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THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) FOUR-YEAR LOCAL PLAN FOR PROGRAM YEARS 2016 TO 2019

**For the period of July 1, 2016 to June 30, 2020
(MID-CYCLE MODIFICATION)**

**DETROIT EMPLOYMENT SOLUTIONS CORPORATION
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1. An analysis of regional labor market data and economic conditions including:

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

All the following data and analysis is representative of WIOA Planning Region 10, which consists of Wayne, Oakland, Macomb, Monroe, and St. Clair Counties.

Core Partner Involvement

To ensure an accurate analysis of regional labor market data economic conditions, the MWAs 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 Seasonal Farmworkers
- Title II: Local and intermediate school districts and literacy programs
- Title III: MWA-contracted service providers
- Title IV: MI Rehabilitation Services and MI Bureau of Services for Blind Persons

During the initial planning phase, core partners were sent e-mails asking them 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 their respective 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 did have an opportunity to review and give input on both the original plan and mid-cycle modification. Several WDB members made comments during the initial review process, many of which have been incorporated into this Mid-Cycle Modification. Finally, this Mid-Cycle Modification was made available for public comment and all comments received are addressed in the public comment section at the end of this plan.

Employment Needs

Existing In-Demand Occupations

These are occupations that are experiencing high real-time demand today and are also projected to continue growing through 2020. Additionally, many of these occupations offer a relatively high wage (\$18+ per hour).

Figure 1: WIOA Planning Region 10's Top 15 Existing/Currently In-Demand Occupations

SOC	Job Title	2017 Q2 Postings	2018 Jobs	Short-Term Growth (through 2020)	Median Hourly Earnings	Typical Entry Level Education
17-2141	Mechanical Engineers	2,171	19,185	823	\$43.15	Bachelor's degree
17-2112	Industrial Engineers	2,827	10,039	225	\$45.06	Bachelor's degree
29-1141	Registered Nurses	5,166	20,771	414	\$35.26	Bachelor's degree
15-1132	Software Developers, Applications	1,823	8,377	387	\$41.27	Bachelor's degree
15-1121	Computer Systems Analysts	1,155	6,522	278	\$43.64	Bachelor's degree
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,276	11,554	716	\$19.42	Postsecondary nondegree award
41-2031	Retail Salespersons	1,742	43,339	443	\$10.67	No formal educational credential
15-1199	Computer Occupations, All Other	1,874	2,122	54	\$38.48	Bachelor's degree
43-4051	Customer Service Representatives	1,138	27,123	677	\$15.72	High school diploma or equivalent
17-2071	Electrical Engineers	547	4,400	215	\$41.84	Bachelor's degree
13-1111	Management Analysts	603	5,371	200	\$41.63	Bachelor's degree
41-1011	First-Line Supervisors of Retail Sales Workers	1,633	8,910	164	\$20.86	High school diploma or equivalent
13-2011	Accountants and Auditors	1,023	9,178	210	\$33.86	Bachelor's degree
49-9071	Maintenance and Repair Workers, General	613	11,051	217	\$16.50	High school diploma or equivalent
31-1014	Nursing Assistants	489	11,438	282	\$14.00	Postsecondary nondegree award

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

- Of the occupations featured in Figure 1 those with the greatest current demand in WIOA Planning Region 10 overwhelmingly require a bachelor's degree. Just six of the top 15 occupations require less than a bachelor's degree.
- The hourly pay range is between \$14.00 for Nursing Assistants to \$45.06 for Industrial Engineers (Figure 1).

Emerging In-Demand Occupations

Figure 2 presents occupations that are projected to record solid job expansion over the long term (through 2028), along with high annual job openings and an above average wage.

