of Corrections (MDOC) and many others. In addition, through contractual relationships, DESC has collaborative relationships with other workforce services providers. These organizations include SER-Metro Detroit, Ross Innovative Employment Solutions (Ross), Goodwill Industries of Greater Detroit, SERCO, Payne-Pulliam, Southwest Economic Solutions, ResCare, Jewish Vocational Services, Arab Community Center for Economic and Social Services (ACCESS), Downriver Community Conference (DCC), Development Centers, Urban Neighborhood Initiative, Youth Connection, The Yunion, the YMCA, and a host of other organizations. Many of these relationships have been in existence for many years and have been utilized extensively by DESC's one-stop system as referring partner agencies for customers who may benefit from their services, as well as dual enrollment.

The MWDB and DESC have developed Memorandum of Understandings (MOUs) with WIOA required partners (including the above-mentioned entities) to establish an agreement concerning the operation of the Detroit One-Stop Service delivery system. The MOU functions to establish a cooperative working relationship between the named partners to define their respective roles and responsibilities in achieving the policies established under the WIOA and the operation of the Detroit One-Stop Service delivery system. The MOU contains provisions describing how the costs of services provided by the Detroit One-Stop Service system and how the operating costs of such system is funded, including the infrastructure costs for the Detroit One-Stop Service system. As a result, Infrastructure Funding Agreements (IFA) have also been established with the partners.

The Local Initiatives Support Corporation (LISC) Detroit serves as the One-Stop Operator and coordinates service delivery across the required WIOA partners. Under the direction of Detroit at Work, LISC is responsible for carrying out the following activities to ensure strong communication and partnerships among the agencies administering workforce services in Detroit:

1. WIOA Partner Coordination and System-Building — Facilitate partnerships and information sharing between key workforce development service providers and stakeholders in order to create a fully integrated Detroit One-Stop Service system. With support from Detroit at Work, coordinates the service delivery of participating core and required One-Stop partners. Specifically, Detroit LISC will:
 - a. Facilitate meetings with core (at least monthly) and required (at least quarterly) WIOA partners and identify and promote opportunities for service integration and coordination,
 - b. Develop a mechanism and/or procedure to ensure effective and consistent communication among partners, including service providers, education and training providers, and community-based organizations connected to the Detroit One-Stop Service system. Facilitate communication when needed by Detroit at Work or system partners, and
 - c. Detect service gaps in Detroit One-Stop Service system and identify additional partners and/or resources that may address deficiencies.
2. Process Optimization and Continuous Improvement - Using proven process design and improvement methods, design, and direct process redesign to ensure optimal use of resources, and leading-edge service delivery design for job seekers and employers. Specifically, Detroit LISC will:
 - a. Work with required WIOA partners to create process and illustration that reflects potential flow of customers between One-Stops and other WIOA mandated partners. Process should include steps and tools for facilitating referrals, case management and communication between partners. Update quarterly or, if deemed necessary by partners, more frequently. The customer flow should promote service integration and enable the job seeker to seamlessly access resources across funding streams and partners, and
 - b. Identify mechanism(s) for tracking implementation of the integrated customer flow strategy and measure progress towards improvement. Make recommendations to Detroit at Work on opportunities for enhanced service integration and implement new practices with required WIOA partners where possible. Facilitate ongoing and open communication between partners to promote implementation of integrated processes.

Detroit at Work is constantly expanding its partnership network to coordinate service delivery and align workforce programs to provide coordinated, complementary, and consistent services to Detroit job seekers and employers.

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

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

Detroit at Work’s primary workforce programs include WIOA Adult, Dislocated Worker and Youth, Temporary Assistance to Needy Families (TANF) employment and training services (known in Michigan as the PATH program: Partnership. Accountability. Training. Hope.), Food Assistance Employment and Training Programs (FAE&T), Wagner-Peyser Employment Service

(ES), Trade Adjustment Assistance (TAA) programs, Grow Detroit's Young Talent Program (GDYT), and Jobs for Michigan's Graduates (JMG). DESC enters into contracts with qualified vendors to provide workforce development programs and services to job seekers and employers.

Detroit at Work also develops and implements several special grant-funded workforce initiatives awarded by federal, state, county and local government, foundations, and other private funders. These programs include the two America Promise grants (with Employ Milwaukee and Workforce Intelligence Network [WIN]), Gordie Howe Bridge Project, Going PRO Talent Fund (formerly known as the Skilled Trades Training Fund), YouthBuild, Wilson Foundation – TechHire Program, Chafee Foster Youth Employment Program, DTE Summer Youth Employment Program, Wayne County Employment Readiness Grant (Offenders Success Program); Fidelity Bonding Program, Michigan Driver's Responsibility Initiative and many others. In addition, Detroit at Work, in partnership with the City of Detroit and State of Michigan LEO-WD, is currently responsible for preparing and referring Detroiters to Fiat Chrysler Automobiles (FCA) for jobs that will be available at a new plant opening in 2020. Detroiters must be screened by Detroit at Work to receive priority access negotiated through a Community Benefits Agreement.

DESC formally procured vendors to deliver workforce services at Detroit One-Stop Service Center locations. These centers are designed to assist job seekers prepare for and obtain employment and assist employers with finding and retaining a skilled workforce. Services include eligibility determinations, orientations, assessments, case management, job search and placement assistance, work readiness training, supportive service assistance, labor market information, occupational training services, and information regarding filing claims for unemployment compensation. In addition to a staff of workforce professionals, the centers have resource rooms complete with computers, internet access, telephones, fax machines and a job notification bulletin board, all available for customer usage. The Detroit One-Stop Service Centers are also made available to employers for job fairs, employee recruitment events, testing, and onsite interviewing.

Workforce services are available to all customers including Detroit at Work's priority populations (residents with basic skills deficiencies, residents with criminal backgrounds, disengaged workers, single mother and families with young children, and public assistance recipients), individuals with disabilities, veterans, migrant and seasonal farmworkers, unemployed and underemployed individuals, and in-school and out-of-school youth.

The newly selected Detroit One-Stop Service Centers are located at the following sites:

Comprehensive Centers:

- 9301 Michigan Avenue, Detroit Michigan 48216
- 18100 Meyers, Detroit Michigan 48235
- To Be Determined, Detroit Michigan (Services will be provided at an Eastside location)
- 14117 E. Seven Mile Road, Detroit, Michigan 48205
- 16427 W. Warren, Detroit, Michigan 48228

Affiliate Centers:

- 2835 Bagley- Ste. 860, Detroit, Michigan 48216
- 2470 Collingwood, Detroit, Michigan 48206

- 24424 W. McNichols, Detroit, Michigan 48219

All of these centers provide WIOA Adult and Dislocated Worker services. The five comprehensive centers also provide Employment Services. All Centers except Bagley provide PATH and Collingwood, Seven Mile and Meyers provide FAE&T services. Additional sites are planned for the eastside of Detroit, including the Eastern Campus of WCCCD.

In addition to the physical One-Stop locations, Detroit at Work has a mobile vehicle, Workforce One, to expand access to the system's workforce services. The mobile unit is equipped with computers, workstations, internet access, and staff support to provide primarily basic career services. The mobile unit is available to serve local entities throughout Detroit upon request.

Our youth workforce services include recruitment and outreach, testing and assessments, case management, tutoring, alternative secondary school service/dropout recovery services; paid and unpaid work experiences (including summer jobs), occupational skills training, leadership development, support services, adult mentoring, follow-up services, comprehensive guidance and counseling, work readiness training, financial literacy education, entrepreneurial skills training, labor market information, career counseling, post-secondary preparation and transitional activities, and trauma-informed care. These services are provided by vendors based at the following locations. These vendors also provide WIOA services at other sites across the city:

- Urban Neighborhood Initiative – 8300 Longworth, Detroit, MI 48209
- The Youth Connection – 4777 E. Outer Drive – No. 1340, Detroit, MI 48234
- SER Metro Detroit – 5555 Conner, Detroit MI 48213 and 9301 Michigan Avenue, Detroit MI 48210
- The Yunion – 111 E. Kirby, Detroit MI 48202
- YMCA – 13550 Virgil Street, Detroit MI 48223
- Cody High School – 18445 Cathedral Detroit MI 48228
- Pershing High School – 8875 Ryan Road Detroit, MI 48234
- Osborn High School – 11600 E. 7 Mile Road Detroit MI 48205-Principal Crockett

To protect public safety, Detroit at Work quickly moved to an exclusively virtual and remote service delivery method in March in response to the COVID-19 pandemic.

Detroit at Work launched a job seeker online community through which residents can access on-demand and scheduled virtual job readiness workshops, upload eligibility documentation and search and apply for featured jobs. Workshop topics include introduction to services, overview of training options, resume development, interview skills and readiness for special job opportunities. Detroit at Work also expanded the capacity of its centralized call center to provide job seekers with remote career planning and exploration services and laid-off workers with information and help with Unemployment Insurance claims.

In alignment with guidance from the State of Michigan, Detroit at Work began seeing customers in-person by appointment only in June 2020. Detroit at Work is committed to following public health guidance from local, state and national public health experts. Virtual and remote service will remain available and be encouraged for all job seekers who have access to a phone and/or internet. Detroit at Work via paper solutions are available at all Detroit at Work Career Centers for those who do not have digital access, are medically vulnerable or otherwise feel unsafe in public spaces during the pandemic.

- **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).**

As mentioned in the previous section, Detroit at Work has established relationships with an extensive network of workforce development providers. Detroit at Work has collaborative relationships and strategic partnerships with key organizations such as DPSCD’s Adult Education and Family Literacy program, Michigan Rehabilitation Services, Bureau of Services for Blind Persons, Detroit Economic Growth Corporation (DEGC), and Job Corps to provide service alignment.

Through a formal procurement process, DESC selects qualified vendors to provide workforce development programs at the Detroit One-Stop Service Centers. These vendors include SERCO, Goodwill Industries of Greater Detroit, Ross Innovative Employment Solutions, Downriver Community Conference, ACCESS, the Development Center, Southwest Economic Solutions, Payne Pulliam, ResCare, Jewish Vocational Services, SER Metro, YMCA, The Yunion, The Youth Connection, and the Urban Neighborhood Initiative. These centers provide the following programs: WIOA Adult, Dislocated Worker, and Youth, PATH, FAE&T, Wagner-Peyser ES, and TAA.

Service alignment is also enhanced through the MWDB membership and the Board's subcommittees, opportunities to partner on government, corporation, and foundation grants, a shared referral system, and service contracts. In addition, Detroit at Work explores ways to share procedures and best practices.

Youth programs are a key effort of the Detroit One-Stop Service system's service alignment and are cooperatively supported by major foundations and corporations. Detroit at Work's WIOA In-School Youth model supports career pathways through CTEs and youth opportunities to participate in hands-on training and gain real life experience through job shadowing, work experience, summer jobs, and internships. Detroit at Work has established a formal working relationship with DPSCD which offers CTE programs at several career and technical schools. Detroit at Work coordinates services with DPSCD to ensure that WIOA youth are introduced to a variety of careers, along with the requirements for entry, such as high school diploma, professional certification, and college degrees. DPSCD's Office of College and Career Readiness provides programming for students in CTE programs, Detroit Allied Health Middle College High School and Adult Education. Through coordinated efforts with DPSCD, Detroit youth gain exposure to college and career pathways.

In partnership with the Southeast Michigan Community Alliance (SEMCA), Southwest Economic Solutions (SWES), the Michigan State AFL-CIO Human Resources Development, Inc. (HRDI), and the Michigan Building and Construction Trades Council (MBCTC), DESC administers the US Department of Labor's YouthBuild program for youth residents of Detroit, Hamtramck and Highland Park who are 18-24 years old. YouthBuild is a community-based pre-apprenticeship program that provides job training and educational opportunities for at-risk youth and young adult who have previously dropped out of high school.

Detroit at Work also works with Youth Solutions to provide academic and employment services through the Jobs for Michigan Graduates (JMG) and the Learn and Earn to Achieve Potential (LEAP) initiative. The JMG Program is committed to helping the state of Michigan and city of Detroit resolve dropout rates and transition challenges by supporting new and expanding pre-existing local programs that help at-risk youth and young adults overcome barriers to high school graduation and post-secondary education. The LEAP is designed to help youth and young adults (14 to 26 years old) who face significant barriers achieve their educational and employment goals.

The YouthBuild, JMG, and LEAP programs all work in coordination with Detroit at Work's in-school and out-school WIOA youth programs. Detroit at Work will collect data and evaluate these programs for continuous improvement and to ensure that they are reaching the focus populations.

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.**

Detroit at Work's system aims to yield the greatest benefits for job seekers and businesses in Detroit and is dedicated to ensuring that all individuals, especially those with barriers to

employment, have access to the services provided through the Detroit workforce system in order to achieve economic self-sufficiency.

The COVID 19 pandemic forced many businesses to convert to virtual operations. At the same time, unemployment has increased at a pace never before seen. Detroit at Work will provide services in a manner that is both beneficial to jobseekers and staff, leveraging technology needed to deliver services through virtual options to complement in person face to face interactions wherever possible. Supportive services will be expanded in recognition of the limited access unemployed workers have in accessing information, resources and services virtually, the availability of technology, cell phones or internet or phone service and the disproportionate impact of COVID 19 on lower income, minority and economically disadvantaged communities.

The MWDB defines “economic self-sufficiency” as total family income that exceeds \$50,000 per year. This definition is based on data obtained in the 2017 United Way of Michigan’s ALICE in Michigan: A Financial Hardship Study. ALICE is a United Way acronym which stands for Asset Limited, Income Constrained, Employed. The ALICE report represents the growing number of individuals and families who are working but are not able to afford the necessities of housing, food, childcare, health care, and transportation.

In addition, the MWDB has established residency in a high poverty neighborhood as an eligibility factor for DESC’s youth programs. The Board defines a high poverty neighborhood as a U.S. Census Public Use Microdata Area (PUMA) that has a poverty rate of over 15%.

Detroit at Work integrates services across core One-Stop partners to ensure that customers, including individuals with barriers to employment, have access to appropriate programs. Detroit at Work and its partners promote integration through the planning process, the coordination of activities and services, and the sharing of information and customer data (where allowable and appropriate). DESC’s service providers work closely with other local entities to help resolve participants’ employment barriers.

Detroit at Work has several workforce initiatives dedicated to helping individuals who may have significant barriers to employment. These individuals include justice-involved and returning citizens, opportunity youth (OY), public assistance (TANF) and food stamp recipients, individuals who have limited education and work experience, and individuals with disabilities (including mental health). Through these special initiatives, such as the Food Assistance Employment and Training Plus (FAE&T Plus) program, Wayne County Employment Readiness/Offender Success Program, Jobs for Michigan Graduates Program, YouthBuild, and LEAP, Detroit at Work ensures that the workforce system is equipped to help these individuals acquire the skills and knowledge necessary to successfully compete and thrive in the labor market. As part of its redesign efforts, Detroit at Work has expanded WIOA priority populations to include residents with a criminal background, single mothers, households with young children and disengaged/disconnected workers.

Detroit at Work partners with organizations such Michigan Department of Health and Human Services (MDHHS), Michigan Rehabilitation Services, Michigan Department of Corrections, DPSCD, Wayne County Community College District, alternative post-secondary technical

training institutions, the Detroit College Access Network – Project ACE, Job Corps and other organizations to improve services to Detroit job seekers who have barriers to employment. These partners, and many others, are invited to provide general program information to DESC and other stakeholders at DESC’s regularly scheduled partnership meetings.

The Detroit at Work system will improve access through the following features:

- The WIOA and PATH programs are integrated at one location to more effectively and efficiently service customers.
 - The vast majority of Detroit residents is generally within a three-mile radius of a Detroit One-Stop Service Center.
 - A centralized call center provides clear and consistent information on our program services.
 - Access to financial literacy and planning will be made available to Detroiters at the Detroit One-Stop Service Centers.
 - Adult and youth services will incorporate human-centered design and trauma-informed care.
 - DPSCD’s adult education and high school completion or equivalency programs will be offered at four (4) One-Stop Service Centers.
 - A new data system has been implemented to improve data management, case management and performance, the referral process, program service delivery and outcomes, and contract management and processing.
- **Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.**

Detroit at Work includes an employer engagement team that coordinates outreach and strategy in each of the following in-demand, high-growth sectors: construction/transportation, information technology, health care, manufacturing, and retail/hospitality/entertainment.

Detroit at Work partners with employers and training providers to develop programs that incorporate on-ramps for those pathways, as well as programs that promote economic mobility. By involving employers at the very beginning, Detroit at Work can make sure that training efforts produce workers that meet business needs and include employer investment.

Detroit at Work’s comprehensive career pathway system consists of multiple entry and exit points that provide education, training and support services needed for career advancement. Detroit at Work has and will continue to dedicate the staff and resources necessary to realize this vision. Detroit at Work also collaborates with employers, training providers, and core partners to co-enroll participants in support of developing career pathways. Detroit at Work promotes program coordination and co-enrollment across WIOA, GDYT, PATH, Wagner-Peyser ES, Michigan Rehabilitation Services, FAE&T/SNAP E&T program, and other ongoing programs and services.

- **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).**

Detroit at Work uses real-time labor market information to identify credentials in-demand by business and engages with employers to identify high-quality and portable credentials within key sectors. Detroit at Work obtains labor market information the United States Bureau of Labor Statistics, Michigan Bureau of Labor Market Information and Strategic Initiatives, Workforce Intelligence Network (WIN) Michigan Works! Association and SEMWAC Business Servicers User Groups and other relevant sources.

Detroit at Work is committed to expanding the number and type of effective training opportunities available to Detroit residents. For this reason, DESC selects qualified training providers for the supplemented Eligible Training Provider List (ETPL) through a competitive procurement process. Customers have access to high-quality training through ETPL providers. Programs on the supplemented ETPL will always result in an industry-recognized credential, as required by WIOA. Selected programs must also meet the following requirements:

- Utilize a sector partnership model, which DESC defines as having a strategic partner or multiple employer partners that fully guide the development and implementation of training.
- Included signed letters of commitment from employers to interview graduates, at a minimum. Training providers must include these letters in their application to be considered for the supplemented ETPL.
- Achieve performance standards. DESC aims for 80% of trainee enrollees to successfully complete training and earn a credential and for 80% of program completers to obtain training-related employment.

Through the same competitive procurement process, DESC also selects qualified training providers to enter into contracts with DESC to provide training, job placement and career advancement opportunities in in-demand sectors to cohorts of Detroit residents. DESC uses WIOA and other public and private funds for these contracts. Providers selected for contracts must provide signed letters of commitment from employers that outline their cash or in-kind contribution to the program. Further, DESC directly interviews employers as a part of the procurement review process.

Detroit at Work utilizes the following definition of effective sector partnership training models:

- address current and emerging skills gaps,
- provide a means to engage directly with industry across traditional boundaries,
- better align state and local programs and resources serving employers and workers,
- develop equitable strategies that ensure access and support for all Detroiters in completing training programs, and
- address issues at multiple firms in ways that individual firms, which independently could not solve the issues, can benefit.

Special training initiatives include the following:

- Train eligible adults for in-demand occupations in evening and weekend programs at DPSCD's Randolph and Breithaupt Career and Technical Centers.

- Connect individuals with criminal backgrounds at the Detroit Reentry Center (Ryan) and Lawton Parole Office to training and other workforce services.
- Train qualified individuals in one of the following career pathways: robotics technician, computer numerical control (CNC) machining, automation controls, programmable logistical controls, or robotic welding.
- Provide intensive work readiness training to Detroiters given conditional offers for employment at the new Fiat Chrysler Automobile plant.
- Provide residents without a high school diploma with access to a high school completion or equivalency program offered virtually and in-person, including a weekly stipend for up to six (6) months, branded “Learn to Earn.”

As Detroit at Work’s in-demand employment sectors continue to develop and expand, we will work with employers to identify relevant training that leads to industry-recognized credentials based on labor market trends.

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.**

Detroit at Work recognizes that significant disruptions to the economy, such as the COVID-19 outbreak that started in the State of Michigan in early 2020, undermine the accuracy of traditional Labor Market Information projections for in-demand occupations. In the simplest terms, these projections are largely based on trends during the recent past. If jobs were added or subtracted within an industry or field from 2015-2019, most LMI sources predict similar growth or decline rates for the following five years. As we are still in the midst of the COVID-19 pandemic, it is still unclear exactly which industries and occupations may be permanently impacted by the economic shutdown and associated changes in economic activity. In some areas the rates of growth or decline may continue at a similar pace, however, there will be new emerging occupations or previously in-demand occupations that begin to decline. In addition to continuing to utilize existing State of Michigan and regional LMI sources, Detroit at Work is seeking innovative, real-time LMI sources and increased feedback from employers as they better understand their current and projected needs.

Detroit at Work serves employers of all sizes as a staffing partner (from small business to Fortune 500 companies) to develop, recruit, and retain the talent necessary for productivity and competitiveness. Detroit at Work utilizes a multi-faceted approach to employer engagement, business services and job development and placement. The industry engagement team engages employers within targeted industry sectors to create innovative solutions to talent pipeline challenges including solutions that advance equity and trauma-informed workplace practices. The industry engagement team focuses on the following activities:

- Engage corporate members of the MWDB and other C-suite leaders of larger

companies in order to connect them to opportunities to promote family financial stability and economic growth across the City,

- Support local efforts to mobilize employers to identify and enact equitable hiring and human resource practices that result in more employed Detroit residents, promote business growth and vitality, and support economic equity, trauma-informed workforce practices, and career advancement,
- Organize groups of employers by industry to identify common workforce challenges and jointly develop and launch solutions in partnership with training providers and/or service providers,
- Convene employer roundtables to examine and share best practices for maximizing the potential of the local labor market, and,
- Support employers in identifying career pathways within their organizations for entry level or high turnover jobs, and across organizations where skill set adjacencies are of benefit to employers and promote career growth for workers.

The Detroit at Work business services team is responsible for outreaching and engaging employers to promote hiring incentives and employer-based training programs and to identify and fill job openings. These activities are described further in the section below. Both the industry engagement and business services teams work closely with various-sized companies in in-demand sectors (i.e. health care, information technology, manufacturing construction/skilled trades, and retail/hospitality/entertainment) to identify requirements for worker education, skills and experience. Staff work with the State of Michigan, Michigan Economic Development Corporation (MEDC), Wayne County Economic Development Corporation (WEDC), the Detroit Regional Chamber, the Detroit Economic Growth Corporation (DEGC), Detroit Regional Partnership (DRP), CEO group, and other entities to provide information and support for employers (of all sizes) expanding or moving into the Detroit area.