Figure 2: WIOA Planning Region 10's Top 30 Emerging/Future In-Demand Occupations

SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Annual Openings	Median Hourly Earnings
17-2051	Civil Engineers	3,758	5,432	1,674	44.5%	496	\$34.37
11-9041	Architectural and Engineering Managers	4,338	4,982	644	14.8%	383	\$60.63
15-1121	Computer Systems Analysts	6,522	7,464	942	14.4%	536	\$43.64
17-2141	Mechanical Engineers	19,185	21,734	2,549	13.3%	1,530	\$43.15
15-1132	Software Developers, Applications	8,377	9,620	1,243	14.8%	694	\$41.27
29-1123	Physical Therapists	2,725	3,359	634	23.3%	185	\$41.36
11-3021	Computer and Information Systems Managers	3,290	3,746	456	13.9%	300	\$61.68
17-2071	Electrical Engineers	4,400	5,059	659	15.0%	366	\$41.84
15-1133	Software Developers, Systems Software	4,711	5,358	647	13.7%	384	\$39.40
11-1021	General and Operations Managers	18,116	19,666	1,550	8.6%	1,672	\$51.23
23-1011	Lawyers	6,414	7,125	711	11.1%	349	\$47.43
13-1111	Management Analysts	5,371	6,006	635	11.8%	544	\$41.63
29-1171	Nurse Practitioners	781	997	216	27.7%	64	\$47.65
17-2081	Environmental Engineers	396	597	201	50.8%	52	\$42.12
13-1161	Market Research Analysts and Marketing Specialists	4,924	5,758	834	16.9%	593	\$29.59
29-1071	Physician Assistants	1,348	1,594	246	18.2%	102	\$41.63
17-2199	Engineers, All Other	3,817	4,214	397	10.4%	294	\$45.62
47-4021	Elevator Installers and Repairers	119	220	101	84.9%	30	\$51.72
15-2031	Operations Research Analysts	681	855	174	25.6%	62	\$41.40
29-1069	Physicians and Surgeons, All Other	3,095	3,413	318	10.3%	116	\$91.64
11-2021	Marketing Managers	1,239	1,391	152	12.3%	125	\$56.65
49-9041	Industrial Machinery Mechanics	4,242	4,992	750	17.7%	469	\$25.70
29-1122	Occupational Therapists	1,239	1,468	229	18.5%	88	\$37.77
29-1127	Speech-Language Pathologists	727	906	179	24.6%	58	\$38.14
11-9111	Medical and Health Services Managers	2,585	2,832	247	9.6%	231	\$45.84
17-2112	Industrial Engineers	10,039	10,594	555	5.5%	720	\$45.06
27-1021	Commercial and Industrial Designers	3,604	3,925	321	8.9%	381	\$40.95
27-1024	Graphic Designers	2,071	2,670	599	28.9%	280	\$23.64
29-1141	Registered Nurses	20,771	22,367	1,596	7.7%	1,238	\$35.26
11-9199	Managers, All Other	1,858	2,049	191	10.3%	154	\$48.73

Source: Economic Modeling Specialists, Intl (EMSI)

- The criteria used were a combination of projected growth (numeric and percent) above the all-occupation average, sizable annual openings, and an above-average hourly wage.
- Only two of the top 30 emerging occupations require less than a bachelor's degree.

In-Demand Middle Skills Occupations

Figure 3 represents occupations that show high real-time demand, provide a “livable” wage (over \$15 per hour), and require training or education beyond high school but less than a bachelor's degree. While the top emerging 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 30 Currently In-Demand Middle Skills Occupations

SOC	Occupation Title	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
49-9041	Industrial Machinery Mechanics	4,242	4,992	750	17.7%	469	\$25.70	High school diploma or equivalent	Long-term on-the-job training
47-4011	Construction and Building Inspectors	808	1,036	228	28.2%	121	\$28.11	High school diploma or equivalent	Moderate-term on-the-job training
49-9044	Millwrights	793	961	168	21.2%	95	\$35.03	High school diploma or equivalent	Apprenticeship
15-1134	Web Developers	1,026	1,245	219	21.3%	101	\$31.41	Associate's degree	None
41-3099	Sales Representatives, Services, All Other	7,356	8,093	737	10.0%	989	\$28.81	High school diploma or equivalent	Moderate-term on-the-job training
47-4021	Elevator Installers and Repairers	119	220	101	84.9%	30	\$51.72	High school diploma or equivalent	Apprenticeship
31-2021	Physical Therapist Assistants	1,307	1,654	347	26.5%	210	\$23.96	Associate's degree	None
47-2111	Electricians	6,064	6,529	465	7.7%	732	\$31.09	High school diploma or equivalent	Apprenticeship
29-2021	Dental Hygienists	3,196	3,539	343	10.7%	233	\$29.20	Associate's degree	None
29-2061	Licensed Practical and Licensed Vocational Nurses	3,267	3,760	493	15.1%	295	\$24.72	Postsecondary nondegree award	None
49-9051	Electrical Power-Line Installers and Repairers	1,131	1,263	132	11.7%	107	\$38.74	High school diploma or equivalent	Long-term on-the-job training
31-2011	Occupational Therapy Assistants	392	538	146	37.2%	71	\$25.80	Associate's degree	None
41-3021	Insurance Sales Agents	3,482	3,822	340	9.8%	379	\$27.82	High school diploma or equivalent	Moderate-term on-the-job training
17-3023	Electrical and Electronics Engineering Technicians	1,175	1,419	244	20.8%	135	\$24.69	Associate's degree	None
17-3027	Mechanical Engineering Technicians	2,221	2,451	230	10.4%	223	\$28.81	Associate's degree	None
17-3029	Engineering Technicians, Except Drafters, All Other	949	1,074	125	13.2%	99	\$34.33	Associate's degree	None
47-2152	Plumbers, Pipefitters, and Steamfitters	3,912	4,123	211	5.4%	436	\$34.45	High school diploma or equivalent	Apprenticeship
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	16,700	17,213	513	3.1%	1,750	\$29.61	High school diploma or equivalent	Moderate-term on-the-job training
15-1151	Computer User Support Specialists	6,174	6,771	597	9.7%	527	\$24.51	Some college, no degree	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	11,554	13,795	2,241	19.4%	1,565	\$19.42	Postsecondary nondegree award	Short-term on-the-job training
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1,566	1,948	382	24.4%	193	\$21.43	High school diploma or equivalent	Long-term on-the-job training
23-2011	Paralegals and Legal Assistants	3,135	3,533	398	12.7%	374	\$23.43	Associate's degree	None
17-3022	Civil Engineering Technicians	1,106	1,440	334	30.2%	143	\$21.22	Associate's degree	None
17-3011	Architectural and Civil Drafters	836	1,121	285	34.1%	112	\$21.62	Associate's degree	None
47-2073	Operating Engineers and Other Construction Equipment Operators	1,725	1,905	180	10.4%	215	\$26.39	High school diploma or equivalent	Moderate-term on-the-job training
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	2,534	2,911	377	14.9%	306	\$21.94	High school diploma or equivalent	Moderate-term on-the-job training
17-3012	Electrical and Electronics Drafters	248	345	97	39.1%	35	\$24.34	Associate's degree	None
49-3023	Automotive Service Technicians and Mechanics	5,786	6,251	465	8.0%	602	\$22.29	Postsecondary nondegree award	Short-term on-the-job training
49-9099	Installation, Maintenance, and Repair Workers, All Other	724	823	99	13.7%	83	\$25.82	High school diploma or equivalent	Moderate-term on-the-job training
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	805	926	121	15.0%	97	\$23.82	Postsecondary nondegree award	Moderate-term on-the-job training

Source: Economic Modeling Specialists, Intl (EMSI)

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

Knowledge, Skills, and Abilities Needed in In-Demand 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. 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

Mechanical
Mathematics
Physics

Skills

Complex Problem Solving
Critical Thinking
Active Listening

Judgment and Decision Making
Operations Analysis Communication Visualization

Abilities

Information Ordering
Mathematical Reasoning
Written

Deductive Reasoning

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
Microsoft Office
Product Development
Quality Assurance (QA)
Six Sigma

Certifications

Accreditation Board for Engineering and Technology (ABET)
American National Standards (ANSI)
American Society for Quality (ASQ)
National Electrical Code (NEC)
Environmental Protection Agency standards (EPA)

Business and Financial Occupations

Knowledge, Skills, and Abilities

- Occupations found in this category 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

Skills

Mathematics

Abilities

Oral Comprehension

Economics and Accounting	Active Listening	Written Comprehension
Customer and Personal Service	Critical Thinking	Problem Sensitivity
English Language	Judgment and Decision Making	Deductive Reasoning
Personal and Human Resources	Reading Comprehension	Information Ordering

Tools, Technology, 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.
- A large number of certifications in this area are occupation specific, like Certified Public Accountant (CPA) and Series 7, which allow an individual to practice their trade in conformity with state and federal licensure requirements.

Tools and Technologies

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 in this category 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 require the ability to 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

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 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 15 existing in-demand occupations.

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 public institution data available reported to IPEDS. Therefore, some private and other proprietary institutions may not be included.