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

The business services team is responsible for performing the following employer functions allowed by WIOA:

1. Develop and maintain relationships with employers. Establish and maintain relationships with local employers that need to fill jobs that pay a family-sustaining wage and/or provide an on-ramp to a career pathway.
2. Promote, develop, and execute employer-based training strategies including apprenticeships, On-the-Job Training and WIOA customized training.
3. Identify immediate employment opportunities. Document open and forthcoming positions in Michigan Talent Connect and DESC's local information management system, and the accompanying wages, required skills and working conditions associated with those positions. Analyze the skills, experience, career interests and potential barriers (e.g., criminal background) of the Detroit One-Stop Service Center customer candidate pool to inform and guide job development efforts. Promote job openings across the Detroit One-Stop Service system to assist additional customers to obtain employment through self-

guided job search activities.

4. Match job seekers with identified employment opportunities. Utilize the automated job matching function of Detroit at Work's local information management system and direct communication with customers and staff from the Detroit One-Stop Service Centers, occupational training providers and other service locations to connect customers to employment. In addition to placing customers through direct interaction (in-person or via technology-enabled matching), the business services team will also share and promote job openings across the system to assist additional customers to obtain employment through self-guided job search activities.
5. Provide candidate feedback and coaching. Reinforce the development of job search skills provided by the Detroit One-Stop Service Centers, occupational training providers, and other service locations through feedback on job seeker performance and communication of employer expectations and needs.
6. Collect and share data on employer needs and hiring trends. Provide Detroit One-Stop Service Centers, occupational training providers, and other workforce system stakeholders with real-time, qualitative information on the current and future workforce needs of Detroit-area employers, to inform career exploration, planning and navigation services.

DESC's contracted service providers that manage its Detroit One-Stop Service Centers supplement the activities of the business services team. They maintain existing employer relationships and engage neighborhood-based and other small-to-mid-sized businesses to identify job opportunities and promote employer incentives. They hold primary responsibility for assisting job seekers in obtaining and retaining employment. This includes providing assessment, career planning and career coaching services; providing work readiness training and access to occupational training; providing supportive services to remove barriers to employment; and identifying candidates for job leads. They use Detroit at Work's local information management system and direct communication with the job seekers on their caseloads to identify matches. They ensure the customer is aware of appropriate job opportunities through face-to-face, phone and electronic communication. Finally, they facilitate interview and resume workshops and coach the candidate through the job application process.

Additional services to employers include recruitment activities, pre-interviews and assessments, customized training, On-the-Job Training, incumbent work training, internships, work experiences, Rapid Response services, and information on tax breaks, incentives, and the Michigan Fidelity Bonding program. In addition, Detroit at Work partners with employers to explore ways that they can invest in the continuing education and training of their employees to obtain credentials.

DESC also provides competitive grant awards to employers through the Going Pro Talent Fund. These grants are used to provide training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of local businesses.

In prior years, Detroit at Work has implemented the Community Ventures (CV) program to assist employers. Detroit at Work partnered with qualified employers who were willing to establish jobs that paid a living wage and offered full-time employment in order to provide participants with a pathway out of poverty. CV employers received incentives to support employee wages and retention efforts. Detroit at Work implemented the CV program in partnership with the State of Michigan and a competitively selected vendor and was designed to assist employers with retaining their workforce. The program was recast as the Business Resource Network in 2018, and State of Michigan funding for the program is scheduled to sunset in September 2020.

Detroit at Work launched *Ready to Hire*, an initiative for employers that need to fill immediate job openings during the COVID-19 pandemic. Detroit at Work was successful in continuing the recruitment and hiring process for the FCA plant during the pandemic. The job readiness events were converted to a virtual delivery method to ensure ongoing progress.

As the economy recovers from the pandemic, Detroit at Work will refine its understanding of business needs and continue to implement employer-driven strategies.

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

To improve coordination between workforce services and economic development efforts, Detroit at Work partners with the City of Detroit and organizations such as Michigan Economic Development Corporation (MEDC), Detroit Economic Growth Corporation (DEGC), and Detroit Regional Chamber, DRP, CEO group and other stakeholders to help connect Detroit employers and job seekers with opportunities available through new economic development in the Detroit area. Through these relationships, Detroit at Work can identify in-demand employment opportunities, access local labor market information and employment trends, help new businesses attract and find talent, identify training opportunities, and support entrepreneurship. As importantly, Detroit at Work is promoting the use of artificial intelligence to better understand Detroiters skillsets, so that workforce development insights can be of practical use in the City's economic development strategy.

Workforce development program and economic development coordination efforts include the following initiatives:

1. Detroit at Work is partnering with the City of Detroit, State of Michigan's Labor and Economic Opportunity-Workforce Development Agency (LEO-WD), Michigan Department of Transportation (MDOT) Windsor-Detroit Bridge Authority (DBA) and various education and labor organizations to fill jobs for highly-skilled and general labor for the Gordie Howe Bridge program initiative.
2. Detroit at Work is collaborating with Fiat Chrysler Automobiles (FCA) to place Detroit residents at FCA's new plant expansion located on Detroit's eastside. The plant expansion is expected to add approximately 5000 new jobs and \$2.5 billion new investment. The state has awarded a one-time, \$5.8 million grant for work readiness training.

3. Detroit at Work is co-piloting with Detroit Economic Growth Corporation (DEGC) an initiative to reach neighborhood Detroit business owners who need COVID19 business solutions and workforce strategies.
4. Detroit at Work's YouthBuild program is beginning deconstruction and rehab work on a vacant house in southwest Detroit. The work is coordinated with Southwest Solutions' Newberry Project, which is designed to provide housing and homeownership for low to moderate income families and to strengthen neighborhoods.
5. Detroit at Work executive leadership is represented on the Detroit Means Business Advisory Committee, for the purpose of ensure a workforce lens on all small business initiatives managed by DEGC.

- **Strengthen linkages between the One-Stop delivery system and Unemployment Insurance programs.**

The Detroit One-Stop Service Centers are the main point of participant intake and delivery for both Wagner-Peyser Employment Services (ES) and WIOA services. The redesigned system will fully integrate service delivery between ES and WIOA and improve coordination with Unemployment Insurance Agency (UIA) staff. This full integration is intended to not only strengthen the linkage between the two programs, but also maximize the use and impact of limited staff resources and ensure that all jobs seekers have access to the same resources and employment and training opportunities. The Wagner-Peyser/ES vendor will play a role in providing basic career service to job seekers who may not be collecting unemployment insurance. Both DESC's Detroit One-Stop Service Center and Wagner Peyser/ES vendors will help to ensure that eligible participants are dually enrolled in both WIOA and Wagner-Peyser to achieve a process for program and service integration between both programs. Wagner-Peyser/ES and WIOA staff will provide standardized intake, assessment procedures, and services, where applicable.

Regular staff training is utilized to ensure that WIOA and Wagner-Peyser/ES staff are cross trained on policies and procedures for benefits and services allowed and offered to dislocated workers and unemployment claimants under both the WIOA and Wagner-Peyser. DESC's Wagner-Peyser ES vendor coordinates employment services with WIOA help UIA claimants obtain employment and training opportunities.

To help support integration, the UIA has established a telephone hotline at the Detroit One-Stop Service Centers for claimant questions and concerns. The UIA phone number is logged into speed dial so that the claimant can press a designated button or number, and the phone directly dials to the UIA hotline. The phone calls coming from this line are a priority and are placed ahead of general calls.

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.

As a member of the Southeast Michigan Works! Agency Coalition (SEMWAC), DESC participates in strategic regional initiatives that focus on coordination efforts between workforce

development program and economic development. DESC works with SEMWAC's Business Service Network (BSN) to bring business services representative from workforce and economic development agencies, educational institutions, and non-profit organizations throughout the region. In addition, DESC works with SEMWAC partners to coordinate labor market research, job-matching strategies, education, and training services, attract talent, and implement reemployment strategies.

In addition to DESC's SEMWAC membership, DESC is also a board member of the Workforce Intelligence Network (WIN). WIN's board is comprised of six Michigan Works! Agencies and ten community colleges in southeast Michigan. Also included in WIN's network are economic development agencies, universities, and industry support organizations in nine counties in Southeast Michigan. WIN supports regional workforce and economic development activities by coordinating targeted, efficient, and cost-saving talent solutions. WIN also organized the Investing in Manufacturing Community Partnership (IMCP). The IMCP partnership has developed strategies to ensure a qualified and ready workforce; support for business development, innovation and job creation; and technical and other support for businesses.

Detroit at Work's Executive Director is an active member of the Southeast Michigan Council of Governments (SEMCOG) Economic Development Task Force. As a cross-geographical body of local officials, this body is charged with identifying economic development best practices at the practitioner level. These practices influence MWDB workforce strategies.

DESC coordinates workforce investment activities (including entrepreneurial skills training and microenterprise services) with other Michigan Works! Agency in Prosperity Region 10. As an employment strategy, WIOA provides an opportunity for the Workforce Development Boards to focus on entrepreneurial skills training for adults and youth. In addition to the services provided through the WIOA, Detroit at Work developed partnerships with training entities and community organizations such as Wayne County Community College District, SER-Youth Build Construction Institute, and the Detroit Economic Growth Corporation (DEGC) for referral sources for entrepreneurial skills training and microenterprise services. DESC has identified the Build Institute, Detroit Score, Junior Achievement, Prosperous and Detroit TechTown Business Incubator Center (TBIC) as prospective resources that can be utilized to help assist Detroit residents (adults and youth) launch and grow their own businesses. These organizations help individuals identify and map the strategies necessary to establish a successful business, such as designing an effective business plan, identifying financial assistance, and developing networking and marketing strategies. DESC collaborates with these organizations to help individuals who desire to start their own business. In 2020, this approach will be augmented by the addition of the Detroit at Work Entrepreneurship Training Academy, designed to be a 'bridge' into more sophisticated programs for those with nascent business ideas. In addition, WIOA Title II partners, such as Detroit Public Schools Community District and Wayne County Community College District, offer programming in business basic and financial literacy that can help adult job seekers build effective entrepreneurial skills.

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 MWDB in collaboration with the DESC, strives to make sure that there is systemic, continuous improvement among service providers. DESC approves contracts consistent with the DESC Board bylaws. DESC closely monitors the programmatic and fiscal performance of each subrecipient or vendor through the review of files, invoices, site visits, and customer surveys. The program team establishes key performance indicators for each contractor and tracks progress towards targets on a monthly basis. Detroit at Work, in partnership with the One-Stop Operator, surveys both employer and job seeker customers to assess satisfaction and collect feedback on a regular basis.

DESC reviews objective measures such as the number of individuals/participants recruited, trained, and placed in appropriate employment. DESC also reviews monitoring findings and provides technical assistance aimed at addressing findings. In addition, DESC issues corrective action letters to service providers who have significant fiscal and programmatic discoveries. To ensure continuous improvement and successful outcomes, DESC expects service providers to participate in regularly scheduled partnership/contractor meetings and respond timely to request for information related to day-to-day operations. DESC supports all service providers to conduct in-service training to maintain and advance the professional quality of services.

Detroit at Work performs evaluations and conducts site visits with potential and current training providers to support participants' access to quality training programs and employer-led training. This process is used for system enhancement and to ensure that training providers meet the requirements for the State of Michigan's federally required eligible training provider list (ETPL) - Michigan Training Connect (MiTC) and DESC's supplemented ETPL.

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

The system features an expanded number of Detroit One-Stop Service Centers to improve access to services. Detroit at Work will ensure that sites are easily accessible to customers by both public and private transportation. In addition to the Detroit One-Stop Centers, Detroit at Work provides customer access to one-stop services as follows:

1. The online Detroit at Work community via Launchpad/Salesforce provides job seekers with direct access to featured jobs, job readiness workshops and other services. Job seekers create their own password protected account and can upload resumes, eligibility documentation, register for and view virtual workshops and express interest in job opportunities managed by the business services team.
2. Detroit at Work's mobile One-Stop unit, Workforce One, brings job search assistance, computer access, and other employment and training services directly to the community.

Per request, Workforce One travels throughout the city at various entities including faith- and community-based organizations, educational entities, homeless shelters, parks, and other locations where jobseekers are available. The mobile unit is equipped with the same amenities and services that are available to customers and partners at Detroit One-Stop Service Center locations.

3. The Detroit at Work service delivery structure ensures that a vast majority of customers are within a three-mile radius of a Detroit One-Stop Service Center.
 4. Grow Detroit's Young Talent Portal provides an internet-based application process for youth who want to participate in the City of Detroit's summer youth program.
 5. DESC is currently establishing an electronic partnership referral process via Launchpad that will provide partnering organizations access to submit customer referrals directly to the One-Stops.
 6. Detroit at Work services (including enrollment procedures, recruitment events, training initiatives, and special programs information) are marketed through social media (Facebook, Twitter, and Instagram).
 7. The Detroit at Work website also provides job seekers and employers with information about Workforce One. Employers, human service organizations, educational service providers, and other stakeholders can make requests for mobile services directly from the website.
 8. Detroit at Work - Low Tech Service Delivery: Ensures paper solutions and telephonic service delivery models that reach the most disconnected Detroiters.
- **How entities within the One-Stop delivery system, include 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 State Code [U.S.C.] 12101, et seq regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individual with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.**

On behalf of the MWDB, DESC staff is responsible for assessing the physical and programmatic accessibility of the Detroit One-Stop Career Centers to comply with Section 188 and of the ADA of 1990. DESC ensures that all facilities, program and services, technology, partner services, and outreach material are compliant with the Americans with Disabilities Act (ADA) and the nondiscrimination provisions of Section 188 of WIOA. DESC includes equal opportunity nondiscrimination and civil rights compliance language in contracts with service providers. In addition, DESC staff conducts onsite-monitoring reviews of WIOA-funded subgrantees to determine the extent to which funded recipients and their subcontractors are meeting the compliance obligations set forth in Section 188, ADA, and other applicable equal opportunity and nondiscrimination statutes.

Through the Michigan Works! Association, staff, and partners have access to training, guidance, and support in ADA-related program areas. Training program areas include the following: outreach, recruitment, assessment, staff development, curriculum and materials development, career development, planning, partnership building and collaboration, employer training, and

parent/family support and training. In addition, DESC has an established partnership with the Michigan Rehabilitation Services and the Michigan Bureau of Services to Blind Persons in order to improve the workforce services provided to individuals with disabilities and employers and increase staff's knowledge of disability-related issues, best practices, and services.

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

Detroit at Work collaborates and integrates services with the One-Stop partners listed below to ensure that customers have access to appropriate program services. As previously mentioned, DESC has established MOUs with the Detroit One-Stop system partners – this process is ongoing as new partners and providers are added to the system. The MOU defines the specific roles and resource contribution of each service provider/vendor/partner. Based on an agreed-upon cost allocation plan with partners and according to existing agreements, each partner is responsible for contributing to one-stop program costs - unless otherwise noted in the MOU or other formalized agreement. Costs for services for participants who are determined in need of and eligible for a One-Stop partner's services or programs are the responsibility of the one-stop partner that is responsible for providing the services for which they are funded. If eligible, some participants may receive non-duplicated services from multiple partners.

DESC negotiates an agreement on shared cost with partners to fund the infrastructure of the One-Stop Service Centers. Joint funding for the one-stop system through infrastructure contributions is based on the following: (1) a reasonable cost allocation process in which cash or in-kind infrastructure cost is contributed by each One-Stop partner in proportion to the partner's participation; (2) any applicable Federal cost principles; and (3) any local administrative cost requirement in the Federal law authorizing the partner's program.

Listed below is the primary role for each the following One-Stop partners:

1. Title I – WIOA (Adult, Dislocated Worker and Youth Programs) – DESC selects qualified subrecipients (through a formal procurement process) to provide case management, assessments, employment, training, follow-up and related services to adults, dislocated workers, and youth. Case management services include career and training services as required under the provisions of WIOA as well as other services. Sector-based training providers are also procured to provide occupational skills training in in-demand industry sectors.
2. Title II – Adult Education and Family Literacy Act Program – Designated service providers (such as Detroit Public Schools Community District, Siena Literacy Center, Dominican Literacy Center, Detroit Hispanic Development Corporation, Southwest Economic Solutions, Wayne County Community College District, Wayne State University, or Mercy Education Center) provide customers who are either basic skill deficient, English Language Learners, and/or need assistance completing educational and training programs with the skills required to obtain diplomas or other credentials. These partners also help to ensure

that customers connect to career pathways and become partners in their children's educational achievements.

3. Title III – Wagner-Peyser Employment Services/Unemployment Compensation Program/Reemployment Services and Eligibility Assessments (RESEA) - DESC's Employment Service (ES) system design consists of bringing together individuals seeking jobs and employers seeking workers as the core of the labor exchange system. In accordance with Wagner-Peyser regulations, these services are provided at no cost to employers or job seekers. The system includes the following employment-related labor exchange services: job search assistance; assessments; job referrals; job placement; re-employment services to unemployment insurance claimants; registering unemployment insurance claimants for work; delivery of the UI Work Test; and recruitment services for employers. Per federal and state regulations, DESC competitively selects a qualified subrecipient to provide these services at the Detroit One-Stop Service Centers.
4. Title IV Vocational Rehabilitation – Michigan Rehabilitation Services (MRS) works with eligible customers and employers to support employment opportunities and self-sufficiency for individuals with disabilities. In addition, MRS helps employers find and retain qualified workers who have disabilities. Eligible customers are referred to MRS for these services.
5. Trade Adjustment Assistance (TAA) Program -- The Detroit TAA Program provides case management services, job search assistance, job training services, labor market information, relocation services, and supportive services to workers who have lost their jobs due to foreign trade. The program provides adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to re-enter the labor market. DESC's Wagner-Peyser Employment Services subrecipient provides TAA service to qualified individuals.
6. Carl D. Perkins Career and Technical Act Program – The program provides individuals with the academic and technical skills needed to succeed in a knowledge- and skill-based economy. Perkins supports career and technical education that prepares students for postsecondary education and careers.
7. YouthBuild – YouthBuild provides alternative education programming and job training to youth ages 16 to 24 who face barriers to employment. Program participants learn construction skills while earning their high school diploma or equivalency degree. DESC and SER-Metro Detroit Jobs for Progress are implementing YouthBuild programs for qualified Detroit youth residents.
8. Community Service Block Grant Programs – Services are designed to help communities alleviate the causes and conditions of poverty in communities. Program areas include employment, education, financial literacy training, housing, nutrition, emergency services, and healthcare.
9. Job Corps – Job Corps provides free education, training, and housing to low-income individuals, 16 to 24 years old. (An exception to the age requirement may be made for individuals with disabilities.) The program helps young adults learn a career, earn a high school diploma or GED, and find and retain employment. DESC will develop strategies to link youths experiencing homelessness with the Jobs Corps system.

10. Indian and Native American Program – This program provides employment and training services to Native Americans. Services include academic, occupational and literacy skills training, and job search and job placement assistance. The North American Indian Association of Detroit has had an established MOU with DESC.
11. HUD Disabled Veteran’s Outreach Program (DVOP) – The DVOP provides intensive services with special employment and training needs to veterans (including veterans with disabilities, recently separated, and campaign badge veterans). Services include in-depth assessments, career and vocational guidance and counseling, supportive services, job readiness training, and job and training referrals. DESC works with the State of Michigan to provide DVOP staff at the Detroit One-Stop Service.
12. National Farmworkers Jobs Program (NFJP) – The NFJP provides employment and training services to migrant and seasonal farmworkers (MSFWs). Services include career services, assessments, career counseling, and related assistance services
13. Senior Community Employment Service Program (SCSEP) – The SCSEP provides community service and work-based job training services to older Americans. Eligible participants must be at least 55, unemployed, and have a family income of no more than 125 percent of the federal poverty level. Detroit Area Agency on Aging provides employment and training services to eligible program participants.
14. Temporary Assistance to Needy Families (TANF) Program – TANF provides recipients with education and training opportunities and job search/job readiness activities to increase the participant’s income, therefore, reducing or eliminating the family’s need for public assistance. DESC’s Partnership. Accountability. Training. Hope. (PATH) program subrecipients provide TANF workforce service to Family Independence Program applicants and recipients. These services are provided at the Detroit One-Stop Service Centers.

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

Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers Programs

– The WIOA Adult and Dislocated Worker program, authorized under WIOA, is designed to assist participants obtain employment. To receive WIOA-funded services, an individual must be:

For the Adult Program:

- 18 years of age or older,
- A U.S. citizen or an eligible non-citizen, and
- Be registered with Selective Service (for males 18 or older).

For the Dislocated Worker Program:

- A U.S. citizen or an eligible non-citizen,
- Be registered with the Selective Services System (if applicable), and

- Fall into one of the following seven Dislocated Worker groups, following the State of Michigan’s specified WIOA Dislocated Worker eligibility criteria:
 - Terminated or laid off AND eligible for or exhausted Unemployment Insurance (UI) benefits AND unlikely to return to work in previous occupation or industry.
 - Terminated or laid off AND has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that was not covered under a State unemployment compensation law, AND unlikely to return to work in previous occupation or industry.
 - ***Local Dislocated Worker policy:*** Detroit at Work considers a job seeker attached to the workforce as long as they have earned taxable income from a job during the past five (5) years.
 - Impacted by business closure or layoff.
 - Unemployed due to self-employment impacted by economic conditions.
 - Displaced homemaker.
 - Spouse of member of armed forces on active duty AND unemployed due to relocation.
 - Spouse of member of armed forces on active duty AND facing reduced income due to deployment AND employment status is unemployed or underemployed.

WIOA Adult and Dislocated Worker Service includes the following:

- Basic Career Services include such services such as orientation to the information and services available through the Detroit One-Stop Service system; initial assessments; job search and placement assistance; labor market information and statistics; assistance in establishing eligibility for other federal, state, or local programs; and follow-up services to help individual obtain or maintain employment.
- Individualized Career Services include skills assessments, career planning, basic skills training such as GED, language, math, or computer skills; work experiences, and development of individual employment plan (IEP) to determine needs and goals for successful employment.
- ***Local Follow-up Services policy:*** Follow-up Services are provided to adults and dislocated worker participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Follow-up services for individuals who exit the WIOA Title I Adult and Dislocated Worker may include, but are not limited to the following:
 - Additional career planning and counseling.
 - Contact with the participant’s employer, including assistance with work-related problems.
 - Contact with the participant’s employer, including assistance with work-related problems that may arise.
 - Peer support groups.
 - Information about additional educational opportunities and referral to supportive services available in the community.