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

SOC	Job Title	2017 Q2 Postings	2018 Jobs	Short-Term Growth (through 2020)	Median Hourly Earnings	Typical Entry Level Education	Programs Available
17-2141	Mechanical Engineers	2,171	19,185	823	\$43.15	Bachelor's degree	5 Bachelor's 5 Master's 4 Doctoral
17-2112	Industrial Engineers	2,827	10,039	225	\$45.06	Bachelor's degree	10 Certificates 8 Associate's 6 Bachelor's 4 Master's 1 Doctoral
29-1141	Registered Nurses	5,166	20,771	414	\$35.26	Bachelor's degree	38 Certificates 17 Associate's 15 Bachelor's 26 Master's 6 Doctoral
15-1132	Software Developers, Applications	1,823	8,377	387	\$41.27	Bachelor's degree	29 Certificates 25 Associate's 24 Bachelor's 12 Master's 4 Doctoral
15-1121	Computer Systems Analysts	1,155	6,522	278	\$43.64	Bachelor's degree	27 Certificates 30 Associate's 27 Bachelor's 7 Master's 3 Doctoral
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,276	11,554	716	\$19.42	Postsecondary nondegree award	2 Certificates
41-2031	Retail Salespersons	1,742	43,339	443	\$10.67	No formal educational credential	3 Certificates 2 Associate's
15-1199	Computer Occupations, All Other	1,874	2,122	54	\$38.48	Bachelor's degree	26 Certificates 12 Associate's 23 Bachelor's 9 Master's 1 Doctoral
43-4051	Customer Service Representatives	1,138	27,123	677	\$15.72	High school diploma or equivalent	2 Certificates
17-2071	Electrical Engineers	547	4,400	215	\$41.84	Bachelor's degree	1 Certificates 5 Bachelor's 4 Master's 3 Doctoral
13-1111	Management Analysts	603	5,371	200	\$41.63	Bachelor's degree	15 Certificates 29 Associate's 29 Bachelor's 17 Master's 2 Doctoral
41-1011	First-Line Supervisors of Retail Sales Workers	1,633	8,910	164	\$20.86	High school diploma or equivalent	12 Certificates 2 Associate's 3 Bachelor's 3 Master's
13-2011	Accountants and Auditors	1,023	9,178	210	\$33.86	Bachelor's degree	8 Certificates 12 Associate's 20 Bachelor's 10 Master's
49-9071	Maintenance and Repair Workers, General	613	11,051	217	\$16.50	High school diploma or equivalent	2 Certificates 2 Associate's
31-1014	Nursing Assistants	489	11,438	282	\$14.00	Postsecondary nondegree award	22 Certificates 2 Associate's 2 Bachelor's

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

- All the occupations requiring a bachelor's degree have at least one four-year program available in WIOA Planning Region 10, and most have several options.
- One of the most in-demand occupations, Software Developers for Applications, has a similarly high demand for training programs. This high number of programs is growing 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.
- The “Certificates” classification of programs refers to any program of less than one academic year, those lasting at least one but less than two academic years, post-baccalaureate programs, and post-master’s degrees.
- Though only two certificates are listed for truck driving training, both offered by traditional educational institutions, there are a wide variety of available proprietary schools offering this service in the five-county region.
- 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

The City of Detroit’s population is currently well below the regional average educational attainment, according to 2016 data from the Census Bureau displayed in Figure 5, below. In the City of Detroit, 13.8 percent of individuals hold a bachelor’s degree or higher, compared to 27.4 percent in the state as a whole. In addition, the educational attainment rate (bachelor’s or higher) in Oakland county is 45.0 percent, one of the highest rates in the State of Michigan, while the rates in Wayne, Monroe, St. Clair and Macomb counties are 22.4 percent, 18.8 percent, 17.6 percent, and 23.8 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

	Detroit City	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	State of Michigan
Population 25 years and over	431,726	597,899	103,660	860,757	111,685	1,168,342	6,682,881
High school graduate or higher, number of persons, age 25 years+, 2012-2016	341,064	533,326	93,709	804,808	99,958	994,259	6,007,910
High school graduate or higher, percent of persons, age 25 years+, 2012-2016	79.0%	89.2%	90.4%	93.5%	89.5%	85.1%	89.9%
Bachelor's degree or higher, number of persons, age 25 years+, 2012-2016	59,723	142,300	19,488	387,341	19,657	261,709	1,831,109
Bachelor's degree or higher, percent of persons, age 25 years+, 2012-2016	13.8%	23.8%	18.8%	45.0%	17.6%	22.4%	27.4%

Source: 2012-2016 ACS Five-Year Estimates

The most recent labor force participation rate shows Macomb and Oakland counties well above the state average of 61.2 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

	Detroit City	Wayne County	Macomb County	Oakland County	Monroe County	St. Clair County	State of Michigan
Total Population 16 years +	530,855	1,389,694	695,086	996,227	120,729	129,418	7,953,581
In civilian labor force, count of population age 16 years+, 2012-2016	284,007	817,140	442,075	660,499	73,403	78,168	4,867,592
In civilian labor force, percent of population age 16 years+, 2012-2016	53.50%	58.80%	63.60%	66.30%	60.80%	60.40%	61.20%

Source: 2012-2016 ACS Five-Year Estimates

Figure 7 shows the share of long-term unemployed individuals within the region. WIOA Planning Region 10 is home to a large long-term unemployed population (44.7 percent of those in the state). The State of Michigan defines long-term unemployment as individuals who have been unemployed for 27 weeks or more. However, to be considered long-term unemployed, an individual must also meet the three criteria of unemployment: they have not earned any wages for the period; they have been actively looking for jobs; and they were always available to accept a job if offered. Therefore, this classification excludes all categories of marginally attached individuals such as discouraged

workers. The long-term unemployed population, as defined this way, should be considered separately to individuals that are disconnected from the labor force. The two groups have overlapping traits but different data availability and may be easily confused.

Figure 7: Long-Term Unemployment 2015 - 2017
WIOA Planning Region 10

Geography	2015 Total Unemployment	2015 > 26 Weeks Unemployed	2015 % of Total Unemployed	2017 Total Unemployment	2017 > 26 Weeks Unemployed	2017 % of Total Unemployed
WIOA Planning Region 10	115,334	34,557	30.0%	91,849	21,905	23.8%
Macomb County	24,313	7,300	30.0%	18,931	4,728	25.0%
Monroe County	3,464	791	22.8%	3,713	466	12.6%
Oakland County	29,971	7,449	24.9%	22,784	4,294	18.8%
St. Clair County	4,977	1,590	31.9%	3,748	951	25.4%
Wayne County	52,609	17,427	33.1%	42,673	11,466	26.9%
State of Michigan	257,787	74,300	28.8%	226,543	45,100	19.9%

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

Figure 8 details that, at approximately 25 percent, the unemployment rate for youth is significantly larger than the overall unemployment rate of 15.2 percent in WIOA Planning Region 10. To a lesser degree, the same is true for African American individuals.

Figure 8: Civilian Labor Force by Demographic Group

WIOA Planning Region 10				
Demographic Group	Civilian Labor Force	Total Employment	Total Unemployment	Unemployment Rate
Total Population 16+	2,071,285	1,876,764	315,782	15.2%
Sex				
Male 16+	1,072,677	970,311	102,366	9.5%
16-19	44,035	31,740	12,295	27.9%
20-24	108,267	89,451	18,816	17.4%
25-54	699,615	642,495	57,120	8.2%
55-64	175,267	163,579	11,688	6.7%
65 Plus	45,493	43,046	2,447	5.4%
Female 16+	997,769	907,111	90,658	9.1%
16-19	44,836	33,824	11,012	24.6%
20-24	103,830	87,564	16,266	15.7%
25-54	642,416	590,134	52,282	8.1%
55-64	165,616	156,510	9,106	5.5%
65 Plus	41,071	39,079	1,992	4.9%
Race				
White	1,485,426	1,385,036	99,723	6.7%
Black/African American	439,019	358,384	80,740	18.4%
Native American	6,052	5,248	803	13.3%
Asian	83,625	79,222	4,436	5.3%
Native Hawaiian / Pacific Islander	523	473	24	4.6%
Some Other Race	21,555	19,331	2,201	10.2%
Two or More Races	35,467	30,649	4,765	13.4%
Ethnicity				
Hispanic	79,131	70,534	8,528	10.8%