- Case management administrative follow-up.

DESC requires its subrecipients to provide follow-up services at least once every 30 days during the first two quarters of employment and at least quarterly thereafter.

- Training services that include occupational skills training, on-the-job training, customized training, pre-apprenticeships, incumbent worker training, adult education and literacy activities, transitional jobs, subsidized employment, job readiness training (when provided in combination with other training), registered apprenticeships, entrepreneurial training, and skill upgrading and retraining.

The above-mentioned services are provided at or via the Detroit One-Stop Service Centers. As required by WIOA, Detroit at Work has established a policy that prioritizes the following groups to receive individualized career and training services. The full policy is attached. These individuals must also meet the eligibility criteria outlined before they are prioritized for services.

- First, to veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient,
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals, and/or individuals who are basic skills deficient, *including residents of the City of Detroit*,
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups *including residents of the City of Detroit*,
- Fourth, to remaining City of Detroit residents who are most likely to struggle to achieve self-sufficiency. According to a recent analysis of American Community Survey data and criminal justice data for Detroit, the WIOA statutory priority populations and the following adult groups are most likely to experience poverty and/or unemployment:
 - Individuals with a criminal background
 - Disengaged workers
 - Single parents with custodial children under the age of 18
 - Members of two-parent household with young children,
- Fifth, to other City of Detroit residents who are below DESC's self-sufficiency standard,
- Sixth, to other eligible individuals that are not in the priority groups above.

Detroit at Work currently provides WIOA Adult and Dislocated services at the following Detroit One-Stop Service Centers sites located at the following addresses:

- 9301 Michigan Avenue, Detroit Michigan 48216
- 18100 Meyers, Detroit Michigan 48235
- 14117 E. Seven Mile Road, Detroit, Michigan 48205
- 24424 W. McNichols, Detroit, Michigan 48219
- 16427 W. Warren, Detroit, Michigan 48228
- 2835 Bagley - Ste. 860, Detroit, Michigan 48216

- 2470 Collingwood, Detroit, Michigan 48206
- Additional site(s) to be added on East side of Detroit.

The Detroit One-Stop Service Centers are generally open Monday, Tuesday, Wednesday, and Friday from 8:00 am to 5:00 pm and Thursday from 8 am to 7:00 pm.

Detroit at Work Career Centers directly provide (on-site) general and occupational assessments, career navigation services, career coaching, workshops, job placement and job matching, job readiness training, job search training, post-placement retention services, financial capacity services. Detroit at Work provides training to eligible individuals in in-demand sectors such as construction, transportation, healthcare, information technology, and retail/hospitality/entertainment. These services may be supported using WIOA, PATH funds and/or public and private resources.

All Career Centers are required to provide customers with access to foundational skills training, high school equivalency/adult basic education (ABE)/English Language Learner services, occupational skills services, work-based learning, and barrier removal services. Beginning in 2020, four (4) of the Career Centers will host DPSCD to provide high school completion & equivalency training on-site.

Wagner-Peyser-Employment Services Act – Detroit at Work provides Wagner-Peyser ES services to employers and job seekers at the Detroit One-Stop Service Centers. Wagner-Peyser services are made available to citizens and nationals of the United States, lawfully admitted permanent resident alien, refugees, and other immigrants authorized to work in the United States. Detroit at Work’s ES labor exchange system focuses on a variety of employment-related labor exchange services including: job search assistance; assessments; job referrals; placement of job seekers; re-employment services to unemployment insurance claimants; registering unemployment insurance claimants for work; delivery of the Unemployment Insurance Work Test; and recruitment services for employers.

Trade Adjustment Assistance (TAA) Program –The TAA Program is a federal entitlement program that assists U.S. workers who have lost or may lose their job as a result of foreign trade. Eligible program participants must be covered under a certification. Eligible participants may receive the following services: employment counseling, case management services, Trade Readjustment Allowance (TRA), Health Coverage Tax Credit (HCTC), job training, Reemployment Trade Adjustment Assistance (RTAA), job search allowances, relocation allowances, and other re-employment services. The TAA Program is available at DESC’s Detroit One-Stop Service Centers to qualified individuals.

Partnership. Accountability. Training. Hope. (PATH) Program - The PATH Program (is a partnership between the Michigan Department of Health and Human Services [MDHHS]), Labor and Economic Opportunity/Workforce Development-State of Michigan (LEO/WD), and DESC. The PATH Program provides Family Independence Program (FIP) applicants and recipients with

employment-related services, training, and supportive services in order to obtain and retain employment. DESC is responsible for ensuring that mandated federal participation rates for Temporary Assistance to Needy Families (TANF) recipients are being met by the majority of PATH participants who are Detroit residents. Services are provided at the Detroit One-Stop Service Centers strategically located throughout the city of Detroit.

Food Assistance Employment and Training Program (also known as Supplemental Nutritional Assistance Program (SNAP) Employment and Training (E&T) Program) – The Detroit SNAP E&T Program (also known as the Food Assistance Employment and Training Program) is jointly administered by the Michigan Department of Health and Human Service – Wayne County and DESC. The Program is designed to help Able-Bodied Adults Without Dependents (ABAWDs) who receive food stamps find gainful employment. ABAWDs receive case management services, job search assistance, training, work experience, and supportive services. Services are provided at the Detroit One-Stop Service Centers.

Wayne County Employment Readiness Program– In partnership with Southeast Michigan Community Alliance (SEMCA), Detroit at Work implements an Employee Readiness Program for MDOC parolees who reside in Detroit and Wayne County. The Program helps parolees obtain employment and helps employers hire justice-involved job seekers. Services features consist of job readiness training, temporary work experience, try-out employment, job search, job placement, and job retention. MDOC parole agents refer participants. Services are provided at One-Stop locations.

American Apprenticeship Initiative – The American Apprenticeship Initiative (AAI) supports the expansion of quality and sustainable apprenticeship opportunities in high-growth occupations and industries. AAI apprenticeship training is designed to promote pathways for demand-driven careers that meet the Detroit’s workforce needs. (In partnership with Employ Milwaukee, Inc., DESC is implementing an AAI apprenticeship program designed to expand and enhance apprenticeships in health care, manufacturing, and information technology.)

America’s Promise Job-Driven Program: - The purpose of America’s Promise grant program is to strengthen the pipeline of skilled workers to expand the region’s middle-to-high-skilled workforce in prioritized industry sectors. This effort is intended to create economic opportunities for Detroit’s workforce to gain the necessary skills to fill in-demand jobs and increasing the long-term economic competitiveness of the region. To help achieve this goal, DESC has partnered with Employ Milwaukee, Inc. and the Workforce Intelligence Network (WIN) to provide apprenticeship and other training opportunities for Detroit residents.

YouthBuild - DESC is collaborating with Southeast Michigan Community Alliance (SEMCA), Southwest Economic Solutions (SWES), the Michigan State AFL-CIO Human Resources Development, Inc. (HRDI), and the Michigan Building and Construction Trades Council (MBCTC) to implement a YouthBuild program for young adults, ages 18-24, who are residents of Detroit, Hamtramck, or Highland Park, Michigan. YouthBuild is a community-based alternative education program that provides job training and educational opportunities for youth ages 16-24 who face barriers to employment. Youth learn construction skills while constructing or rehabilitating affordable housing for families who have low incomes or are experiencing

homelessness in their own neighborhoods. Youth split their time between the construction site and the classroom, where they earn their high school diploma or equivalency degree, learn to be community leaders, and prepare for college and other postsecondary training opportunities.

Ralph C. Wilson, Jr. TechHire Program – Through funding from the Ralph B. Wilson Foundation, Detroit at Work implements the TechHire Program. The program provides training and support to expand Information Technology employment and career pathway opportunities for Detroit residents.

Gordie Howe Bridge Project – Detroit at Work, in partnership with the Michigan Department of Transportation and Labor and Economic Opportunity/Workforce Development Agency, provides occupational skill training to fill the need for skilled trade and general laborer workers. The Gordie Howe Bridge Project targets Detroit residents who seek employment opportunities in the skilled trades, transportation and logistics or manufacturing. Services available through the Project include classroom and/or work-based learning (including apprenticeships), employability skills training, wrap-around supportive services, and job placement services.

General Educational Development (GED) and Adult Basic Education (ABE) Program – Detroit at Work partners with Detroit Public Schools Community District to provide GED training and testing and Adult Basic Education/Pre-GED (ABE) at four (4) One-Stop Service Centers in Detroit. DPSCD provides English Language Learner programming at other community sites. Services include assessment, educational planning, individualized assistance, adult education techniques, and Learning Labs. Supportive services such as transportation assistance, clothing, and childcare are made available to program participants.

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 the framework.

Detroit at Work envisions a system where all young adults in Detroit can easily access a comprehensive and integrated set of education, training, and employment supports that increase the number of young adults productively engaged in the workforce, thereby improving financial stability and reducing poverty. Detroit at Work, together with many private, public, and philanthropic-sector partners, provides leadership for efforts to invest in young adults who are disconnected from school and/or work to obtain employment, reengage in school, prepare for post-secondary education, and/or connect to industry-focused education and training programs. The goal is to develop a sustainable system of education and career pathways that improve educational attainment and employment outcomes for both in-school and out-of-school youth, ultimately leading to higher graduation rates, increased self-sufficiency, and improved community public safety.

To accomplish this, Detroit at Work implements programs and services for young adults supported by a diverse mix of funding and engages in collaborative projects to increase the

impact of the public workforce system through strategic partnerships with other youth serving organizations. WIOA youth services are a component of this broader model.

Detroit at Work youth strategies seek to:

- Create a network of pathways to postsecondary credentials and careers by aligning and integrating the work of agencies that provide education, career navigation, academic support, and social and life support services to all youth.
- Expand year-round opportunities for all youth to attain market-valued credentials and work experience, resulting in career success.
- Integrate the work among public and private collaborative partners to provide supports needed to help all youth overcome obstacles to financial stability, including obstacles that are a result of justice involvement, aging out of foster care, or pregnancy.
- Engage the community both in understanding the importance of improving results among all youth, and in providing leadership and support for key strategies as part of a collective impact model.
- Create a shared data framework that tracks youth outcomes, supports collaborative partners in providing effective services, and informs public policy and communication efforts.

Detroit at Work's comprehensive youth program strategies which enhances services and avoid duplication includes the following:

Detroit at Work Youth Program Strategies

1. Implement the Grow Detroit's Young Talent Initiative and position it as an entry point for Career Exploration and Careers

- Detroit at Work will effectively manage GDYT to ensure youth participants have positive experiences in summer youth employment.
- Establish a unified system for coordinating summer youth employment in the city of Detroit with public, private, non-profit organizations (including faith- and community-based organizations), corporate foundations, philanthropic organizations, and local employers.
- Provide 8,000 Detroit youth and young adults with paid, meaningful work and enrichment experiences (including work readiness and financial literacy training); connect youth to professional networks, employers, career paths and year-round programs where appropriate.
- Implement an effective system to collect, manage, and evaluate data to ensure positive youth outcomes.

- 2. Shift Detroit at Work’s WIOA out-of-school youth service-delivery model to prioritize Opportunity Youth**
 - Connect youth talent development for Opportunity Youth to the workforce board’s “North Star” Goal of placing 40,000 Detroiters into jobs.
 - Implement program models that emphasize work-based learning, career pathways, reengagement centers and career navigators.
 - Develop strategies that support GED and high school equivalency completion, post-secondary credential attainment and job placement.
- 3. Move to School-Based Strategies for WIOA In-School Program**
 - Implement and support the Jobs for Michigan’s Graduates (JMG) program model where supported by funding.
 - JMG is a nationwide dropout prevention and academic recovery program for youth. The program helps Detroit's young people who are at risk of dropping out of high school, or who have already dropped out, graduate. It helps students to make successful transitions to postsecondary education and/or meaningful employment.
 - Expand JMG services to include WIOA youth program.
 - Expand implementation of WIOA’s 14 elements for JMG participants.
- 4. Strengthen Employer Engagement with Youth**
 - Expand customized training model for older youth
 - Develop work opportunities, career pathways with targeted sectors/clusters.
 - Ensure that “all” in-school youth develop strong basic skills necessary for success post-graduation.
 - Increase the capacity of intermediaries that place youth with employers to ensure a productive and successful placement.
- 5. Focus on Crime Reduction**
 - Provide safe spaces for youth to work and learn.
 - Provide youth with education and employment opportunities in order to help prevent individuals from entering the juvenile justice system.
 - Target prevention of recidivism, individuals with criminal records and those in need of language remediation.
 - Work with partners to coordinate expungement program for justice-involved youth.
- 6. Increase the Number of Youth Achieving Positive Outcomes**
 - Collect outcomes data related to educational attainment and employment in order to inform continuous improvement efforts.
 - Use data to inform and shape priorities of Career Education Advisory Council (CEAC), a committee of the MWDB.
 - Develop citywide “whole population” metrics for the system (not just WIOA funding) that are “next gen” from what’s now in the Plan (e.g., Increase attainment of GED credentials, high school graduation, post-secondary entrance/completion rate, and employment.)
- 7. Work with partners on an intentional Youth Workforce Development Communications Strategy**

- Demonstrate a sense of urgency – scale of need, potential impact, etc.
- Tell the story of positive results as they occur.
- Track and show momentum on scalable outcomes.
- Build strong media partnerships on youth strategies.

Detroit at Work will invest in programs that employ best or promising practices and incorporate concepts and approaches of (1) youth development and trauma-informed care that meet the psycho/social/emotional needs of young adults; (2) education and workforce strategies that are relevant to high-growth, high-demand business sectors; and (3) wrap-around services with particular focus on employment outcomes. Specifically, Detroit at Work supports programs that:

- Employ proven recruitment strategies that are digitally enabled to effectively outreach, engage, enroll, and retain youth.
- Demonstrate meaningful partnerships with accredited higher education institutions, employers in high growth industries and other relevant organizations and service providers that support job, internships, and educational opportunities for youth.
- Provide access to long-term career development services such as occupational training leading to unsubsidized employment in high demand industries with wage progression.
- Provide alternative education programs that allow participants to obtain high school diplomas/GED and offer college/career preparation for students who are disconnected from school and/or off-track to graduate.
- Demonstrate collaboration with broader youth initiatives (e.g. Grow Detroit’s Young Talent Program (GDYT) - the Mayor’s summer youth employment initiative.)
- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction.
- Use structured work-based learning, such as paid work experiences, pre-apprenticeship programs, and career exploration, while providing maximum opportunities for youth to learn theoretical and practical skills relevant to their career interests.
- Provide early introduction and exposure to post-secondary education and careers (such as dual enrollment strategies) while allowing youth to establish career goals and interests, and to experience improved educational and employment outcomes.
- Provide intensive case management and support services, including financial literacy education, to help youth overcome complex barriers and to successfully complete programs, and secure and retain employment.
- Incorporate trauma-informed approaches into intensive case management models.
- Use life and socio-emotional learning skills to better equip youth with non-cognitive abilities needed for successful employment.
- Demonstrate investment in long-term follow up with participants upon program completion to ensure continued support and success in post-secondary education, training, or employment.

On behalf of the MWDB, DESC establishes contractual partnerships with well-qualified youth service providers to provide comprehensive youth services. Our youth services include individual assessments, individualized youth service strategies, career guidance, and making the following fourteen (14) WIOA Youth Program Elements available to program participants in order to support

the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness:

- 1) Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;

Detroit at Work is making this element available through its WIOA youth providers. Additional partners include Southwest Economic Solutions' Learning Lab, Detroit Public Schools Community District (DPSCD), Penn Foster and other WIOA Title II providers. Youth are offered basic skills enrichment, academic remediation, homework assistance, tutoring, study skills, assistance in applying for post-secondary options and financial aid. In addition, Detroit at Work operates the Jobs for Michigan Graduates (JMG) program that provides tutoring, study skills training, incorporating problem-solving and restorative practices techniques to ensure high school completion. Detroit at Work also operates a Food Assistance Employment and Training Plus Program that provides educational services to eligible older youth.

2. Alternative secondary school services, or dropout recovery services, as appropriate.

In addition to the regarding JMG, the program also affords participants individualized support and evidence-based dropout prevention/recovery strategies. Detroit at Work is developing a Learn to Earn (High School Equivalency) program for Detroiters without a high school diploma who are at least 3 years past expected graduation date, testing at the 7th grade level or higher. The program will include high school completion or GED program with weekly stipends for up to 6 months, career exploration activities, and job training. Out of school youth will be assisted in the pursuit of high school diplomas or equivalent, and will be provided with basic skills training, paid and unpaid work experiences, test preparation, and case management. The Office of Adult Education at DPSCD plays a critical role in this element. Additional support services, such as childcare, transportation, and referrals are offered by our WIOA year-round youth providers. Also, Charter schools are available to eligible youth.

3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and on-the-job training opportunities.

Through the Grow Detroit's Young Talent Program, summer employment opportunities include aligning participants with occupational skills training, exposure to career outlooks and professional guidance. Progressive placements each summer and follow-up can culminate in unsubsidized employment or post-secondary enrollment. Summer work experiences are developed for in school and out of school youth as required for unsubsidized employment. Year-round work-based learning and job shadowing experiences are also provided for WIOA youth. Incentives such as the Work Opportunity Tax Credit are promoted to employers.

Detroit at Work makes this element available through its WIOA youth providers and its summer youth employment coordinator, Connect Detroit.

4. Occupational skills training, with a focus on recognized post-secondary credentials and in-demand occupations.

Detroit at Work has developed a comprehensive training strategy that includes services for out of school youth. The strategies include career on-ramps, work-based learning, Learn to Earn for high school equivalency and post-secondary education programs. Detroit at Work dedicates training funds for WIOA Out-of-School participants to cover costs associated with occupational skills training. These funds can be used for training leading to high-growth, high-demand jobs, as competitively procured and approved by DESC. All WIOA providers are held to a certain quarterly performance measure for obtaining a certain percentage of credentials for their youth. Youth are encouraged to pursue occupational skill training through enrollment in WIOA Title I youth activities. Information on other training opportunities, including youth entrepreneurship, is also widely disseminated.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupation cluster.

Detroit at Work's JMG program has developed a curriculum for training youth to be ready for the workforce. Also, all youth are required a certain amount of work-readiness training hours each year before they are placed in a work experience. In addition, Detroit at Work's partnership with DPSCD's Career and Technical Education programs allow students to earn nationally recognized certifications that lead to meaningful careers. DESC also sponsors a YouthBuild program that provides high school completion and pre-apprenticeship training for no-high school completers.

6. Leadership development opportunities, which may include community services and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.

Leadership development opportunities, which include community service and peer-centered activities, encouraging responsibility and other positive social behaviors are offered through Faith-based organizations, mentoring programs, youth volunteer organizations, and community-based organizations. WIOA program operators provide leadership and service-learning opportunities for youth. This element also includes various free-style activities such as fun and fitness activities where youth cannot be 100% monitored. This means that youth are required to display a certain level of Leadership in these settings. DESC also operates JMG program that provides leadership development opportunities. JMG graduates also participate in their Career Association, which is comprised of team who are elected to leadership positions, by chapter. These experiences offer innovative ways of training and cultivating leadership experiences that are recognized nationally.

7. Supportive Services.

Supportive Services are provided on an “as needed” basis in order to remove barriers to employment and training, ultimately leading to economic self-sufficiency. Referrals for childcare assistance, housing, transportation, work clothing/equipment and health-sustenance needs are afforded.

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.

WIOA providers hire staff that double as case managers and career coaches. Providers also secure licensed counselors to provide youth and their families with needed support. Our summer employment designs the program to pair youth with career professionals who are employed in fields the youth have expressed interest in. Adult mentoring is provided for at least 12 months. Mentoring may occur both during and after program participation.

9. Follow-up services for at least 12 months after program completion.

DESC monitors follow-up inputted through the end of the 4th quarter after exit for all youth. The only youth exempt from this protocol are youth that formally remove themselves from being involved. Services are available for up to twelve months and will include adult mentoring, job ladder opportunities, vocational training, counseling, and job placement.

10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling and other counseling referrals.

WIOA Providers are required to complete an Individualized Service Strategies (ISS) for each participant upon intake. The process determines the participant’s long-term personal and professional goals. The ISS ensures that the participant’s plan is continually monitored by incorporating small goals and barrier remediation. WIOA Providers are required to update this plan a minimum of every 3 months by way of comprehensive guidance and counseling. As needed, other essential service referrals are made available for alcohol and drug abuse, domestic violence, gang prevention, pregnancy prevention, health education (physical and mental), homelessness, and any other issues that could potentially interfere with successful transitions to employment or post-secondary education or training.

11. Financial literacy education.

Detroit at Work in partnership with the city of Detroit Department of Neighborhoods and the Center for Financial Empowerment, provides financial literacy education activities as part of our youth summer employment program. In addition to financial literacy training, students are assisted in opening a bank account and are taught budgeting and practical strategies through which they can accumulate savings. Through a partnership with PriceWaterhouse Coopers, participants enrolled in our summer youth employment program have access to their Digital Fitness app. Involvement allows participants to earn rewards for meeting milestones.

12. Entrepreneurial skills training.

Detroit at Work makes this element available through WIOA providers and through Industry-led Training opportunities via the summer youth employment program. Youth are provided instruction regarding business start-up and are then charged with creating a product, service or meet a need. These works culminate in a capstone project and judged in a Shark Tank-style competition. Participants receive an incentive, with winners being recognized for their accomplishment.

13. Services that provide labor market information about in-demand industry sectors and occupations such as career awareness, career counseling, and career exploration services; and

Detroit at Work provides all its partners with a list of the 50 Hot Jobs for the State each year. WIOA Providers are encouraged to pursue training and employment opportunities that align with these industries but are not limited to only these. In addition, Detroit at Work provides a comprehensive orientation through its summer youth employment program that reviews in-demand career awareness. In addition, WIOA providers extend comprehensive services in this area. Detroit at Work also sponsor Career Talent Tours. Each WIOA Provider must participate in a minimum of three Talent Tours per year and they must be related to in-demand industries as deemed by the State.

14. Post-secondary preparation and transition activities.

Detroit at Work has established partnerships with colleges and universities to afford participants college tour experiences throughout the year. Detroit at Work partners with Detroit Public Schools Community District (DPSCD) to provide career and technical education in post-secondary and transitional settings. DPSCD Career Technical Centers afford in school and out of school youth opportunities to engage in occupational skills training that leads to credential attainment. In addition, DESC works in coordination the Detroit Regional Chamber's Detroit Promise Program to provide scholarship funding to local community colleges and post-secondary institutions.

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.”

WIOA and the MWDB defines a youth who have a “Basic Skills Deficiency” as:

- A. A youth or adult who has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test. All WIOA Youth participants are assessed for basic skills deficiency. If the youth scores at an 8th (8.9) grade level or lower in reading, writing, or computing skills, then he/she is considered Basic Skills Deficient,

OR

- B. A youth or adult 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. The MWDB defines an “individual who is unable to compute or solve problems, or read, write, speak English, at the level necessary to function on the job, in the individual’s family, or in society”, as an individual who:

- Has reading, writing, or computing skills at or below the 8th (8.9) grade level, or
- English is the individual’s second language, or
- Has a social, mental, or physical impairment as documented by a physician or other qualified service provider, or
- Enrolled in remedial courses in post-secondary education, or
- Lacks the short-term pre-vocational skills (i.e. the learning skills, communication skills, or computer literacy skills) an individual need to prepare for unsubsidized employment or training, as documented by and in his/her comprehensive assessment, or
- **On-the-Job-Training ONLY:** if an individual possesses 50% or less of the skills required to do the job as indicated by the training outline.

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.

DESC’s youth services providers are expected to participate in a collective impact model, where these providers are working with other organizations and service providers that target youth (including DESC, the Michigan Department of Health and Human Services, justice and law enforcement agencies, education and training providers, and faith-based and community organizations and their partners) to establish:

- Shared vision and agendas,
- Mutually reinforcing activities and communication, and
- Common progress measures.

DESC’s current youth providers include the following organizations:

- Urban Neighborhood Initiative – 8300 Longworth, Detroit, MI 48209
- The Youth Connection – 4777 E. Outer Drive – No. 1340, Detroit, MI 48234
- SER Metro Detroit – 5555 Conner, Detroit MI 48213 and 9301 Michigan Avenue, Detroit MI 48210
- The Yunion – 111 E. Kirby, Detroit MI 48202
- YMCA – 13550 Virgil Street, Detroit MI 48223
- Cody High School – 18445 Cathedral Detroit MI 48228
- Pershing High School – 8875 Ryan Road Detroit, MI 48234
- Osborn High School – 11600 E. 7 Mile Road Detroit MI 48205-Principal Crockett

Detroit at Work provides youth services to in-school youth (14 to 21 years old) and out-of-school youth (16 to 24 years old). We recognize that certain sub-sections of the youth population exhibit higher barriers to employment and experience persistently higher levels of unemployment and poverty. As a result, Detroit at Work has identified the following priority youth populations:

- youth with disabilities (physical and/or cognitive),
- youth who are pregnant and parenting, and/or
- youth who have been involved with the juvenile or adult justice system.

In addition, the MWDB has also established as a barrier, residency in a high poverty neighborhood. The Board defines a high poverty neighborhood as a U.S. Census Public Use Microdata Area (PUMA) that has a poverty rate of over 15%.

Services for youth with disabilities are coordinated with organizations, such as Michigan Rehabilitation Services, the state of Michigan's Bureau of Services for Blind Persons, Autism Alliance of Michigan, and the Detroit Public Schools Community Districts' special education programs, where applicable.

In-School Youth WIOA Services

Detroit at Work's In-School Youth (ISY) Program consists of the WIOA program requirements and elements, the Jobs for Michigan's Graduates (JMG) Multi-Year program model and other evidence-based youth strategies and activities.

Program participants must be age 14 to 21, attending school, low-income, and meet one or more of the following barriers provided in WIOA section 129(a)(1)(C)(iv):

- basic skills deficient,
- English language learner,
- an offender,
- experiencing homelessness, runaway, in foster care or aged out of the foster care system, eligible for assistance under section 477 of the Social Security Act, or in an out-of-home placement,
- pregnant or parenting,
- an individual with a disability, or
- an individual who requires additional assistance to enter or complete an educational program or to secure and hold employment. In-School Youth Who Requires Additional Assistance include ISY: who have an incarcerated parent(s); who lacks occupational and/or educational goals; are migrant youth; who meet one or more the following criteria: Have documented chronic behavior problems at school; are Native Americans; are at risk of court involvement; are refugees; have a documented and verifiable substance abuse or alcohol problem; families have a history of illiteracy; or are victims or witnesses of domestic violence. These ISY must also meeting one or more of the following criteria:

- Is at risk of dropping out of high school; or has previously dropped out of an educational program but has return to school; has below average grades; has a documented history of poor attendance in an educational program during current or previous school year; or has recently been placed in out-of-home care (i.e. foster care, group home, or kinship care) for more than six months.

Out-of-School WIOA Youth Services

Detroit at Work’s Out-of-School Youth (OSY) Program serves youth, ages 16 to 24, who face significant barriers to academic and employment success, with an emphasis on serving “Opportunity Youth” (16 to 24-year-old youth who are not working and not in school). Detroit at Work’s OSY Program consists of WIOA program requirements and elements, the JMG – Learn and Earn to Achieve Potential (LEAP) Program, and other programs designed to help youth achieve academic and employment success. Future efforts will seek to develop partnerships with youth homeless services providers.

OSY are Detroit residents who are not attending any school (as defined under State law), authorized to work in the United States, registered for the Selective Service (if applicable), and who meet one or more of the following additional WIOA eligibility criteria:

- a school dropout,
- a youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter,
- a recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is:
 - basic skills deficient; or
 - an English language learner,
- an individual who is subject to the juvenile or adult justice system,
- an individual experiencing homelessness (including youth and children), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under the Social Security Act, or in an out-of-home placement,
- an individual who is pregnant or parenting,
- a youth with a disability, and/or
- an individual who requires additional assistance to enter or complete an educational program or to secure or hold employment. This includes OSY who meet one or more of the following criteria: Have an incarcerated parent(s); lacks occupational and/or educational goals; are migrant youth; have documented chronic behavior problems at school; are Native Americans; are at risk of court involvement; are refugees; have a documented and verifiable substance abuse or alcohol problem; families have a history of illiteracy; or are victims or witnesses of domestic violence.

In coordination with the WIOA In-School and Out-of-School Youth programs, Detroit at Work youth programs and strategies include the following:

- Detroit Public Schools Community District Partnership

Detroit at Work, via DESC, has a 10-year agreement with the Detroit Public Schools Community District to work on career and technical education (CTE) at DPSCD's four career and technical schools. CTE provides the opportunity for students to start preparing for college and careers. DPSCD's programs offer the opportunity to earn nationally recognized certifications that lead to meaningful careers. CTEs are currently offered at Randolph Career and Technical Center, Breithaupt Career and Technical Center, and Golightly Career and Technical Center.

- Jobs for Michigan Graduates Programs

Detroit at Work implements the award-winning JMG program in conjunction with WIOA youth program services. The JMG Program is the State of Michigan's affiliate of the nationally recognized Jobs for America's Graduates (JAG) Program. The JAG program provides proven strategies for helping youth and young adults stay in school through graduation, pursue higher education opportunities, and secure entry-level employment leading to career advancement opportunities. The JMG multi-year program model is focused on in-school youth. The Program consists of a comprehensive array of services designed to improve youth success in achieving educational and career goals by helping youth remain in school through graduation; pursue postsecondary education; and secure quality entry-level jobs leading to career advancement opportunities. The JMG Program is committed to helping the state of Michigan and city of Detroit resolve dropout rates and transition challenges by supporting new and expanding pre-existing local programs that help youth and young adults overcome barriers to graduation from high school. Detroit at Work's JMG Program is currently available at three DPSCD High Schools where JMG Specialists are assigned to each location.

In partnership with Youth Solutions, Inc., Detroit at Work also provides a JMG Program targeting out-of-school youth. The JMG Learn and Earn to Achieve Potential (LEAP) program serves youth (between the ages of 16 and 24) who have a system-involved designation. The system-involved designation includes youth who are: currently in or transitioning from foster care, experiencing homelessness, in the child welfare system, and/or involved in the juvenile justice system. The JMG LEAP services include classroom instruction, competency-based curriculum, mentoring, guidance and support, work experiences, leadership development, job and postsecondary education placement support, and follow-up services.

- Grow Detroit's Young Talent Program (GDYT)

DESC is the lead implementation agency for the City of Detroit's Grow Detroit's Young Talent (GDYT) Program. GDYT is a citywide training and employment program for youth and young adults, 14 to 24 years old. DESC is responsible for coordinating activities with multiple stakeholders to leverage funding, partner relationships, and expertise to increase the number of summer jobs and training opportunities available to Detroit's youth populations. In addition to federal, state, and local funding resources, GDYT includes partnerships with numerous private employers and other philanthropic, human services, and community-based development organizations.

GDYT provides opportunities to:

- Ensure youth and young adults have meaningful summer work experiences that create pathways to future opportunities,
- Connect youth and young adults to providers and employers that can support their career goals,
- Introduce employers to the next generation of Detroit’s workforce, and
- Align Detroit’s youth workforce development programs with Detroit’s five high-growth, high-demand industries: healthcare, information technology, construction/skilled Trades, manufacturing, retail/hospitality/entertainment.

GDYT program activities include meaningful summer employment and training opportunities, pre-occupational skills training, career awareness, work readiness skills training, financial literacy training, career planning, and performance appraisals. GDYT also provide the following specialized work development activities:

The GDYT’s industry-led training (ILT) component is designed for young adults, 16 to 24 years old, who express an interest in careers in high-growth, high-demand industry sectors, such as information technology, construction, and healthcare. ILTs provide program participants with the opportunities to attain valuable workforce training and obtain stackable credentials that will help them find skilled employment that pays livable, family sustaining wages and help them make the decision to later return to school for an advance degree or apprenticeships. Program participants include college students, opportunity youth (youth who are not participating in the workforce or attending school), and in-school youth.

The GDYT is coordinated with Connect Detroit and implemented in conjunction with DESC’s competitively selected Summer Youth Employment Coordinator.

According to a University of Michigan (UofM) study, GDYT is improving outcomes for Detroit’s youth. Based on a multi-year analysis of GDYT conducted by U-M’s Youth Policy Lab, participants (two years after participating in the program) are more likely to be enrolled in school; less likely to be chronically absent; more likely to take the SAT; and more likely to have graduated from high school.

Due to the COVID 19 pandemic, Detroit at Work suspended most face to face work experiences for youth. However, GDYT summer work experiences are being delivered virtually. Detroit at Work is providing 7000+ virtual job shadowing seats and 500+ Everfi Entrepreneurship and Financial Literacy seats. Work readiness training were also provided virtually through the LRNG platform.

- YouthBuild

DESC’s YouthBuild program provides construction-focused job training and educational opportunities for Detroit residents, ages 18-24, who face barriers to employment. The program is

funded by the U.S. Department of Labor- Employment and Training Administration. Funding was renewed in 2019.

- Summer Youth Employment Program (SYEP) for Foster Youth

Through funding support from the State of Michigan – Department of Health and Human Services, DESC provides meaningful summer employment opportunities and workforce development activities (including work readiness training) to Chafee-Eligible Foster Care Youth, ages 14 to 20. The Michigan Department of Health and Human Services (MDHHS) is responsible for determining participant eligibility and refers eligible youth to DESC for enrollment.

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

The MWDB is not currently using any waivers.

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.

Detroit at Work has partnered with DPSCD to provide High School Completion or Equivalency programs at four (4) One-Stop Service Centers beginning in 2020.

Detroit at Work has formed a Career Education Advisory Council (CEAC) in accordance with state policy. The group fulfills the requirements of Michigan Public Act 491 of 2006 which states that Educational Advisory Groups (EAGs) are required by state law to serve in an advisory capacity to each of the local workforce development boards on educational issues.

On behalf of the MWDB, DESC has developed MOUs that detail specific referral and assessment processes, strategies to leverage resources and opportunities for co-enrollment. In addition, administrative and program staff engage in meetings and presentations with secondary and post-secondary educational providers. Through these organizations, Detroit at Work provides information on WIOA programs, arrange learning opportunities, foster relationships that support co-enrollment and leverage services through referrals. Fostering these relationships lead to improved services, coordinated service strategies, and reduced duplication of services.

In 2018, Detroit at Work fulfilled its mandate to review WIOA Title II Adult Education Providers that were submitted to the State of Michigan for funding. Detroit at Work provided a recommendation on how the proposals aligned with the agency's strategic goals and services.

Detroit at Work coordinates program services for in-school and out-of-school youth with Detroit Public Schools Community District through the JMG Program. The JMG Program is committed to helping the state of Michigan and city of Detroit resolve dropout rates and transition challenges

by supporting new and expanding pre-existing local programs that help youth and young adults overcome barriers to graduation from high school.

In addition, as mentioned in a previous section, Detroit at Work has organized a dynamic partnership with Detroit Public School Community District's Career and Technical Education programs. CTE programs give high school students (including In-School WIOA youth participants) the chance to start preparing for college and careers. Through its partnership with DPSCD, CTE facilities have been modernized at the A. Phillip Randolph CTE Center and the Breithaupt Center. Employers, union partners, and local foundations have enabled the centers to align CTE programming with five Randolph growth industries including Construction and Skilled Trades, Retail, Hospitality and Entertainment, Information Technology, Manufacturing, and Healthcare; Breithaupt's Retail and Customer Service focus including Culinary Arts/Hospitality, Cosmetology/Retail, Automotive Repair and Servicing and Welding.

Detroit at Work has added adult training in evenings and weekends at the CTE Centers in order to leverage services and equipment. Adult programs have utilized contextualized basic skills programs to deliver construction credentials and/or GEDs. Tutoring and testing and licensing fees have been included in the services provided as well as supportive services such as childcare assistance, purchase of work-related clothing, general transportation assistance, car purchase assistance and referral for mental health, disability assessment and rehabilitation.

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.

Detroit at Work provides supportive services for adults, dislocated workers, and youth including transportation, training-related support such as computers and internet access, expungements, interview attire or work clothing that are necessary to help customers participate in job seeking, employment and training activities. Detroit at Work works with various partners and community service entities such as the Michigan Department of Human Services, United Way for Southeastern Michigan, Wayne Metropolitan Community Access Agency, City of Detroit Department of Neighborhoods, Crossroads, and Jackets for Jobs to ensure the coordination of resources and services. Supportive Services payments are requested individually for specific needs and may be made on a case-by-case basis only when the need for services is determined reasonable and necessary.

Detroit at Work's Supportive Service Policy permits the use of supportive services (such as transportation and child/dependent care) and needs-related payments (NRPs)/(stipends) to eligible individuals who are receiving career and/or training services.

Detroit at Work's attached Supportive Service Policy includes the conditions, amounts, duration, and documentation requirements for the provision of supportive services and NRPs to Adult and

Dislocated Worker participants. As resources permit, Detroit at Work utilizes funds in addition to WIOA to provide supportive services to a broader range of Detroit job seekers.

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.

One of the most critical barriers to economic self-sufficiency for unemployed and low-income Detroit residents is the lack of reliable transportation. As a result, Detroit at Work continues to seek ways to improve transportation services to work and training for Detroit residents. Detroit at Work's current transportation support includes the following activities:

- Eligible customers can receive bus tickets for return visits for One-Stop services, job interviews and job fairs, and training activities. Through a partnership with Detroit Department of Transportation (DDOT), youth who participate in Detroit at Work's summer employment programs receive free bus tickets throughout the entire duration of their employment.
- Detroit at Work operates a mobile unit that travels throughout neighborhoods in the city of Detroit. Many of the workforce services available at One-Stop centers are available on the mobile unit.
- Detroit at Work partners with employers to coordinate transportation access. Partnering employers provide van services to help employees travel to jobs where public transportation service is limited or unavailable.

Detroit at Work will continue to coordinate and leverage additional supportive services with the Michigan Department of Health and Human Services for eligible customers. In addition, Detroit at Work works with private funders to help provide supportive service to customers in order to help them participate in workforce services and other education and training programs.

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

Currently, Detroit at Work has a per participant funding cap for Individual Training Accounts (ITA) and contracted training set at \$6,000 per year with no lifetime limit. In addition, Detroit at Work has established funding caps for supportive services. This information may be found in the attached Supportive Services policy.

16. A description of plans, assurance, 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.

Detroit at Work's recent one-stop system redesign significantly changed the current structure, service mix and philosophy of the Detroit One-Stop Service Centers to include full integration of WIOA, PATH, Wagner-Peyser ES, TAA, and SNAP/FAE&T to promote efficiency and optimize performance by leveraging resources and cost sharing.

The One-Stop Service Centers promote integration and focus on organizing staff by function

versus program. For example, a career coach at the Detroit One-Stop Service Centers may work with both WIOA and PATH customers. WIOA and PATH integration includes the following:

- Physical co-location with single intake process,
- Joint job readiness and job search workshops that serve all customers,
- Joint job matching and placement services that serve all customers,
- Ability to register eligible PATH customers into WIOA,
- Access to WIOA services during PATH 21-day wait period, and
- Transition plan for customers who time out of PATH that includes WIOA services.

DESC's competitively selected Wagner-Peyser and Trade Adjustment Assistance Act service provider plays a pivotal role in providing basic career services to job seekers who may not be collecting unemployment insurance in order to create a fully integrated service delivery strategy for providing resource room, orientation and intake services at five (5) Detroit One-Stop Service Centers. This full integration maximizes the use and impact of limited staff resources and ensures that all Detroit One-Stop Service Center job seekers receive access to the same information and opportunities.

In addition, the business services team works with Detroit One-Stop service providers to improve and coordinate business services to employers. These services include:

1. Developing and maintaining relationships with employers: Establishing and maintaining relationships with local employers that need to fill jobs that pay a family-sustaining wage and/or provide an on-ramp to a career pathway.
2. Identifying immediate employment opportunities: Documenting open and forthcoming positions in Michigan Talent Connect and DESC's local information management system, and the accompanying wages, required skills and working conditions associated with those positions. Analyzing the skills, experience, career interests and potential barriers (e.g., criminal background) of the Detroit One-Stop Service Center customer candidate pool to inform and guide job development efforts. Promoting job openings across the Detroit One-Stop Service system to assist additional customers to obtain employment through self-guided job search activities.
3. Matching job seekers with identified employment opportunities: Utilizing the automated job matching function of Detroit at Work's local information management system and direct communication with customers and staff from Detroit One-Stop Service Centers, occupational training providers and other service locations to connect customers to employment. In addition to placing customers through direct interaction (in-person or via technology-enabled matching), the business services team will also share and promote job openings across the system to assist additional customers to obtain employment through self-guided job search activities.
4. Providing candidate feedback and coaching: Reinforcing the development of job search skills provided by the Detroit One-Stop Service Centers, occupational training providers, and other service locations through feedback on job seeker performance and communication of employer expectations and needs.

5. Collecting and sharing data on employer needs and hiring trends: Providing Detroit One-Stop Service Centers, occupational training providers, and other workforce system stakeholders with real-time, qualitative information on the current and future workforce needs of Detroit-area employers, to inform career exploration, planning and navigation services.
6. Promoting and implementing a variety of publicly funded hiring incentives including WIOA On-the-Job Training.

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)**

Michelle Rafferty, Chief Operating Officer
 Detroit Employment Solutions Corporation
 440 E. Congress – Suite 400
 Detroit, Michigan 48226
 Phone (313) 788.7202 x 550
 Fax: (313) 628-6672
 TTY: 711

- **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, 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, choose from the following: state government agency, local unit of government, special purpose unit of government, school district, intermediate school district, public community college, public university, or other.**

Downriver Community Conference (DCC), a special purpose unit of government, currently provides Wagner-Peyser services at the Detroit One-Stop Service Centers. DCC is a merit-based organization.

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

Detroit at Work’s Employment Service (ES) system design consists of bringing together individuals seeking jobs and employers seeking workers as the core of the labor exchange system. In accordance with Wagner-Peyser regulations, these services are provided at no cost to employers or job seekers. Wagner-Peyser services are made available to citizens and nationals of the United States, lawfully admitted permanent resident alien, refugees, and other immigrants authorized to work in the United States.

Detroit at Work’s ES labor exchange system focuses on a variety of employment-related labor exchange services including:

- job search assistance,
- assessments,
- job referrals,
- placement of job seekers,
- re-employment services to unemployment insurance claimants,
- registering unemployment insurance claimants for work,
- delivery of the UI Work Test, and
- recruitment services for employers.

Detroit at Work's ES meets the following requirements:

- Accepts applications for individuals without regard to his or her place of residence, current employment status, or occupational qualifications.
- Obtains only that information which is necessary to determine the applicant's qualifications for employment in order to facilitate job placement, or additional information needed to evaluate, plan, and improve programs.
- Gives priority in selection and referral to qualified veterans and eligible spouses of veterans and gives disabled veterans priority over other veterans.
- Extends no preference in services to any applicant or group of applicants, except in accordance with legal requirements.
- Provides no services which will aid directly or indirectly in filling a job that is vacant because the former occupant is on strike or is being locked out in the course of a labor dispute or involves an issue in a labor dispute,
- Provides no services directly or indirectly in filing a job that involves picketing an employer's establishment,
- Provides no services to an employer who is known to unlawfully discriminate, and
- Ensures that all ES locations are accessible to persons with disabilities.

Detroit at Work adheres to the Michigan Employment Security Act, which requires that information gathered about job seekers and employers be kept confidential. Information may be shared with appropriate agencies to facilitate labor exchange activities and to ensure compliance with federal and state regulations.

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

On behalf of DESC and MWDB, Downriver Community Center (DCC) provides the following three tiers services to eligible customers at the Detroit One-Stop Service Centers:

- Self Services - Both job seekers and employers have access to standard/self-service use of the Pure Michigan Talent Connect (PMTTC) as well as access to job search aids and activities located in the Detroit One-Stop Service Center resource rooms. Customers can enter their resumes on the PMTTC System and search for jobs on this system. Employers have access to the PMTTC System to search resumes for qualified job candidates. In

addition, both customers have access to printed information and other resources (such as fax machines, copying machines, and telephones).