Source: 2012-2016 ACS Five-Year Estimates

Figure 9: Labor Market Trends – 2011 - 2017

WIOA Planning Region 10

Figure 9a: Labor Force, Persons

Geography	2011	2013	2015	2017	2011 – 2017 Numeric Change	2011 - 2017 Percent Change
WIOA Planning Region 10	1,942,257	1,969,052	1,964,170	2,045,200	102,943	5.0%
Macomb	409,065	419,050	421,891	441,491	32,426	7.3%
Monroe	73,660	74,628	76,189	76,449	2,789	3.6%
Oakland	610,881	626,783	633,540	662,752	51,871	7.8%
St. Clair	74,208	74,355	72,884	75,420	1,212	1.6%
Wayne	774,443	774,236	759,666	789,088	14,645	1.9%
Michigan	4,685,000	4,724,000	4,751,000	4,884,000	199,000	4.1%
United States	153,617,000	155,389,000	157,130,000	160,320,000	6,703,000	4.2%

Figure 9b: Employment, Persons

Geography	2011	2013	2015	2017	2011 – 2017 Numeric Change	2011 - 2017 Percent Change
WIOA Planning Region 10	1,721,511	1,777,610	1,848,580	1,953,351	231,840	11.9%
Macomb	363,484	379,414	397,529	422,560	59,076	14.0%
Monroe	66,681	69,075	72,742	72,736	6,055	8.3%
Oakland	552,660	577,967	603,395	639,968	87,308	13.6%
St. Clair	64,509	65,800	67,907	71,672	7,163	10.0%
Wayne	674,177	685,354	707,007	746,415	72,238	9.7%
Michigan	4,198,000	4,308,000	4,493,000	4,657,000	459,000	9.9%
United States	139,869,000	143,929,000	148,834,000	153,337,000	13,468,000	8.8%

Figure 9c: Unemployment, Persons

Geography	2011	2013	2015	2017	2011 – 2017 Numeric Change	2011 - 2017 Percent Change
WIOA Planning Region 10	220,746	191,442	115,590	91,849	-128,897	-58.4%
Macomb	45,581	39,636	24,362	18,931	-26,650	-58.5%
Monroe	6,979	5,553	3,447	3,713	-3,266	-46.8%
Oakland	58,221	48,816	30,145	22,784	-35,437	-60.9%
St. Clair	9,699	8,555	4,977	3,748	-5,951	-61.4%
Wayne	100,266	88,882	52,659	42,673	-57,593	-57.4%
Michigan	487,000	416,000	258,000	227,000	-260,000	-53.4%
United States	13,747,000	11,460,000	8,296,000	6,982,000	-6,765,000	-49.2%

Figure 9d: Unemployment Rate, Percent

Geography	2011	2013	2015	2017	2011 - 2017 Rate Change
WIOA Planning Region 10	11.2%	9.5%	5.8%	4.6%	-6.6
Macomb	11.1%	9.5%	5.8%	4.3%	-7.9
Monroe	9.5%	7.4%	4.5%	4.9%	-4.6
Oakland	9.5%	7.8%	4.8%	3.4%	-6.1
St. Clair	13.1%	11.5%	6.8%	5.0%	-8.1
Wayne	12.9%	11.5%	6.9%	5.4%	-7.5
Michigan	10.4%	8.8%	5.4%	4.6%	-5.8
United States	8.9%	7.4%	5.3%	4.4%	-4.5

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

Workforce Development Activities

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 are able to 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 workforce programs and funding provided by the state and federal government that will help them upskill their current workers, increasing retention of workers and increasing wages.

Strengths and Weaknesses

To help inform this plan, core partners from Region 10 were sent a questionnaire to get their input on workforce system strengths and weaknesses and the region's capacity to provide the needed workforce development activities. Once these comments were received, a team of MWAs directors

and lead staff met to review their feedback and identify other strengths and weaknesses in the system. What follows are the questions asked and a summary of the types of comments received.

Question 1: 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. • Local MWAs within the region are working to be more creative with program design. • MWAs in all three WIOA 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 Regions 6, 9, and 10 works closely with community colleges to plan, fund and support high demand programming. • MWAs in Regions 6, 9, and 10 are collaborating to help large employers access MI's Skilled Trades Training Funds. • MWAs in the all three regions partner to provide braided funding to help move job seekers from training to employment. • The MWAs in 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 Michigan Works Association, and the State. • MWAs augment USDOL and MiLMI data with real time and other labor information to help make sound workforce decisions. 	<ul style="list-style-type: none"> • The MWAs in Regions 6, 9, and 10 need additional training for front-line staff. • There is not enough capacity and funding for all Title 1 programs to be successful. • 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 access to vehicles or public transportation. • 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. • Performance outcomes often do not measure jobs created by entrepreneurs and contract employees. • Current funding streams create unnecessary competition between MWAs and their partners.