- **Facilitated Services** – DCC provides Facilitated Services to customers (job seekers and employers) who benefit from assistance using the PMTC or resources rooms. These customers include individuals who have little to no computer skills; individuals who have physical and mental disabilities; and individuals who speak no or limited English. Staff assist these individuals with assessing ES program services. Services include the following: demonstrating the resume entry process; providing advice on the selection of a password of a user identification; providing assistance with internet navigation; providing assistance with key entry, data entry of the job seeker’s resume into the system for those unable to do so; printing copies job seekers’ resume; and making copies of job seekers’ resumes.
- **Staff-Assisted Services** – DCC provides staff-assisted services to jobs seekers and employers who benefit from more intensive staff assistance to obtain jobs or employees. For job seekers, these services include career guidance, resume writing assistance, job search workshops, job clubs, specific labor market information, and job search planning. For employers, these services include job order entries, search of the PMTCS for qualified job seekers, screening and referral of job seekers, reference checks of selected job seekers, and proficiency and other testing.

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

Career services are provided to UIA claimants in coordination with the Wagner-Peyser ES/DCC and Detroit One-Stop service providers at the Detroit One-Stop Service Centers. Services include outreach, job search and placement assistance, and labor market information available. Intensive services include more comprehensive assessments, development of individual employment plans, counseling, and career planning. Customers who require individualized services or training will be referred to the appropriate WIOA programs.

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

DESC adheres to the standards for a merit system of personnel described in 5 CFR 900.603. The following merit-based contract staff is available at each DESC Michigan Works! One Stop Centers to provide services to ES customers:

LOCATION	STAFF
DESC Michigan Works! Meyers One-Stop Service Center	One (1) Employment Services Coordinator Three (3) Career Specialists One (1) Part-Time Career Specialist One Career Center Representative
DESC Michigan Works! Michigan Avenue One-Stop Service Center	One (1) Employment Service Director One (1) Program Manager One (2) Talent Acquisition Specialists One (1) Data Coordinator One (1) Data Specialist One (1) Program Facilitator One (1) Employment Service Coordinator Two (2) Career Specialists One (1) Part-Time Career Specialist

DESC Michigan Works! One-Stop Service Center- East Side	One (1) Employment Service Coordinator Two (2) Career Specialists One (1) Part-Time Career Specialist
DESC Michigan Works! E. 7 Mile One-Stop Service Center	One (1) Employment Service Coordinator Two (2) Career Specialists One (1) Part-Time Career Specialist
DESC Michigan Works! W. Warren One-Stop Service Center	One (1) Employment Service Coordinator Two (2) Career Specialists One (1) Part-Time Career Specialist

- **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.**

DESC adheres to the Michigan unemployment insurance system work test requirements in compliance with the Unemployment Insurance Agency. These requirements are as follows:

ES Registration of Unemployment Insurance Claimants

When required by the State of Michigan, all unemployment insurance claimants complete an ES registration at one of the designated Detroit One-Stop Service Center locations. Completion and activation of a resume in the Pure Michigan Talent Connect System is a registration requirement. Claimants enter the registration at any location that can access the Pure Michigan Talent Connect System. If a claimant chooses to enter the ES registration at a location other than at the Career Centers, the claimant must still come to a comprehensive One-Stop and have the registration verified.

The Unemployment Insurance Agency provides claimants with forms instructing them to register for work and listing the locations where they may register or verify their registration for work. An ES staff person will view and verify that the claimant’s resume is in the Pure Michigan Talent Connect System before certifying claimants’ registration.

If the claimant(s) do not create a resume in the MWA center and/or have not yet completed the Pure Michigan Talent Connect Confidential Information page, they are required to fill in the required Confidential Information to access their resume on the Pure Michigan Talent Connect System. When the Pure Michigan Talent Connect Confidential Information page is completed, a mediated services registration is created for the claimants in the OSMIS. This ensures that any subsequent services that the claimants receive can be reported correctly in the OSMIS. The ES staff is responsible for verifying that the resume is on the Talent Bank.

After verifying the ES registration, the ES staff applies a unique stamp and initial each claimant’s verification card and electronically log the name and social security number of each claimant after ES registration has been verified.

Reporting Claimant Non-Compliance with the “Able, Available and Seeking Work” Requirement
Any specific evidence of a claimant’s unavailability for or lack of seeking work that comes to the attention of an individual/staff assigned to deliver ES is reported by completing and providing a copy of Form DELEG-BWP 303, Claimant Advice Slip to the WDSOM-Unemployment Insurance Agency.

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

On behalf of the MWDB and DESC, Downriver Community Conference provides customized Reemployment Services and Eligibility Assessment (RESEA) activities to Unemployment Insurance (UI) claimants who are most likely to exhaust their UI benefits. It is expected that these early interventions will help unemployed individuals quickly return to the labor market. These services are provided at the Detroit One-Stop Service Centers. DCC implements the following procedures:

- RESEA services are provided to individuals who are referred by the UIA.
- RESEA appointments are scheduled within 21 days after the “Letter Sent Date.”
- Claimants are rescheduled according to the guidelines set forth by the Michigan Labor and Economic Opportunity/Workforce Development Agency.
- DCC will not excuse UI claimants from participating in any RESEA activity or service.
- All RESEA services and activities are documented in the State of Michigan’s One-Stop Management Information System (OSMIS) within 48 hours, including scheduling RESEA appointments, failure to attend or completion of an RESEA. and
- DCC reports UI claimants who may be unable to work, unavailable to work, have refused any offers of work, or are not seeking work in the OSMIS within 48 hours.

DCC provides the following RESEA activities to UI claimants:

1. Orientation to workforce development services available at the Detroit One-Stop Service centers,
2. Confirmation of an active profile on Pure Michigan Talent Connect (PMTTC),
3. Assessment of UI Eligibility performed in a confidential, personalized setting by Wagner-Peyser merit-based staff,
4. Verification of the Monthly Record of Work Search Form (Form #1583),
5. Develop an Individual Employment Plan (IEP) for each UI claimant served,
6. Provide labor market and career information that addresses claimant’s specific needs, and
7. Provide at least two (2) hours of career and reemployment services, which may include the following:
 - Referrals and coordination with other workforce activities, including the WIOA Dislocated Worker Program,

- Labor exchange, including information about in-demand industries and occupations and/or job search assistance,
 - Information about the availability of supportive services,
 - Information and assistance with financial aid resources outside of those provided by the WIOA,
 - Financial literacy services, and
 - Career readiness activities, including assistance with resume writing and/or interviewing.
- **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.**

Detroit at Work participates in the Michigan component of the National Labor Exchange System by providing access to the Pure Michigan Talent Connect system and receiving and forwarding certain interstate and intrastate job orders to designated ES staff for processing.

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

Detroit at Work ensures that Employment Service providers comply with the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of the US Code and the American Recovery and Reinvestment Act of 2009. U.S. Veterans and eligible spouses receive priority in vocational guidance, training, and job placement services in accordance with the order of priority established by Public Law 107-288, Title 38 of the U.S. Code. Preference in referral to jobs and priority to labor exchange services are given, first, to disabled veterans and eligible spouses, and then, to other qualified veterans and eligible spouses. DESC's ES staff provides facilitated and mediated access to veterans and eligible spouses who have difficulty or are unable to participate on the Pure Michigan Talent Connect system due to a lack of computer familiarity, literacy, disability, lack of access to the system, or any other identified barrier(s).

The ES services provided to veterans include the following procedures:

- ❖ Ask everyone entering the office for services whether that individual is a veteran or eligible spouse.
- ❖ Refer veterans or eligible spouses to the Disabled Veterans Outreach Program (DVOP) specialist or Veteran Career Advisors on duty at that time.
- ❖ If a veteran specialist is not available, ES supplies contact information for the Veterans' Employment Representative through a referral process established by the Veterans Employment Representative and Employment Services.

After entering a resume in the Pure Michigan Talent Connect System, veterans and eligible spouses are referred to the available DVOP specialist or veteran career advisor. DVOP specialists are WD employees assigned on a full-time or part-time basis to each designated ES office by WD to provide specific workforce development services, in addition to those services available from ES providers. Also, in accordance with Section 410 of Public Act 354 of 2004, The DESC posts in a conspicuous place within each designated ES office, a notice advising veterans or eligible spouses that specialized veteran staff is available to assist him or her.

Detroit at Work will amend its ES Plan and update its services, as needed, according to any policy changes that may occur as a result of the implementation of The Jobs for Veterans Act.

- **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.**

ES staff work closely with all partners in the Detroit One-Stop Service Centers to assist customers who face unique barriers, including migrant and seasonal farm workers.

- **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.**

ES staff at the Detroit One-Stop Service Centers provides MSWs with access to the same employment services, benefits, protections, counseling, testing, and job and training referral services received by the universal population. MSWs who need more intensive assistance are referred to the state's Agricultural Employment Specialists either by direct contact (via telephone or email) or a referral form.

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

Along with services already described, Detroit at Work's ES staff also performs the following functions:

- ❖ Provide basic career services to individuals in conjunction with the Detroit One-Stop Service Center service providers,
- ❖ Conducts outside recruitment activities to inform the public (job seekers and employers) about the Pure Michigan Talent Connect/Job Bank system and provide them with the opportunity to register in the system,
- ❖ Meets with employers at their place of business to instruct them on the use of the Pure Michigan Talent Connect/Job Bank system, and
- ❖ Conducts special Pure Michigan Talent Connect/Job Bank information and registration sessions at the local schools, community colleges, job fairs, and other sites and events as identified by the DESC.

Job seekers and/or employers with a disability are provided with universal access to all ES services. The ES offices at the Detroit One-Stop Service Centers are equipped with assistive technology to help customers who have a disability access computers and other technology.

Detroit at Work also has an established relationship with LEO-WD Michigan Rehabilitation Services and Michigan's Bureau of Services for Blind Persons to provide services to individuals with disabilities. Both agencies are used to ensure that individuals with disabilities are provided with equal access to employment services.

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.

Beginning in PY 20, ACCESS will provide refugee navigation services for the system.

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 Section 107(d)(11)(A) and (B)(i) and the WIOA Section 232.

Detroit at Work will evaluate all local applications for WIOA, Title II, Adult Education and Family Literacy Act (AEFLA) funds submitted to the Michigan Labor and Economic Opportunity/Workforce Development (LEO/WD) by eligible providers following the evaluation process prescribed by the State. Detroit at Work will determine whether each application is consistent the WIOA four-year plan and will make recommendations to the LEO to promote alignment with Detroit at Work's workforce plan.

20. Copies of executive cooperative agreements that 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 the WIOA Section 107(d)(11)) between the local Workforce Development Board (WDB) or other local entities described in the 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 such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

On behalf of the Mayor's Workforce Development Board, DESC establishes MOUs with WIOA required partners and other partners that defines how each partner carries out the requirements for

integration of and access to the entire set of services available at the Detroit One-Stop Service Centers. The MOU requirements are described in the State of Michigan, Labor and Economic Opportunity/Workforce Development Agency Policy Issuance: 17-09. LISC has been convening this group monthly to establish better referral processes.

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

The Mayor's Workforce Development Board is directly responsible and accountable to the State of Michigan Labor and Economic Opportunity-Workforce Development (LEO-WD) for the planning and oversight of talent development programs in the city of Detroit. The MWDB is headed by Co-Chairpersons, Cynthia J. Pasky, President and CEO of Strategic Staffing Solutions and David E. Meador, Vice Chairman and Chief Administrative Officer of DTE Energy. Over 50 percent of the MWDB members represent private sector employers, all of which are C-Level organizational leaders from the most prominent employment sectors in the city including health care, manufacturing, information technology, construction, entertainment, staffing and hospitality/retail sectors.

Designated by the MWDB, DESC serves as the fiscal and administrative entity that provides workforce services to qualified job seekers (including adults, youth, and dislocated workers) and employers. DESC's program services include Workforce Innovation and Opportunity Act programs, Temporary Assistance to Needy Families (TANF) employment and training services, Food Assistance Employment and Training (FAE&T) programs, and other publicly and privately funded workforce programs.

DESC's mission is to cultivate local workforce talent to align with the needs of the business community through partnerships with key workforce agencies, faith-and-community-based organizations, education and training institutions, and philanthropic, economic development and government entities.

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

DESC and the MWDB ensure that all procurements made in whole or in part with funds administered by the State of Michigan, Workforce Development Agency are conducted in a manner that provides full and open competition. DESC establishes, maintains, and follows written procurement standards and procedures that comply with all applicable federal, state, and local laws and regulations.

As standard procedure, all WIOA procurement activities conducted by the DESC and MWDB, except those partnerships pre-approved by federal funding sources such as the United States Department of Labor, or other initiatives that require partnership arrangements, follow the guidelines established by the WD's Policy Issuances 12-30 and 15-12, Property Management and Procurement, and all revisions.

Formal competitive procurements are conducted for all federally funded procurements more than \$150,000 unless otherwise prescribed by the specific grant or funding source. Competitive proposals are conducted with more than one source submitting an offer and either a fixed-price or a cost reimbursement type award is made. DESC implements documented procedures for the methodology used for technical evaluations. Awards are made to the responsible offeror whose proposal is most advantageous to the program and/or services with respect to price, technical, and other relevant factors considered. DESC's main objective is to obtain solicitations and award contracts with the best value from DESC.

DESC creates Request for Proposals (RFPs), Funding Opportunity Announcements (FOAs) and Request for Quotes (RFQs) that provide a clear description of the technical requirements for the product or service to be procured and identifies the requirements that the prospective bidder must fulfill, including all factors to be used in evaluating proposals and quotations. At a minimum, notices of RFPs, FOAs, and RFQs are posted on DESC's website and emailed upon request to potential bidders. Each proposal is objectively evaluated and rated according to guidelines set forth in the RFP or RFQ.

Informal procurement procedures are conducted for small purchase procurement of property or services in accordance with the State and DESC's procurement policy. DESC will not break down one purchase into several purchases merely to be able to use small purchase procedures. Documentation of price rates or quotes is maintained from an adequate number of qualified sources.

If DESC receives a proposal or quote from only one source or after a determination that the competition is inadequate, DESC utilizes a non-competitive (sole source) procurement process. This procedure is minimized, justified, and documented. This procedure is only to be used when the award is not feasible under DESC's standard competitive procedures due to one or more of the following circumstances: the item or service is only available from a single source; or when there is a public emergency need for the item or service which does not permit a delay resulting from using competitive procurement; or after solicitation of a number of sources; or if only one bid is received and/or competition is determined inadequate.

DESC uses several methods to announce bid opportunities. DESC always advertises procurements on the website, in print and online media outlets. We may use the following media outlets: Crain's Detroit, The Legal News, and the Michigan Chronicle. Information is also made available to anyone who makes a request. Organizations and individuals on DESC's Bidders' List receive funding opportunities announcements (RFPs, FOAs, RFQs, and Public Notices) by email. Individuals and organizations interested in placement on DESC's Bidders' List may contact DESC's Procurement Specialist.

DESC is also a member of the Michigan MITN System and may publish and distribute upcoming bid opportunities on the system. Michigan MITN System is a single, online location used for managing sourcing information and activities and provides local Michigan government agencies with the tools needed to minimize costs and save time throughout the purchasing process. This system provides notification to registered vendors of new relevant solicitations, any addenda and award information from participating agencies from across Michigan. DESC utilizes the system to

streamline the purchasing process including bid management, bid distribution and vendor relations.

23. The local levels of performance negotiated with the Governor and CEOs 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 1 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.

DESC’s negotiated performance goals for Title I - WIOA Adult, Dislocated Worker, Youth and Wagner-Peyser for Program Year (PYs) 2018 and 2019 are as follows:

Detroit Employment Solutions Corporation		
Performance Measures	PY2018 Negotiated Performance Levels	PY2019 Negotiated Performance Levels
WIOA Title I – Adults		
Employment Rate – 2 nd Quarter After Exit	69.0%	70.8%
Employment Rate – 4 th Quarter After Exit	65.0%	66.0%
Median Earnings – 2 nd Quarter After Exit	\$4,976	\$4,976
Credential Attainment Rate – 4 th Quarter After Exit	46.5%	47.5%
WIOA Title I – Dislocated Worker		
Employment Rate – 2 nd Quarter After Exit	78.0%	79.0%
Employment Rate – 4 th Quarter After Exit	74.0%	75.0%
Median Earnings – 2 nd Quarter After Exit	\$6,000	\$6,000
Credential Attainment Rate – 4 th Quarter After Exit	58.3%	59.3%
WIOA Title I – Youth		
Employment Rate – 2 nd Quarter After Exit	55.0%	55.0%
Employment Rate – 4 th Quarter After Exit	58.8%	58.8%
Credential Attainment Rate – 4 th Quarter After Exit	37.5%	37.5%
WIOA Title III – Wagner-Peyser		
Employment Rate – 2 nd Quarter After Exit	66.1%	66.1%
Employment Rate – 4 th Quarter After Exit	65.5%	65.5%
Median Earning – 2 nd Quarter After Exit	\$5,375	\$5,388

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 board shall include:

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

The MWDB implements the following strategies in order to significantly and positively influence the needs of job seekers and local businesses:

- Develops a strong and engaging committee structure,
- Ensures that board members are well informed on key issues and activities involving the Detroit workforce system and economic activities in the Detroit region,
- Researches best practices that will help the city of Detroit achieve its mission for workforce services,
- Utilizes high quality information to inform decision-making,
- Performs the duties designated by the WIOA, the State of Michigan, and the local Chief Elected Official, and
- Develops policies for the designated administrative and fiscal agency.

The Board uses clearly defined Memorandums of Understanding to assist DESC's partners with effective coordination and collaboration of programs, services, and governance structures. Each One-Stop partner shares responsibility in its development, incorporating all the required information in accordance with WIOA Section 121(c)(2).

In the development of the section of the MOU and One-Stop infrastructure funding and as prescribed by WIOA legislation, the DESC and Mayor Michael Duggan, the local Chief Elected Official, are responsible for the following:

- Ensuring that the One-Stop partners adhere to all One-Stop infrastructure funding guidance.
- Working with One-Stop partners to achieve consensus and informally mediate any possible conflicts or disagreements among One-Stop partners.
- Providing technical assistance to new One-Stop partners and local grant recipients to ensure that those entities are informed and knowledgeable of the elements contained in the MOU and the One-Stop infrastructure cost arrangement.

In the DESC's One-Stop infrastructure funding mechanism, One-Stop partner programs can determine which funds they will use to fund infrastructure costs. The use of these funds is in accordance with all applicable requirements, with the relevant partner's authorizing statutes and regulations, including, for example, prohibitions against supplanting non-federal resources, statutory limitations on administrative costs, and all other applicable legal requirements. In addition to infrastructure costs, the MOU includes other shared operational costs relating to the operating of the One-Stop, which includes applicable career services. The shared costs are allocated according to the proportion of benefit received by each of the partners consistent with applicable federal law and cost principles.

Additional specifications regarding infrastructure funding, shared costs, and MOUs are adhere to the State of Michigan, Labor and Economic Opportunity/Workforce Development Agency's requirements.

The MWDB and DESC collaborate to discuss ways to optimize current services and to leverage effective collaborations with service providers, public and private funders, community

organizations and other stakeholders. In order to support and improve the Detroit One-Stop Service delivery system, DESC utilizes Michigan Works! Service Center (MWSC) Operations funds. These funds are used to support activities to improve customer service, inform and educate the public about Detroit at Work's service centers, and upgrade facilities.

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

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

DESC will fund training in two primary ways:

1. **Through Individual Training Accounts** where customers that meet eligibility requirements select the program of their choice after researching several options. DESC will enter into Master Training Agreements with training providers it selects for its supplemented Eligible Training Providers List (ETPL). Customers can choose from training programs listed on the Detroit supplemented ETPL.
2. **Through contracts with training providers** where DESC allocates a number of potential slots, with an associated per trainee fee, to the selected provider. The contracts will be intended to facilitate the training of multiple individuals in in-demand industry sector or occupations while also supporting customer choice. The ultimate number of trainees referred by the Detroit One-Stop Service Centers to each provider will depend on customer interest and choice, as well as their eligibility for various funding sources. Programs that result in an industry-recognized credential must be listed on the state ETPL.

Adults and dislocated workers interested in pursuing training opportunities can access them through WIOA, TAA, and TANF/PATH, and other programs, if they meet program eligibility requirements. Individuals eligible for training through WIOA receive occupational training through WIOA Individual Training Accounts (ITAs) or through a referral to a DESC contracted provider. The selection of eligible training providers is completed in a manner that maximizes informed customer choice.

All training for WIOA ITAs must be provided through eligible training programs and by providers listed on both the Pure Michigan Talent Connect (PMTTC) portal and DESC's supplemented ETPL. Eligible customers meet with WIOA staff and together they select a training provider that has demonstrated the ability to provide quality training and services. Selection is generally based on occupation demand, training objectives, past provider performance, scheduling, accessibility, and cost efficiency. ITA cash values vary according to the type of training involved.

In order to provide high-quality sector training partnerships, DESC selects qualified education and training entities through a formal procurement process. Sector-based training is provided in the

following high-demand, high-growth sectors for the Detroit area: healthcare, information technology, manufacturing, construction/transportation, and retail/hospitality/and entertainment.

DESC conducts a review of the program on the state's PMTC on a minimum annual basis and produces a training provider scorecard to assess whether the entity has met local performance standards before entering a new MTA. Further, DESC conducts annual monitoring site visits with each provider.

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 representative of businesses, labor organizations, and education.

On behalf of the MWDB, DESC publishes the WIOA Four-Year Local Plan for the Detroit Michigan Works! Agency in accordance with Section 108(c) of the WIOA. In lieu of submitting documentation, DESC maintains documentation on file for monitoring by the LEO-WD. The Plan is published and made available for review and commentary to the MWDB members, business representatives, labor organizations, educational entities, and the public. The Plan and progress on its implementation are discussed (as necessary) at MWDB's meetings. As required, DESC forwards all comments that express opposition and disagreement with the Plan to the LEO-WD along with the Plan.

A copy of the Plan is available at DESC's headquarters located at the following address:

**Detroit Employment Solutions Corporation
c/o Robert Shimkoski, Jr., Director
Planning and Resource Development Unit
440 E. Congress – Suite 400
Detroit, Michigan 48226**

Requests for digital copies can be made in writing to the above-mentioned address or by email at rshimkoski@detempsol.org. In accordance with the Americans with Disabilities Act (ADA), the final version of the Plan will be made available in alternative formats, including large print, audio tape or other format, if the request is submitted in writing or by email at the above-mentioned address or email address.

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.

The One-Stop Management Information System (OSMIS) is the electronic reporting database in Michigan. DESC uses OSMIS for its WIOA, TANF, and FAE&T programs. DESC's service providers are required to use this system for compiling participant data, case management, and reporting. The OSMIS system captures the following information: participants' goals, case notes, individual service strategies, employment rates, average earnings, credential/certificate rates, skill attainment rates, diploma or equivalent attainment rate, and retention rates. DESC tracks

participants throughout their program involvement from registration through training, job placement, and follow-up.

In the Spring of 2019, DESC implemented LaunchPad which is on a Salesforce platform and is a comprehensive data management system. LaunchPad will provide an integrated-multi-program platform that will help DESC's service providers track job seeker services and outcomes, track employer engagement and job orders (if applicable), facilitate job matches, manage workflow, caseloads and performance, facilitate electronic referrals between partners, and, ultimately, interface directly with job seekers and employers to enable web-based pre-registration and service delivery. LaunchPad has a common intake that automatically screens customers for all Detroit at Work programs.

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

Detroit at Work fully expects to experience excess demand for WIOA services and may find that it cannot meet all demands for WIOA individual career and/or training services. This expectation is based upon historical experience, under which limited funding prevented the provision of training services to applicants each year. It is also guided by the continuing high unemployment rate in the city, suggesting that many potential workforce participants need career services or training in order to become successfully employed. Because of this expected limitation in WIOA funds, priority for individualized career and training services is given to individuals in the following order:

- First, to veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals, and/or individuals who are basic skills deficient, ***including residents of the City of Detroit;***
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups ***including residents of the City of Detroit.***
- Fourth, to remaining City of Detroit residents who face the highest barriers to achieving self-sufficiency. According to a recent analysis of American Community Survey data and criminal justice data for Detroit, the WIOA statutory priority populations and the following adult groups are most likely to experience poverty and/or unemployment:
 - Justice-involved individuals
 - Disengaged workers
 - Single parents with custodial children under the age of 18
 - Members of two-parent household with young children
- Fifth, to other City of Detroit residents who are below DESC's economic self-sufficiency standard.
- Sixth, to other eligible individuals that are not in the priority groups above.

Detroit at Work's priority of service includes individuals eligible for services under the Jobs for Veterans Act of 2002 a priority of service for Veterans and eligible spouses sufficient to meet

the requirements of USDOL TEGL 10-09 dated November 10, 2009 and changes and all relevant regulations. Veterans and eligible spouses who receive services are be informed of the following: their entitlement to priority services, the full array of employment training and placement services available under priority of service, and any applicable eligibility requirements for the programs and or services.

As resources permit and where appropriate, Detroit at Work will use non-WIOA funds in the provision of career and training services and Wagner-Peyser funds for basic career services, in order to maximize availability of WIOA funds. The attached Priority of Service policy defines each priority population and outlines how the prioritization should be operationalized.

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.

Detroit at Work coordinates workforce investment activities with the State of Michigan's Labor and Economic Opportunities – Workforce Development (LEO-WD). The LEO-WD is responsible for providing Rapid Response services and serves as the recipient of plant closing/mass layoff notices required under the Worker Adjustment and Retraining Notification (WARN). Detroit at Work follows the LEO-WD's comprehensive procedures to serve customers using the WIOA Rapid Response, the WIOA Dislocated Worker, and Trade Adjustment Assistance (TAA) Program. Information regarding WIOA Dislocated Worker and TAA is provided to the affected company, and if applicable, union officials in the early stages. Detroit at Work enrolls and co-enrolls qualified individuals impacted by plant closing and layoffs in the TAA and WIOA Dislocated Workers programs.

30. A description of Rapid Response (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 of Michigan is responsible for providing RR activities. The following activities are the procedures the LEO-WD agency follows:

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 of Southeastern Michigan, 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 18-15 and subsequent changes. The process includes review of the application and supporting documents and negotiation with the MWA to finalize the award. The LEO-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 LEO-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 LEO-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 MWDB Rapid Response policy describes how DESC and the MWDB will coordinate workforce investment activities carried out in the Detroit MWA area with the aforementioned statewide RR activities provided by the LEO-WD to address actual or potential dislocation events, in accordance with the WIOA, Section 134(2)(A) and 20 CFR 682.300 to 682.330. In addition to the general RR elements listed under the subsections above, the policy includes, but will 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 and subsequent changes.
 - 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.).

Upon DESC's notification by the Rapid Response WIOA Title I Section state coordinator located within the LEO-WD, DESC will alert ES and WIOA staff of the need to initiate Rapid Response activities on behalf of the affected workforce. Activities and services included as part of the Rapid Response process includes the following procedure:

- ES and WIOA staff will initiate a Rapid Response meeting with the company and union officers (if applicable) to outline the reemployment, retraining services, support service, and unemployment compensation available for the affected workers.
- With approval from the employer, DESC will schedule a worker's orientation meeting for employees. These meetings may include presentations by DESC's service providers that will provide information on employment services; WIOA-funded career and training services; special population services (Michigan Rehabilitation Services, Veterans' Services); and local/community services (United Way, local

community colleges, bank and credit union financial counseling, etc.). Collaboration with other state agencies (e.g. Michigan Department of Health and Human Service, Office of Retirement Services, Friend of the Court) will be planned as needed. Michigan Unemployment Insurance Agency (UIA) representatives will also participate in worker orientation meetings and provide information on the procedures required to file/claim unemployment insurance benefits.

- DESC will establish and organize a Joint Adjustment Committee (JAC). DESC's JAC will consist of 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 DESC's JAC will be to help displaced workers make a successful transition to a satisfactory job or training in the shortest possible time keeping in compliance with the Bureau of Workforce Programs Policy Issuance 06-12, "Establishment of Labor Management Committees also known as Joint Adjustment Committees (JACs) at Sites of Facility Closures and Mass Layoffs," issued September 26, 2006).
- DESC will use Layoff Aversion Incumbent Worker Training (IWT), which includes an assessment of the potential for averting layoffs in consultation with State or local economic development agencies, including private sector economic development entities and other key partner, up to a year in advance of an actual or potential dislocation event. Special attention and reference will be given to the timeframes and activities charted in the USDOL TEN 9-12. (Note: IWT is the actual employment and training instrument to upgrade and alter preventative measure, to save jobs, increase economic productivity, and decrease the negative impacts of unemployment – See USDOL Training and Employment Guidance Letter (TEGL) 30-09, the USDOL TEN 9-12, and the WD PI 12-02).
- DESC will use State Adjustment Grants (SAGs) as additional increments to DESC's Dislocated Workers (DW) formula funding award to meet documented funding deficits as needed. DESC will request additional funding for a single or multiple dislocation events via a SAG, following the application process outlined in Workforce Development Agency's Policy Issuance 18-15, "Rapid Response State Adjustment Grant (SAG) Application," and subsequent changes. The process will include review of the application and supporting documents (obligation and wait list reports) by both the WIOA Section and the RRS, and negotiation with the DESC to finalize the award. The WD reserves the right to award SAGs with specific terms and conditions, including an obligation to spend all or part of the SAG by the end of the Program Year in which it was granted, or other time periods as determined by the WD.
- DESC will use National Dislocated Worker Grants (NDWGs) as another form of assistance provided through the RRS. DESC will use NDWGs, a discretionary grant awarded by the Secretary of Labor to provide employment-related services for DW in specific circumstances. DESC and WD will work together to develop the application and project design for a NDWG, in response to a specific dislocation event.

DESC's attached Rapid Respond Policy describes how the MWDB will coordinate workforce investment activities carried out in the Detroit area with the aforementioned statewide Rapid Response activities provided by the WD to address actual or potential dislocation events, in accordance with the WIOA, Section 134(2)(A) and 20 Code of Federal Regulation (CFR)

682.300 to 682.330. In addition to the general Rapid Response elements listed under the subsections above, the policy includes the following:

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

INTERNAL POLICY DOCUMENT

Subject: RAPID RESPONSE POLICY	Policy No: CA 2012-002
Federal or State Policy: <ul style="list-style-type: none"> • Workforce Innovation and Opportunity Act (WIOA) of 2014: • WIOA Final Rule, 20 CFR Part 603, 651, 652, et al; • WARN Act of 1998 WDA PI 12-23 	Effective Date: December 14, 2016
	Expiration: Continuing

SCOPE OR PURPOSE

To establish Detroit Employment Solutions Corporation’s (DESC’s) policy and procedures for the implementation of Rapid Response Services to help laid-off workers quickly transition to new employment. Rapid Response acts as both a provider of direct re-employment services and as a facilitator of additional services and resources. Rapid Response is a primary gateway to the workforce system for both dislocated workers and employers and is a component of a *demand driven system*.

BACKGROUND

The WIOA holds States responsible for the provision of Rapid Response services. The Michigan Talent Investment Agency (TIA) maintains responsibility for ensuring compliance with federal and state requirements, as such, the TIA WIOA Section will remain the State’s designated recipient of WARNs to fulfill its statutory requirements. However, it is the expectation that the TIA and MWA’s, along with other key partners, will act in rapid response coordination during all layoffs in a particular region regardless of the size of the event.

POLICY

When rapid response services are required, DESC will work and coordinate with the TIA WIOA section to ensure that the implementation of program initiatives, support guidance, technical services and financial resources are provided to our local service delivery area.

DESC is taking a comprehensive approach to planning, identifying, and responding to layoffs, and preventing or minimizing their impacts whenever possible. To ensure high quality and maximum effectiveness, DESC with its One-Stop staff take appropriate steps to ensure that all rapid response stakeholders are included in each step of the rapid response process. A rapid response

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process is most effective when the partners that administer and deliver services are guided by procedures that are clearly defined. As a result of the uniqueness of each event and the necessity of DESC to sustain established relationships, we recognize that flexibility is the key.

PROCEDURE

1. Notification of Lay Off Aversion WARN Assistance (Rapid Response):

If the **TIA WIOA staff** is in receipt of a WARN and/or receives a notice of a massive layoff or plant closing via the Unemployment Insurance Agency (UIA), Union Official, Company, the Michigan Economic Development Corporation, or employee TIA WIOA staff shall contact the designated DESC/DCC Rapid Response staff, making them aware of the notification and what information has been obtained thus far, including, but not limited to the following information:

- A. Company Name (including address and telephone number)
- B. Company Contact Name and Title
 - Description of the business, including the North American Industry Classification System (NAICS) code
- C. Type of dislocation (Mass Layoff or Plant Closure)
- D. Notification type (WARN, News Article, Letter, Phone Call, or Other)
- E. Number of impacted workers and total workers at the facility
 - Brief description of impacted employee skill sets and corresponding occupations that can be linked to a Standardized Occupational Classification code.
- F. Identification of potential days and times for a Rapid Response Meeting and/or Worker Orientation.

If **DESC** is in receipt of a WARN regarding a dislocation via Union Official, Company, the Local Economic Development Corporation, local newspaper, or employee; they shall contact the designated **TIA WIOA staff** and make them aware of the notification and what information has been obtained thus far, including, but not limited to, above items A through F.

2. **Upon exchange of the aforementioned information**, DESC Rapid Response staff and TIA Rapid Response staff will mutually decide who will take the lead in contacting the employer. The lead agency will be responsible for timely dissemination of information to the other partners and key stakeholders to ensure accurate and up-to-date information is available and communicated.
3. **DESC's One-Stop staff** will make initial contact with a company official obtaining the additional information about the dislocation event, as well as two preferable dates for a Rapid Response meeting and/or a Worker Orientation. Within 24 to 48 hours, DESC will contact the **TIA WIOA Rapid Response staff** and other key

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stakeholders to confirm the Rapid Response Meeting date and to share information about the event. If employees are covered by a collective bargaining agreement, the local union officials will also be contacted by DESC's One-Stop staff regarding the labor unions' participation in the Rapid Response Meeting and/or Worker Orientation. The **TIA WIOA Rapid Response staff** will remain responsible for arranging UIA representation at the Rapid Response Meeting and Worker Orientation. If UIA staff are not physically able to participate, the TIA will try to make arrangements for their participation via a webinar, conference call or other technological means. If UIA staff is unable to participate, DESC's One-Stop staff should direct Rapid Response and Worker Orientation participants to UIA's website, including the online claim filing kit (UIA Form 1251) and the online service Claimant Web Account Manager.

- 4. TIA as Lead Staff.** With the designated TIA Rapid Response staff as the lead contact, they will make initial contact with a company official, obtain additional information about the dislocation event, as well as two preferable dates for a Rapid Response meeting and/or a Worker Orientation. Within 24 to 48 hours, **TIA WIOA Rapid Response staff** will contact **DESC** and other key stakeholder to confirm the Rapid Response Meeting date and to share information about the event. If employees are covered by a collective bargaining agreement, the local union officials will also be contacted by TIA regarding the labor unions participation in the Rapid Response Meeting and/or Worker Orientation. TIA WIOA staff will contact UIA to arrange for representation at the Rapid Response Meeting and/or Worker Orientation as described in step number three above.

5. Rapid Response and Worker Orientation Meetings

Rapid Response Meeting

During a Rapid Response Meeting, if possible, priority should be placed on averting or lessening the impact of the layoff. DESC's One-Stop staff will provide information regarding services available to the company such as tax abatement and incentives, bonding programs, on-the-job training, TAA and incumbent worker training programs as applicable. DESC's One-Stop staff will ask key questions such as:

- What is the reason for closing or downsizing?
- Are there any specific resources that can be provided to prevent or lessen the closing or downsizing?
- What other departments or divisions within the business may be impacted by the closing or downsizing?
- What other companies may be impacted by the closing or the downsizing?
- Are layoffs occurring in other locations or states?
- When will the information be made public? - Confidentiality is key.
- When will impacted employees be notified?

In addition to the questions above, additional questions that may be asked as part of the Rapid Response Meeting are included in Attachment A, the WIOA Rapid Response Employer Survey.

The initial Rapid Response (Company and Union, if applicable, Leadership) Meeting shall include DESC's One-Stop staff and TIA WIOA Rapid Response staff and other local stakeholders as necessary, such as the UIA, United Way, the Department of Health and Human Service. The TIA WIOA Rapid Response staff will provide overall information from a state perspective, as well as gathering demographic information about the impacted workforce. DESC with its One-Stop staff will discuss employment services (including Michigan Talent Connect), dislocated worker services and other services available at the One Stop Service Center(s). DESC and its representatives will provide copies of labor market information, brochures, and additional literature specific to its services and programs.

UIA presentations at Rapid Response meetings will include information on filing for unemployment benefits, the MARVIN on-line system, eligibility requirements, and training waivers. The UIA representative will provide appropriate fact sheets and unemployment benefit booklets.

Industry-sector research data will be gathered from the State of Michigan's website, based on the needs of a dislocated worker and its associated employers. This data can be in the form of charts, reports, or brochures, produced by the State. Additional research as appropriate can be facilitated according to stakeholder's needs and/or interests.

Worker Orientation Meeting

At the conclusion of a Rapid Response meeting and upon agreement by the company, a Worker Orientation meeting(s) will be scheduled to provide information on the available services for impacted employees. DESC's One-Stop staff will have responsibility for the following activities:

- Confirming the date(s) and time(s) of the Worker Orientation meeting(s);
- Arranging for the participation of partners from the local One Stop Service Centers and other community agencies to present information; and
- Providing informational materials on available services at the One Stop Service Centers;
- If the company does not agree to an on-site Worker Orientation meeting(s), DESC's One Stop staff should attempt to arrange for an alternative date and location to meet with the impacted workers as a group or individually as

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necessary and/or provide informational packets that can be distributed to the impacted workers.

If the parties agree to schedule a Worker Orientation meeting(s) at a later date, DECS's One-Stop staff will serve as the contact for the parties involved and organize the meeting(s) as specified above. The TIA WIOA staff will transmit the request to UIA with the meeting date, time, and location. Upon receipt of confirmation that a UIA representative will attend, the TIA WIOA staff will notify DESC and its One-Stop staff. When a UIA cannot support a worker orientation with a speaker, either in person, via a webinar, or conference call, DESC's One-Stop staff should direct impacted workers to the UIA's website, including the online claim filing kit (UIA Form 1251) and the online service Claimant Web Account Manager. DESC/DCC staff should not answer UI related questions; rather those are to be referred to the UIA Employee Hotline at (800) 500-0017 or the Claimant Web Account Manager on-line services page at www.michigan.gov/uiia.

In addition, the MWA Rapid Response staff will distribute the Dislocated Workers Survey to impacted workers as detailed in the Dislocated Worker Survey Policy Issuance.

DESC's One-Stop staff will organize **Job Fairs and Community Assistance** events in response to layoffs in declining sectors, mass layoffs, or high unemployment. The Rapid Response staff will include soliciting employer and agency participation in the event, as well as continued communication with the employer and or event stakeholders. DESC/DCC will hold these events as needed and accommodations will be honored according to the needs of the stakeholders.

6. Non-WARN Events and Lack of Notification:

If DESC/DCC and TIA staff mutually agree that Rapid Response staff participation is necessary for meetings involving non-Warn events, Rapid Response and Worker Orientation meetings may be held in situations involving fewer than 50 employees at the discretion of DESC and the employer. In cases where DESC learns that a business has closed and no prior notification was given, a "Non-WARN Data Sheet" (Attachment B) should be completed to the extent possible and submitted to the following TIA staff person:

Ms. Teresa Keyton, Talent Investment Agency, State of Michigan
Victor Office Center
201 North Washington Square, 5th Floor
Lansing, Michigan 48913
Phone Number: 517-373-7794
KeytonT@michigan.gov

The information from the Data Sheets, along with survey data will be used to:

- Keep the Governor fully informed of dislocation events and their potential impact on the local communities;
- Respond to Legislative and other inquiries;
- Enable TIA to make informed budgetary decisions with respect to allocation of State Adjustment Grants (SAG's) and WIOA discretionary funding; and
- Comply with federal reporting requirements to include the maintenance of layoff information in the TIA WARN database.

7. Additional Rapid Response Activities and Services:

- A. **Joint Adjustment Committees (JACs):** By mutual consent of the company and union (if applicable) in situations where at least 50 workers are being laid off and there is at least 60 days subsequent to the Rapid Response meeting before layoffs are completed, DESC will establish and organize a Joint Adjustment Committee (JAC) with support from the TIA.

DESC's JAC will consist of 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 DESC's JAC will be to help displaced workers make a successful transition to a satisfactory job or training in the shortest possible time keeping while keeping compliance with the Talent Investment Agency (Bureau of Workforce Programs) Policy Issuance 06-12, "Establishment of Labor Management Committees also known as Joint Adjustment Committees (JACs) at Sites of Facility Closures and Mass Layoffs," issued September 26, 2006.

DESC will request designated funding from the TIA to support a neutral chair, if desired by the labor/management committee. In the event of an established JAC, DESC will follow the guidelines set forth by the Michigan Talent Investment Agency in Policy Issuance 06-12 or other related PIs.

- B. **State Adjustment Grants (SAGs):** DESC may request additional funding for single or multiple dislocation events via a SAG, following the application process outlined in Talent Investment Agency's Policy Issuance 12-32, "Rapid Response State Adjustment Grant (SAG) Application Instructions," issued March 26, 2013. The process will include submitting applications and supporting documents (obligation and wait list reports) and negotiations with the TIA to finalize an award. DESC's SAGs process will follow the specific terms and conditions, including demonstrating that the SAG aligns with MICA and an obligation to spend all or part of the SAG by the end

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of the Program Year in which it was granted (or other time period as determined by the Talent Investment Agency).

Layoff Aversion: DESC will use Layoff Aversion as part of the Rapid Response system. The process will include an assessment of the potential for averting layoffs in consultation with State or local economic development agencies, including private sector economic development entities and other key partner, up to a year in advance of an actual or potential dislocation event. Incumbent Worker Training (IWT) will also be a part of this strategy and the additional steps outlined in the Talent Investment Agency's PI 12-02 to determine whether the IWT is averting a layoff and whether the training is appropriate. Special attention and reference will be given to the timeframes and activities charted in the USDOL TEN 9-12.

DESC will demonstrate that employers are "at risk" of downsizing or closing, or workers are "at risk" of dislocation prior to providing IWT. DESC will use the "at-risk" criteria set forth by the TIA's PI 12-02.

- C. **National Dislocated Worker Grants (NDWGs):** DESC will use National Dislocated Worker Grants (NDWGs) as another form of assistance provided through the Rapid Response System. NDWGs is a discretionary grant awarded by the U.S. Secretary of Labor to provide employment-related services for dislocated workers in specific circumstances. In the event of a natural disaster, DESC will work with the Talent Investment Agency to determine if a National Dislocated Worker Grant is the appropriate action to secure additional funding to service affected workers and to develop the application and project design for a NDWG, in response to a specific dislocation event. This process will include coordinated Federal Emergency Management Agency (FEMA) services in partnerships with the Michigan State Police, Emergency Management and Homeland Security Division, Federal FEMA agencies, the U.S. Small Business Administration, and related Detroit agencies.

- D. **Trade Adjustment Assistance (TAA):** DESC will work with the TIA to provide TAA information and resources to the affected company and employees, and if applicable, union officials. DESC will co-enroll eligible Trade Adjustment Assistance customers into the WIOA Dislocated Worker programs. DESC will provide a full range of reemployment services, including mandated services, to eligible workers. In coordination with the DESC's Rapid Response process, TAA services will following the policy and procedures established in the TIA's TAA Comprehensive Manual found at http://www.michigan.gov/documents/wda/TAA_Comprehensive_Manual_547102_7.pdf.

DESC's contact person for JACs, SAGs, NDWGs, and TAA is as follows:



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Rapid Response Policy
Policy No: CA 2012-002

Barkley Scott, Manager – Adult Services

bscott@detempsol.org

Phone: 313.664.5527

8. Monitoring

DESC’s Rapid Response activities will be monitored to ensure that the highest quality of outreach and resource information is provided to customers. Survey data and technical assistance will be provided to ensure continuous quality management services.

State Form Attachments A and B are included in the TIA’s Rapid Response PI: 12-23 which can be found at http://www.michigan.gov/documents/wda/12-23_Rapid-Response-Process_456842_7.pdf.



INTERNAL POLICY DOCUMENT Policy No. CA 2019-003	
Name: Guidance for provision of training services to customers through Individual Training Accounts (ITAs) and other contracted training	Policy Category: Program
Related Federal or State Policy: WIOA Section 134 (c) (G); WIOA Section 129 (c) (2) (D); 20 CFR 680.200 through .230, 680.300 through .350 680.420, 680.550; 20 CFR 681.550; State of Michigan, Talent Investment Agency, Official WIOA Manual; Training and Employment Guidance Letter (TEGL) WIOA No. 19-16	Effective Date: 10/01/2019 Expiration Date: Continuing Reviewed Date: 10/01/2019
Subject: ITA and Other Contracted Training	Unit Responsible for Review: Program
Procedures: N/A	Related DESC Policies: Priority of Service and Self-Sufficiency Definition

SCOPE

The purpose of this policy is to establish guidelines and procedures for the provision of Individual Training Accounts (ITAs) and other contracted training to Michigan Works! One-Stop Service Centers customers. The Michigan Works! One-Stop Service Centers are branded locally as Detroit at Work Career Centers and braid together a variety of funding streams to provide career and training services. These funding streams include the following: Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, or Youth, PATH (Partnership. Accountability. Training. Hope), Food Assistance Employment and Training (FAE&T), Trade Adjustment Assistance (TAA), and other state, local and philanthropic sources.

This policy outlines the process by which the Career Centers screen for suitability for training and assist WIOA, PATH, FAE&T, TAA and other Career Center customers in exploring career and training opportunities. This approach promotes a higher quality experience. PATH and FAE&T customers will have access to the same DESC-selected training programs that are available to WIOA customers. TAA customers are required to have access to a different set of training programs. This policy does not outline the eligibility criteria and participation requirements for TAA, PATH and FAE&T participants seeking occupational skills training. Please refer to the State of Michigan’s applicable program manuals and policy issuances for that information.

BACKGROUND

Under WIOA, training services are available to qualified employed and unemployed adults and dislocated workers. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, is informed by the performance of relevant training providers, and is coordinated to the extent possible with other sources of assistance, including Pell Grants (WIOA sec. 134(c)(3)). Various WIOA rules are referenced throughout this policy to document DESC's alignment with US Department of Labor and State of Michigan Labor and Economic Opportunity – Workforce Development (LEO-WD) agency. DESC uses WIOA guidelines to provide a basic framework for the selection and provision of training services for all of its Career Center programs unless otherwise noted, in order to create a streamlined and integrated system for customers and service providers. WIOA training services are governed by sections 20 CFR 680.200 through .230 and 20 CFR 680.300 through .350 of the WIOA Final Rule.

POLICY

The Mayor's Workforce Development Board and DESC have determined that funding occupational skills training through a combination of Individual Training Accounts (ITAs) and contracts is the most suitable strategy for building the skills of customers while meeting the talent needs of employers.

According to WIOA, ITAs are the primary method to be used for procuring training services. An ITA is a payment agreement established on behalf of a participant with a training provider (20 CFR 680.300.) WIOA also allows for the provision of a training contracts instead of an ITA, provided that the MWDB and DESC have fulfilled the customer choice requirements (20 CFR 680.340) and meet one of five exceptions (section 134(c)(3)(G)(ii) of WIOA). In Detroit, the MWDB and DESC have determined that the following allowable exception applies:

- *To use a training services program of demonstrated effectiveness offered in a local area by a community-based organization or other private organization to serve individuals with barriers to employment (emphasis added).*

DESC selects providers for both the supplemented Eligible Training Provider List (ETPL) and training contracts through a competitive procurement process that requires training providers to document that they meet a variety of criteria, including their past success in serving individuals with barriers to employment. A separate DESC policy outlines the criteria used to determine a school's initial and continued eligibility for the ETPL.

DESC provides customers with access to training opportunities in the following high-demand, high-growth sectors, through a combination of ITAs through its supplemented ETPL and contracts for training services:

- Healthcare;
- Information Technology;



- Manufacturing;
- Construction and Transportation; and
- Retail, Hospitality and Entertainment

1. Types of Training Opportunities

DESC is committed to expanding the number and type of effective training opportunities available to customers. DESC recognizes that training efforts must be driven by employer demand and local economic trends. While occupational training leading to an industry-recognized credential will continue to be an important component of the training strategy of the MWDB and DESC, we will also develop and fund programs that may not result in a formal credential including: customized training, short-term occupational skills training, adult education and literacy (foundational skills) training, On the Job Training (OJT) and work experience opportunities. Please see DESC's work-based learning policy for information on requirements and guidelines for the development of those opportunities.

Programs on the supplemented ETPL will always result in an industry-recognized credential, as required by WIOA. DESC will support those types of programs and others through contracts with training providers. Michigan Works! One-Stop Service Centers will educate customers on all types of opportunities and will help the customer select the program that is most aligned with their interests, aptitude and eligibility. DESC will provide the Michigan Works! One-Stop Service Centers with guidance on how to record the various training activities in OSMIS and DESC's local data system.

2. Customer Choice

Michigan Works! One-Stop Service Centers will provide all training services in a manner that maximizes informed customer choice. At a minimum the customer will have the following services and/or documents made available:

- Access to DESC's supplemented ETPL and list of other Contracted Training Services providers;
- Access to training program descriptions for the purpose of research and comparison of training programs. Training program descriptions will include training program information such as requirements for entry, completion rates, placement rates, average wages, duration of program, credentials to be received and other pertinent training-related information; and
- Access to Michigan Works! One-Stop Service Centers resource room including computer and telephone to conduct a research of DESC's approved training programs.

The Michigan Works! One-Stop Service Centers will also provide customers with information on training programs that may be covered by federal financial aid and/or other non-DESC funding sources, in order to comply with WIOA requirements and further promote customer choice and satisfaction with services. DESC will assist in establishing relationships with local educational institutions that offer programs eligible for federal financial aid as well as other training providers that may receive private or public funds for programs. The Michigan Works! One-Stop Service Centers will be responsible for assisting customers in accessing resources that help them navigate the application process for federal financial aid. These resources may include facilitation of workshops and/or guest speakers from local educational institutions and other organizations. The Michigan Works! One-Stop Service Centers may provide career and job placement services to customers that pursue training programs outside of those approved and designated by DESC.

3. Eligibility Requirements

In order to qualify and participate in training programs covered through DESC funds, customers must meet WIOA, PATH, FAE&T and/or other funding source eligibility requirements.

WIOA Requirements. Under WIOA, Michigan Works! One-Stop Service Center staff may determine training services are appropriate, regardless of whether the individual has received basic or individualized career services first, and there is no sequence of service requirement. (TEGL 19-16). For training services using WIOA Adult or Dislocated Worker funding, a Michigan Works! One-Stop Service Center staff person must determine that the individual meets all of the following requirements:

- Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher wages than wages from previous employment through career services;
- Is in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment;
- Has the skills and qualifications to participate successfully in training services;
- Is unable to obtain grant assistance from other sources to pay the cost of such training, including such sources as state-funded training funds, TAA, and Federal Pell Grants established under title IV of the Higher Education Act of 1965, or required WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants;
- Is determined eligible in accordance with DESC's local priority groups in effect for adults. (See DESC's Priority of Service Policy for additional information.)
- Selected a program of training services that is directly linked to employment opportunities in DESC's high-demand, high-growth industry sectors.

PATH, FAE&T and TAA Requirements. See State of Michigan applicable program manuals and policy issuances.

Other Requirements. In addition to meeting program and funding specific eligibility requirements, customers must meet the following criteria (*even when WIOA funds are not used*):

- Be determined by the Michigan Works! One-Stop Service Center to be unable to obtain employment leading to self-sufficiency through career services.
- Has the skills and qualifications necessary to successfully participate in the selected training program, including the minimum math and/or reading grade equivalent required for the identified training program; and
- Meet any additional requirements defined by the training provider and/or employer including placement/entrance exams, drug screens, background checks, licenses, prerequisite courses and other requirements.

DESC or one of its contracted Michigan Works! One-Stop Service Centers may approve exceptions to these eligibility requirements, provided the exception is documented and is accompanied by a written justification and approved by the training provider and/or employer.

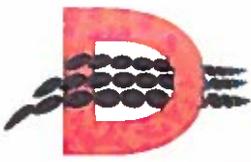
4. Approval of Training

Designated Michigan Works! One-Stop Service Center staff will determine the customer's initial eligibility for training and ensure that all supporting documentation has been received, documented and filed. Center staff will submit eligible customers to authorized DESC staff for final review, final assignment of funding source, and approval of the training request prior to the customer beginning any training program.

DESC will only approve funding for training programs on its supplemented ETPL and list of other contracted training programs. DESC will directly provide approved training providers with required documents for invoicing and will directly pay training providers on behalf of the approved participant.

DESC will only approve training participants if the below criteria are met:

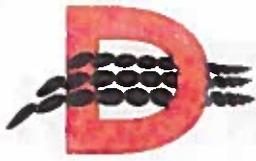
- A. Demand Occupation.** Participants will be trained in high-demand, high-growth occupations or sectors as outlined in this policy.
- B. Eligibility Requirements.** Customer has met all required program, funding and training provider eligibility requirements as described in the "Eligibility" section of this policy.



- C. Customer Agreement.** Customer has read and signed the DESC customer training agreement. The customer training agreement outlines the general terms of the agreement and the policy for registration, attendance and cancellation.
- D. Training Research.** Customer must complete comprehensive research and planning for training. The research and plan is designed to assist customer with making an informed choice regarding a training program of interest by comparing other training program(s), which need not be limited to those funded directly by DESC.
- E. Prior Training.** If the customer has previously and successfully completed a training program, the individual may be eligible to obtain support for an additional DESC-funded training program if resources are available and the customer meets all of the following requirements:
1. They completed the previous DESC-funded training program within the last twelve (12) months, are unable to find related employment and the training provider has a training-related placement rate below 50 percent; OR
 2. They completed the previous DESC-funded training program prior to the last twelve (12) months and the Michigan Works! One-Stop Service Center determines the customer has exhausted all training-related employment options and is in need of training that is better aligned to their interests and/or aptitude; AND
 3. Without additional training, the customer is unable to obtain employment leading to self-sufficiency, or is not making a self-sufficient wage; AND
 4. The customer meets program and funding specific eligibility requirements.

DESC will not approve a second training program if the customer withdrew from or failed to complete the initial training program, unless the customer previously requested and was granted additional time to complete the training program due to life circumstances. The Michigan Works! One-Stop Service Center must have this extension documented. If funds are limited, DESC reserves the right to prioritize funds for customers receiving assistance with training for the first time.

The time limit for a customer to enroll into an approved training program is within 30 days of their initial approval notice.



5. Limitations

The US Department of Labor does not identify training services, including Individual Training Accounts, as an entitlement program. Customers must meet eligibility and suitability criteria.

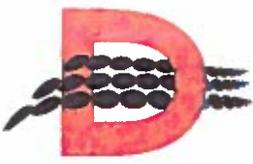
Training funds including ITAs are subject to limitations and may not be used for any of the following:

- Payment of late fees, fines or penalties cause by customer error or that predate the customer's approval of a training program. In exceptional cases, DESC may approve these expenses if the customer demonstrates good cause and DESC has flexible funds that are allowed to be used for these costs;
- Cost of an associate's or bachelor's degree unless:
 - The program of study is approved by DESC; and
 - The customer has no more than two (2) semesters left to complete the training program; and
 - The customer can provide a transcript and signed plan of study from the institution documenting the customer will complete the degree requirements; and
 - The customer does not owe on any previous balances for tuition, fees, fines or penalties.

Training funds including ITAs are limited to \$6,000 per year. This limit may be exceeded if the participant is co-enrolled into another program where grant funds can be leveraged or if the participant is enrolled into PATH. DESC will determine if the limit can be exceeded in negotiating price per person with training providers. This annual maximum includes the following types of training:

- Adult Education and Literacy; and
- Work-based training programs including but not limited to OJT, customized, incumbent worker and apprenticeships.

DESC will only approve training programs that can be completed within twelve (12) months and expects that the majority of approved training programs will be able to be completed in less than six (6) months. If a customer needs additional time to complete an approved training program, the customer must contact the authorized DESC staff to submit a written request for a training extension and must include the reason for the request and support from the training provider. Requests for extensions are subject to approval and may be granted no later than 90 days from the initial authorized and approved end date.



6. Training Modifications

The Michigan Works! One-Stop Service Center may modify the customer's training plan to ensure they meet educational goals and obtain training-related employment. The Michigan Works! One-Stop Service Center may modify the training plan and assist the customer in finding another training program if any of the circumstances below exists:

- The training provider and/or training program has been removed from the MiTC; and/or
- The training provider imposes extraordinary and previously undefined program expenses such as the cost of tools, supplies, tuition, books or any other training-related cost determined required for the completion of the training program; and/or
- The training provider is unable to comply with the terms and conditions outlined in the Master Training Agreement or contract.

The Michigan Works! One-Stop Service Center may not modify the customer's training plan without good cause. See "Satisfactory Progress" for acceptable good causes.

7. Satisfactory Progress

Customers enrolled in an approved training program must demonstrate satisfactory progress in the training program as defined by the training provider. In some instances, a customer may experience a good cause factor that prevents them from making satisfactory progress. Good cause factors may include but are not limited to:

- Illness, injury or disability of the customer or a member of the customer's immediate family;
- Severe weather conditions or natural disaster precluding safe travel;
- Destruction of the training provider's records or property due to a natural disaster or other catastrophe not caused by the customer;
- Acting on misguided or incorrect advice received from an authority, such as the training provider, instructor or career coach;
- Training is delayed or cancelled; or
- Obtaining and accepting training-related employment prior to completion of training.

The Michigan Works! One-Stop Service Center must document any and all of these good cause factors in the customer's file. The Michigan Works! One-Stop Service Center and DESC may grant these customers an extension to complete the program or they may deem them eligible for and approve a second training program.



8. Denial of Training

If the Michigan Works! One-Stop Service Center and/or DESC determines the customer is not eligible for training during the approval review, the Michigan Works! One-Stop Service Center will offer the customer the opportunity to participate in other basic or individualized career services.

DESC will not approve training unless there is a Master Training Agreement or other contract in place, and the vendor appears on the DESC approved list of programs via the supplemented ETPL or other contracted training services list.

If a customer is interested in a program that is not currently approved by DESC, the Michigan Works! One-Stop Service Center should inform the customer that:

- The program is not currently eligible for DESC funds.
- The customer will be responsible for all costs of the program if they decide to enroll into the program without authorization and prior approval, even if the program is on the state's ETPL.

The Michigan Works! One-Stop Service Center should inform DESC of the customer's desired training program so that DESC may invite the training provider to submit the program for consideration through DESC's Funding Opportunity Announcement for Sector Partnerships.

9. File Documentation

Justification and documentation for all requested training must be in the participant's file, DESC's data information system and documented (including case notes) in OSMIS (if applicable). The following items must be documented:

- Assessment results supporting the minimum requirements have been met for the selected program of study. Assessments should support the need for training including a determination by a career coach that the selected training is the best option to lead to self-sufficiency;
- Completed IEP/ISS documenting the selected program of study, anticipated and actual start/end dates and training outcomes;
- Eligibility for grant funding;
- Verification of FAFSA application and award status, if applicable;
- Case note and/or comments in DESC data management system and, if applicable, OSMIS; and

- Documentation of the participant's progress and/or grades.

10. Ongoing Customer Support

The Michigan Works! One-Stop Service Center must engage with the customer no less than once a month through the lifetime of the training plan, to monitor attendance and ensure that the customer is successfully participating. The Michigan Works! One-Stop Service Center should also address any barriers to success that may arise and must document these contacts in the case file, DESC's local database and OSMIS.

The Michigan Works! One-Stop Service Center must obtain and include documentation of the credential earned, job placement, job retention, wage, occupation, and other pertinent information in DESC's data management system and OSMIS (if applicable) in each of the four (4) quarters following the exit quarter.

11. Grievance and Appeals

If training request is denied, the customer may request a review by DESC. If DESC upholds the decision of the service provider, the customer has the right to appeal the decision and file a grievance in accordance with the published policy (DESC Non-Discrimination Complaint and Grievance)

DEFINITIONS

- **Occupational Training, with Industry Recognized Credential:** Classroom training that results in industry-recognized and portable credential and equips participants with technical skills needed for specific jobs. These training programs will be on DESC's Supplemented ETPL (Eligible Training Provider List).
- **Occupational Training, Short-Term:** Shorter-term classroom training (less than 4 weeks) that builds technical and/or foundational skills and increases a participant's chance of obtaining and retaining employment. This training does not necessary result in a credential.
- **Customized Training:** Customized Training is industry and occupation specific skills training delivered through a curriculum designed collaboratively by a training provider, an identified employer(s) and other partners. Customized Training is intended to provide customers with specific skill sets identified as necessary for an industry, occupation or particular position within a company.
- **Adult Education and Literacy /Foundational Skills Training:** Contextualized integrated education and training programs; Career pathway on-ramp programs (also



known as foundational skills bridge programs); Employment-based programs; and/or accelerated high school diploma and equivalency programs. See 2018 “Detroit Adult Foundational Skill Development” report for more detail.¹

- **Work Experience:** Work experience is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector and is designed to help customers build relevant work experience and skills. Fair labor standards apply in any work experience where an employee/employer relationship exists, as defined by the Fair Labor Standards Act or applicable state and local law.

EFFECTIVE DATE(S)

This policy was effective: 10/01/2019

Last Reviewed: 10/01/2019

FREQUENCY OF REVIEW AND UPDATE

Annually.

¹ Corporation for a Skilled Workforce, http://skilledwork.org/wp-content/uploads/2018/07/Detroit-Adult-Found-Skill-Development-6_18_18-1.pdf

SIGNATURE, TITLE AND DATE OF APPROVAL

This policy, **Guidance for provision of training services to customers through Individual Training Accounts (ITAs) and other contracted training**, was reviewed and authorized by the appropriate C-level staff or Board (listed below) before it was recommended for approval.

Recommended by: Michelle Rafferty, Chief Operating Officer

Date Recommended: 10/01/2019

Approved by:



Name: Terri Weems

Title: Interim CEO & President

Date Approved: 10/1/19



INTERNAL POLICY DOCUMENT

Policy No. CA 2019-001

Name: Priority of Service & Self-Sufficiency Definition for WIOA Adult	Policy Category: Program
Related Federal or State Policy: Section 134(c)(3)(E) of WIOA; TEGL 19-16	Effective Date: 10/01/2019 Expiration Date: Ongoing Reviewed Date: 10/01/2019
Subject: Priority of Service & Self-Sufficiency Definition for WIOA Adult	Unit Responsible for Review: Program
Procedures: N/A	Related DESC Policies: N/A

SCOPE

The purpose of this policy is two-fold: 1) establish a policy and practice for prioritizing federally and locally identified populations for the receipt of Workforce Innovation and Opportunity Act (WIOA) Adult individualized career and training services; and 2) establish Detroit’s self-sufficiency definition.

BACKGROUND

Section 134(c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, American Job Center staff when using WIOA Adult funds to provide individualized career services, as described in Section 4 of TEGL 19-16, training services, or both, as described in Section 7 of TEGL 19-16, must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Under WIOA, priority must be implemented regardless of the amount of funds available to provide services in the local area.

The Local WDB and the Governor may establish a process that also gives priority to other individuals eligible to receive such services, provided that it is consistent with priority of service for veterans (see 20 CFR 680.650) and the priority provisions of WIOA sec. 134(c)(3)(E) and §680.600. There are no restrictions to providing basic career services; they may be provided to any eligible adult.

Veterans and eligible spouses continue to receive priority of service for all US Department of Labor funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority for Adult funds described above, priority must be provided in the order described below. A veteran must meet each program’s eligibility criteria to receive services under the respective employment and training program.

POLICY

Given the Mayor's Workforce Development Board and DESC are responsible for meeting the needs of Detroit job seekers and its WIOA allocations are partially based on the unemployment rate in Detroit, DESC is keenly focused on outreaching to Detroit residents to provide them with career, training and employment services. The MWDB and DESC aims to support local economic growth and vitality by equipping job seekers with the skills they need to be productive workers and sustain themselves and their families. DESC's One-Stop Service Centers are also committed to providing basic career services to all job seekers regardless of where they reside. In some instances, non-residents may also be provided with individualized career and training services.

When working with WIOA **eligible** individuals¹, staff of the Michigan Works! One-Stop Service Centers (branded locally as Detroit at Work Career Centers) must give priority for receipt of WIOA individualized career and training services to participants in the following order:

- First, to veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient;
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals, and/or individuals who are basic skills deficient;
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups;
- Fourth, to City of Detroit residents who are most likely to struggle to achieve self-sufficiency. According to a recent analysis of American Community Survey data and criminal justice data for Detroit, the WIOA statutory priority populations and the following adult groups are most likely to experience poverty and/or unemployment:
 - Individuals with a criminal background
 - Disengaged workers
 - Single parents
 - Members of two-parent household with young children
- Fifth, to other City of Detroit residents who are below DESC's self-sufficiency standard.
- Sixth, to all other City of Detroit residents
- Seventh, to other eligible individuals that are not in the priority groups above.

At all times, regardless of available resources, the Detroit Michigan Works! One-Stop Service

¹ Individuals who are interested in receiving career and training services under the local priority of service system must first be determined eligible for the service requested.



Centers will give customers within the priority populations stated above first consideration for receipt of individualized career and training services at the time of program enrollment over a person who does not fall into any of the previously listed priority groups. If the services or resources are limited or at capacity, Detroit Michigan Works! One-Stop Service Centers staff will enroll and serve priority populations in the order listed above.

DESC and its contractors will take the following steps to proactively prioritize services for the priority populations:

- Actively recruit these populations through a variety of targeted outreach and marketing methods; and
- Ensure that the vast majority of individualize career and training services are provided to priority populations. DESC and its partners will achieve this by identifying whether the job seeker meets priority criteria during intake for individualized services and categorizing job seekers by group. DESC will add eligible individuals outside of the priority populations to a waiting list to receive individualized/training services and will also provide them with information regarding the Michigan Works! Agency assigned to serving their community. DESC will only consider non-priority individuals for enrollment when there is insufficient demand for services from priority individuals. DESC will determine when there is insufficient demand on a minimum quarterly basis. If there is available capacity, DESC or its contractors will contact individuals on the non-priority waitlist to initiate the enrollment process.

Individuals who are not in a priority of service category but are actively enrolled in a career or training service will be allowed to complete the activity. It is not expected that non-priority service participants must give up their place to an individual who is in a priority of service category and may be just starting a career and/or training service.

DEFINITIONS

DESC defines the following terms as follows:

1. **Self-Sufficiency** - DESC utilizes the 2017 ALICE (Asset Limited, Income Constrained, Employed) Threshold of \$50,000 for family self-sufficiency income. The ALICE report identified this amount as the income required for the survival of a family of four. DESC considers an individual to be below the self-sufficiency standard if they have an income of \$50,000 or less, regardless of family size.
2. **Veteran**- an individual who has served at least one day in the active military, naval, or air service, and who was discharged or released from service under any condition other than a

condition classified as dishonorable. This definition includes Reserve units and National Guard units activated for Federal Service. For further clarification refer to WIOA Section 3(63)(A) and 38 U.S. Code 101.

3. **Spouse of Veteran-** a spouse of a veteran: who died of a service connected disability; who has a total disability resulting from a service connected disability; who died while a disability so evaluated was in existence; or, any member of the armed forces serving on active duty who, at the time of application for assistance, has been listed for a total of ninety (90) or more days as either missing in action, captured in the line of duty by a hostile force or forcibly detained or interned in the line of duty by a foreign government or power.
4. **Basic Skills Deficient-** an individual that has English reading, writing, or computing skills at or below the 8th grade (8.9 or lower) level. It also includes English language learners and individuals that are 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. Basic skills deficiency will be determined using an objective, valid and reliable assessment.²
5. **Public Assistance-** Federal, State, or local government cash payments for which eligibility is determined by a needs or income test.
6. **Low Income-** An individual who meets any one of the following criteria satisfies the low-income standard for priority for WIOA adult individualized career services and training services:³ Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), or the Supplemental Security Income (SSI) program or state or local income based public assistance; Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the higher of the current U.S. Department of Labor 70 percent Lower Living Standard (LLS) Income Level or the U.S. Department of Health and Human Services (HHS) Poverty Guidelines; Is a homeless individual as defined in §41403(6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in §725(2) of the McKinney-Vento Homeless Assistance Act; Receives or is eligible to receive a free or reduced-price lunch under the

² WIOA sec. 3(5) defines "basic skills deficient"

³ WIOA sec. 3(36) defines "low-income individual"



Richard B. Russell National School Lunch Act; Is a foster youth on behalf of whom state or local government payments are made; or Is an individual with a disability whose own income meets: WIOA's income requirements, even if the individual's family income does not meet the income requirements; or The income eligibility criteria for payments under any federal, state, or local public assistance program. *Note: For income-based eligibility determinations and for determining priority of service, military pay or allowances paid while on active duty or paid by the Department of Veterans Affairs (VA) for vocational rehabilitation, disability payments, or related VA-funded programs are not to be considered as income, in accordance with 38 U.S.C. 4213 and 20 CFR 683.230.*

7. **Residents with a Criminal Background.** An individual with one or more misdemeanor or felony convictions or with an arrest record.
8. **Disengaged Workers.** A working age adult who is unemployed and has not been actively seeking employment, including those who have been out of work for an extended period of time
9. **Single Parents.** Single, custodial parent with children under the age of 18
10. **Member of a two-parent household with young children.** Adult member of a household who is a caregiver to one or more children under the age of 5 who also live in the household.

EFFECTIVE DATE(S)

This policy was effective: 10/01/2019
Last Reviewed: 10/01/2019

FREQUENCY OF REVIEW AND UPDATE

Annually

SIGNATURE, TITLE AND DATE OF APPROVAL

This policy, **Priority of Service & Self-Sufficiency Definition for WIOA Adult**, was reviewed and authorized by the appropriate C-level staff or Board (listed below) before it was recommended for approval.

Recommended by: Michelle Rafferty, Chief Operating Officer

Date Recommended: 09/30/2019

Approved by:



Name: Terri Weems

Title: Interim CEO & President

Date Approved: 9/30/19



INTERNAL POLICY DOCUMENT
Policy No. CA 2019-002

Name: WIOA ADULT AND DISLOCATED WORKER AND SPECIAL PROGRAM SUPPORTIVE SERVICES and NEEDS-RELATED PAYMENTS POLICY	Policy Category: Program
Related Federal or State Policy: State of Michigan, Talent Investment Agency, Official Workforce Innovation and Opportunity Act (WIOA) Manual for WIOA Title I Adult, Dislocated Worker and Youth Programs	Effective Date: 10/01/2019 Expiration Date: Continuing Reviewed Date: 10/01/2019
Subject: Supportive Services and Needs-Related Payments (NRP)	Unit Responsible for Review: Program
Procedures: N/A	Related DESC Policies: N/A

SCOPE

To establish a policy for Detroit Employment Solutions Corporation’s (DESC’s) service providers and/or contractors regarding supportive services and needs-related payments provided to participants who are served in programs supported with Workforce Innovation and Opportunity Act (WIOA) Adult or Dislocated Worker funds and other state, local and philanthropic funding through Michigan Works! One-Stop Service Centers (branded locally as Detroit at Work Career Centers.) The Michigan Works! Agencies (MWAs) are charged with managing payment of supportive services and needs-related payments and are responsible for ensuring they are appropriate and properly documented. This policy also applies to workforce programs funded by DESC and managed by the One-Stop Service Center contractors, when a specific policy is not already in place. This excludes the Partnership. Accountability. Training. Hope. (PATH), Food Assistance Employment & Training (FAE&T), Trade Adjustment Assistance (TAA) and WIOA Youth programs. Detroit at Work Career Center contractors should refer to the State of Michigan’s manuals or policy issuances for the PATH, FAE&T, and TAA programs for guidance on allowable supportive services.

BACKGROUND

See TEGL 19-16 for background on WIOA requirements and guidelines for the provision of supportive services and Needs-Related Payments.

POLICY

DESC contractors may provide supportive services when necessary to eliminate barriers faced by job seekers to accessing and participating in training or employment opportunities. All DESC contractors shall adhere to DESC's and the State of Michigan's Workforce Development Agency (WDA) limitations and guidelines established for the provision of supportive services as outlined in this policy. DESC contractors shall document supportive service provision in the One-Stop Management Information System (OSMIS) *and* the local DESC case management system in the applicable Supportive Service areas.

Through the intake and assessment process, contractors should determine if the participant is enrolled in other programs that provide related supportive services. Contractors should maintain relationships with community and social organizations that provide supportive services in-kind. Contractors should ensure these alternative sources for expenses are explored by customer or contractor prior to authorizing any supportive service. Under no circumstance may a contractor provide a supportive service if the supportive service is readily available in a timely manner from another source. Contractor and participant must identify supportive services needs during the intake/assessment process and include them in the Individual Employment Plan (IEP). The contractor must update the IEP to add additional supportive services needs as they become identified. Contractor shall use acceptable accounting procedures and follow WDA, DESC and their own procurement requirements in the provision of supportive services. Contractor shall document that the supportive service is not readily available through other sources and/or document referral of the customer to other partners and resources.

Supportive services are not intended to meet every need of the participant and are not a participant entitlement. Supportive services are to provide temporary assistance to eligible participants. Staff should assist the participant with developing a plan to cover supportive service assistance once he/she has exhausted their supportive service limit or once WIOA or other special program funds are no longer appropriate for the individual.

1. Eligibility & Documentation

A participant is eligible to receive a supportive service if: 1) they have been enrolled into the WIOA Adult or Dislocated Worker program or another individualized program funded by DESC and managed by the One-Stop Service Centers (Detroit at Work Career Centers); 2) the supportive service is required to enable the participant to successfully complete the WIOA or other individualized program and achieve training and employment goals; and 3) the need for the service is documented in their IEP. At a minimum, contractors must document that the participant has a specific identified employment or training-related barrier(s), which can be addressed and removed through supportive service(s) provision. Contractor must document proper justification for a participant's receipt of supportive services in the case notes and reflect Contractor's attempts to find funding for the participant's needs through other sources.

DESC considers all participants enrolled into occupational skills training or work-based learning that is supported with a DESC funding source (WIOA and others) to be part of an individualized



program *and* a WIOA Basic Career Services customer (known in OSMIS as a “reportable individual.”) **However, the contractor shall only use WIOA funds to provide supportive services if the participant is fully registered into WIOA Adult or Dislocated Worker in OSMIS.** A participant must be actively enrolled in the Adult or Dislocated Worker program to be eligible for WIOA-funded supportive services. Once a participant is exited in OSMIS or if they are receiving *only* Follow-Up services, they cannot receive WIOA-funded supportive services. If a contractor provides supportive services to job seekers who are not actively registered in WIOA individualized career/training services, they may use other non-WIOA funds awarded by DESC if resources are available and all other guidelines in this policy are followed.

If sufficient funds are available, contractor may also provide supportive services to participants they actively assisted to enroll in occupational or foundational skills training programs supported through non-DESC funds (e.g., Pell grant), provided the activity is documented in their IEP. Contractors may also provide a limited number of *non-WIOA funded* bus passes to job seekers who are receiving WIOA Basic Career Services *only* and are not enrolled into an individualized program, in the event these bus passes are needed by the customer to achieve employment goals (e.g., job search activity or research of training programs, as outlined below.)

2. Timing

The contracted service providers shall respond in a timely manner when supportive services are requested by participants. In cases where the request is an emergency (i.e., participant is at risk of losing employment without immediate action), DESC’s contractors must respond within 24 hours to the request. Contractors should provide other non-emergency supportive services on an “as needed” basis in accordance with the limitations set forth in this policy.

3. Availability & Limitations

Contractors should consider the availability of funds and the individual’s demonstrated need when evaluating requests for supportive services. Contractors must enforce the following twelve (12) month caps on supportive service provision, unless they are provided with written approval from DESC to exceed the cap. Because funds are limited each year, DESC and its contractors cannot guarantee that participants will receive supports equal to the allowable cap. Supportive services received through a DESC contracted training provider and defined as such in the training provider’s contract must be counted towards the cap. Contractors do **not** have to consider equipment, tools, and supplies that are specific to the training program and that are included in the training provider’s contract when managing the cap per customer. A twelve (12) month period is defined as twelve (12) months from the date of eligibility determination and enrollment into WIOA or another individualized One-Stop program.

- For WIOA participants **not** enrolled in occupational skills training: cumulative total is limited to \$500.00 per 12-month period.
- For participants enrolled in occupational skills training during the 12-month period: cumulative total is limited to \$750.00.

- If a participant is co-enrolled in WIOA and another individualized program that provides for additional funds, these limits may be exceeded if contractor receives prior written approval from DESC.
- If the contractor believes an individual WIOA participant is in need of additional supportive services beyond the annual cap in order to achieve the goals in their IEP, they may request written approval from DESC to exceed the caps.
- Employed participants may receive most supportive services for a maximum of 90 consecutive calendar days after the first date of employment. **Contractor shall not use WIOA funds after the participant is exited from the WIOA-Adult or Dislocated Worker programs.** Some one-time supportive services (e.g. automobile repair, temporary transportation assistance) may be provided for up to twelve months after first date of employment if the participant is at risk of losing job; *non-WIOA funds must be used in these instances if the participant has been exited.*

4. Allowable Supportive Services

Allowable supportive services are outlined in the attached table, along with the prescribed cap and required documentation for each type.

5. Disallowed Supportive Services

Support services may not be utilized to pay for expenses incurred prior to the participant's enrollment into a WIOA or other individualized program. Additionally, DESC strictly prohibits use of WIOA funds for the following items:

- Fines and penalties such as traffic violations, parking tickets, late finance charges, and interest payments
- Defaulted loans
- Contributions or donations
- Internet or phone service (prepaid, plan, minutes, etc.)
- Refundable deposits
- Pet food
- Out-of-state job search and relocation expenses
- Driver's license reinstatement or driver's responsibility fees;
- Entertainment, including tips
- Business startup costs
- Vehicle or mortgage payments
- Alcohol or tobacco products
- Items for family members or friends

6. Needs Related Payments

In limited circumstances and only with prior written approval from DESC, contractors may provide needs-related payments to participants in occupational skills training who are unable to complete the program without such assistance. DESC recognizes participants face monetary constraints while in training that can make enrollment and completion challenging. Due to limited resources, DESC encourages contractors to connect participants to any available non-DESC resources to supplement income while in training. Contractors may only provide support with needs related payments under exceptional circumstances. DESC limits eligibility for needs-related payments to participants co-enrolled in other programs where additional non-WIOA funds can be



leveraged. A participant must be low-income to qualify, and payments will be limited to \$75/week in the unusual circumstance they are approved. Under all circumstances, contractor must seek prior written approval from DESC.

7. Vouchers and Vendor Checks

All vouchers issued to participants must include the participant's and vendor's name. This requires a participant signature and presentation of ID when voucher(s) are redeemed.

8. Approval

All requests for supportive services will be approved in writing by a supervisor responsible for managing Contractor's staff. Any item other than those listed in the attached table must have prior written approval by DESC to ensure grant fiscal and programmatic compliance.

DEFINITIONS

See attached table of supportive services and associated caps and guidelines.

EFFECTIVE DATE(S)

This policy was effective: 10/01/2019
Last Reviewed: 10/01/2019

FREQUENCY OF REVIEW AND UPDATE

Annually



SIGNATURE, TITLE AND DATE OF APPROVAL

This policy, WIOA ADULT AND DISLOCATED WORKER AND SPECIAL PROGRAM SUPPORTIVE SERVICES and NEEDS-RELATED PAYMENTS POLICY, was reviewed and authorized by the appropriate C-level staff or Board (listed below) before it was recommended for approval.

Recommended by: Michelle Rafferty, Chief Operating Officer

Date Recommended: 9/30/2019

Approved by:

A handwritten signature in blue ink, appearing to read 'Terri Weems', is written over a horizontal line.

Name: Terri Weems

Title: Interim CEO and President, DESC

Date Approved: 9/30/19.



Attachment: Table of Supportive Services

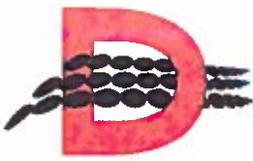
Supportive Service Type	Cap for a 12-month period and/or lifetime	Eligibility & Required Documentation
Transportation Allowance (Privately Owned Vehicle)	\$25/week maximum	<p>Participants enrolled into an approved training activity (basic skills, occupational or foundational skills, OJT, work experience) or up to 90 days after entering unsubsidized employment.</p> <p>Contractor must have the following prior to providing participant with a credit card for gasoline purchase:</p> <ul style="list-style-type: none"> • Employment verification form, training plan/program agreements, copies of check stubs/timesheets, or attendance verification form.
Dart Bus Passes	<ul style="list-style-type: none"> • 2 four-hour Dart passes per week for participants receiving <i>only</i> Basic Career Services. (NON-WIOA FUNDS ONLY) • Up to 5 twenty-four (24) hour Dart passes or 1 seven (7) day Dart pass per week for participants enrolled in approved training program. • Up to 10 twenty-four (24) hour Dart passes upon verification of new employment to support customer during the first two weeks of employment. <p>Participants may ride on DDOT and SMART using a Dart pass. Participants have unlimited rides in any direction on both systems within the time limit allowed.</p>	<p>Participants enrolled into an approved training activity (basic skills, occupational, OJT, work experience), researching training programs, in active job search, or up to 90 days after entering unsubsidized employment. Basic Career Services only participants must meet with contractor staff once per month to remain eligible for bus tickets.</p> <p>Contractor must have the following prior to providing bus tickets:</p> <ol style="list-style-type: none"> 1. Employment verification form, training plan/program agreements, copies of check stubs/timesheets, or attendance verification form.; OR 2. Documentation of planned job search/interview activity or training provider research activity.
Shared Ride Services	\$500 per 12-month period; Shared ride credits in the form of a discount code (e.g. Lyft, Uber, Maven, etc.) - up to	Participants co-enrolled into another program or initiative that involves an approved training activity (basic skills, occupational, OJT, work



Supportive Service Type	Cap for a 12-month period and/or lifetime	Eligibility & Required Documentation
	<p>\$200 per week minus value of any bus tickets provided.</p>	<p>experience), or up to 90 days after entering unsubsidized employment.</p> <p>Contractor should work with participant to determine best use of limited shared ride credits. Where feasible, participants should utilize public transit or other more cost-effective methods of travel. Some instances may warrant the use of a shared ride credit even if public transit is available (e.g., use of shared ride credits during first week of job to avoid tardiness).</p> <p><i>Contractor may use the Google app "Transit" or another tool to assist participants in identifying cost and time effective methods for combining transportation options.</i></p> <p>Contractor must have the following prior to providing shared ride credits:</p> <ul style="list-style-type: none"> • Employment verification form, training plan/program agreements, copies of check stubs/timesheets, or attendance verification form.
<p>Automobile Repairs</p>	<p>\$500 per 12-Month Period; \$1,000 limit per 3-year period;</p> <p>The cost of the repairs may not exceed the vehicle's retail value.</p> <p><i>Allowable Repairs:</i></p> <ul style="list-style-type: none"> • Brakes • Fuel Pumps • Radiator • Shocks and • Tires • Wheel • Batteries 	<p>The participant must be enrolled in an approved training program or be in the first twelve months of an unsubsidized job. The automobile must be the participant's primary means of transportation. The repair must also make the car drivable.</p> <p>Contractor must have the following prior to authorization and approval of car repairs:</p> <ol style="list-style-type: none"> 1. Copy of vehicle title in participant's name; 2. Copy of Kelly Blue Book Trade-In value;



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	<p><i>Disallowed Repairs:</i></p> <ul style="list-style-type: none"> • Engine/Transmission • Collision Repairs • Regular Maintenance • Tune-up • Oil Changes 	<ol style="list-style-type: none"> 3. Copy of current vehicle registration and valid insurance (in name of participant); 4. Copy of the participant's current driver's license; and 5. Two (2) estimates from ASE certified mechanics.
<p>Automobile Insurance</p>	<p>DESC recognizes the cost of automobile insurance presents a significant employment barrier to participants. Due to limited resources, DESC encourages contractors to connect participants to any available non-DESC resources to address this expense. Contractors may only provide support with car insurance under exceptional circumstances. Limited to participants co-enrolled in another program where funds can be leveraged for overall support of customer.</p>	<p>DESC must provide prior written approval and contractor must document how they and/or customer have explored other community resources.</p>
<p>Automobile Purchase</p>	<p>DESC recognizes the cost of purchasing an automobile presents a significant employment barrier to participants. Due to limited resources, DESC encourages contractors to connect participants to any available non-DESC resources to address this expense. Contractors may only provide support with automobile purchase under exceptional circumstances. Limited to participants co-enrolled in another program where funds can be leveraged for overall support of customer.</p>	<p>DESC must provide prior written approval and contractor must document how they and/or customer have explored other community resources.</p>
<p>Interview/Work Clothing</p>	<p>\$150 per 12-Month Period; Common allowable clothing purchases include but are not limited to: shirts, pants, shoes, ties, dresses, blouses, jackets, etc.</p>	<p>Participants may be provided clothing after attending orientation and for up to 90 days after entering unsubsidized employment. Contractor should identify one or more vendors from which they can directly purchase clothing (following the contractor's procurement</p>



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		<p>policy). Contractor must keep the following documentation on file:</p> <ol style="list-style-type: none"> 1. Documentation identifying the selected vendor(s) offering clothing at a competitive price; 2. Receipt of purchase.
Tools/Job Related Expenses	<p>\$500 limit per 3 year period; Limit does not apply to tools purchased by training provider through DESC contract.</p> <p>Job related expenses may include but are not limited to:</p> <ul style="list-style-type: none"> • Drug Screens • Background • Physical examinations • Corrective lenses • Work tools • Boots/shoes, protective equipment 	<p>Participants enrolled into an approved training activity (basic skills, occupational, On the Job Training, work experience) or up to 90 days after entering unsubsidized employment may receive support for tools and/or job specific supplies determined necessary to perform work activities. Not available to participants if they are in a training program with a provider that includes related tools and supplies in their contract with DESC.</p> <p>Contractor must have the following prior to purchasing job-related tools/supplies:</p> <ol style="list-style-type: none"> 1. Employment verification form or training plan/program agreement; 2. Letter stating required tools (on employer/ training provider letterhead and signed by authorized representative) or document from DESC that outlines the tools/equipment participant must have <i>prior</i> to beginning training; and 3. Two quotes indicating cost/store contact information
Training Related Expenses	<p>\$250 per 3 year period; Limit does not apply to equipment or supplies purchased by training provider through DESC contract.</p> <p>Training related expenses may include but are not limited to:</p>	<p>Participant must be participating in a training program or attempting to enroll into a training program. Contractor must verify that the training requirements are not met through training provider's DESC contract.</p>



Supportive Service Type	Cap for a 12-month period and/or lifetime	Eligibility & Required Documentation
	<ul style="list-style-type: none"> • Approved course • Background • Physical exam • Training-related licenses <ul style="list-style-type: none"> • Test/exam fee • Drug screen • Uniforms, boots <p>Computers/tablets or payments for internet service are not permissible.</p>	<p>Contractor must have the following prior to providing training-related supports:</p> <ol style="list-style-type: none"> 1. Training plan/program agreement; 2. List of required exams, fees, uniforms, and equipment from the authorized training provider on school/employer letterhead and signed by an authorized representative or document from DESC that outlines the exams/background checks/tools/equipment participant must have <i>prior</i> to beginning training; 3. Two quotes indicating cost and vendor information. <p>In addition, contractor must keep receipt of purchase on file.</p>
Need Related Payments	<p>DESC recognizes participants face monetary constraints while in training that can make enrollment and completion challenging. Due to limited resources, DESC encourages contractors to connect participants to any available non-DESC resources to supplement income while in training. Contractors may only provide support with needs related payments under exceptional circumstances. Limited to participants who are low-income and co-enrolled in another program where funds can be leveraged. Payments cannot exceed \$75/week.</p>	<p>DESC must provide prior written approval and contractor must document how they and/or customer have explored other community resources.</p>
Child Care Subsidies	<p>DESC recognizes the availability of affordable and quality childcare poses a significant barrier to participation in training and employment. Due to limited resources, DESC encourages contractors to connect participants to any available non-DESC resources to secure stable childcare. Contractors may only provide subsidies for</p>	<p>DESC must provide prior written approval and contractor must document how they and/or customer have explored other community resources.</p>



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	childcare under exceptional circumstances. Limited to participants co-enrolled in another program where funds can be leveraged.	