Regional Strengths	Regional Weaknesses
<ul style="list-style-type: none"> 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"> Funding requirements restrict regional sharing and partnering. There is a perception by some that clients served by MWAs are unemployable.

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"> ESL programming is helping many English language learners secure employment. Many new regional partnerships and programs are getting started in this area. The region is very connected, helping to bring partners and programs together. Adult education partners are reaching out more to MWAs about available programming opportunities. 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. 	<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 systems, resulting in extensive needs for many young adults. There is a large demand for adult services, a problem that is beyond 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.

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 Regions 6, 9 and 10 have created an innovative system for programming that helps provide short-term demand driven training. 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"> 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. 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.

Question 4: Identify regional strengths and weaknesses of WIOA Title IV program activities (Michigan Rehabilitation Services (MRS) and Bureau of Services for Blind Persons) 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"> 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 veteran's organizations to make sure veterans are engaged in MWA initiatives. 	<ul style="list-style-type: none"> MRS staff are no longer co-located in 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.

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

- MWAs and core partners will continue to work towards common metrics across the system to ensure successful strategic partnerships.
- 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.
- MWAs will continue to explore and develop more regional strategies with core partners.

Important Industry Sectors in WIOA Region 10

Figure 10 highlights the top 12 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 with jobs that have 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 industries. The 2018 employment levels for the highlighted industries in WIOA Planning Region 10 are also shown in Figure 10.

Detroit Employment Solutions Corporation
Four-Year WIOA Local Plan – Program Years 2016 to 2019

Figure 10: WIOA Planning Region 10's Top 12 In-Demand Industries

SOC	Description	Postings Q2 2017	2018 Jobs	2020 Jobs	2018 - 2020 Change	2018 - 2020 % Change	Annual Openings	Median Hourly Earnings
17-0000	Architecture and Engineering Occupations	7,434	85,588	88,694	3,106	4%	7,390	\$39.74
15-0000	Computer and Mathematical Occupations	9,118	61,501	63,357	1,856	3%	4,968	\$37.98
29-0000	Healthcare Practitioners and Technical Occupations	9,391	119,353	122,068	2,715	2%	7,530	\$31.73
11-0000	Management Occupations	5,764	91,124	92,755	1,631	2%	7,947	\$51.52
13-0000	Business and Financial Operations Occupations	4,679	99,310	100,778	1,468	1%	9,691	\$32.62
49-0000	Installation, Maintenance, and Repair Occupations	3,085	72,806	74,138	1,332	2%	7,567	\$22.19
43-0000	Office and Administrative Support Occupations	6,646	275,338	277,127	1,789	1%	32,578	\$16.57
47-0000	Construction and Extraction Occupations	1,942	55,247	56,081	834	2%	6,131	\$25.15
53-0000	Transportation and Material Moving Occupations	3,391	115,648	117,437	1,789	2%	15,148	\$15.33
23-0000	Legal Occupations	282	16,073	16,249	176	1%	1,127	\$36.12
41-0000	Sales and Related Occupations	6,826	186,749	188,014	1,265	1%	26,421	\$13.41
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,299	26,973	27,317	344	1%	2,985	\$24.03

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

Figure 11 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 2028, and a high number of annual openings through 2028.

Figure 11: WIOA Planning Region 10 Top 12 Emerging Industries

SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change	Annual Openings	Median Hourly Earnings
17-0000	Architecture and Engineering Occupations	85,588	94,854	9,266	11%	7,073	\$39.74
29-0000	Healthcare Practitioners and Technical Occupations	119,353	129,472	10,119	8%	7,397	\$31.73
11-0000	Management Occupations	91,124	95,822	4,698	5%	7,753	\$51.52
15-0000	Computer and Mathematical Occupations	61,501	67,371	5,870	10%	4,806	\$37.98
31-0000	Healthcare Support Occupations	62,345	70,487	8,142	13%	8,182	\$13.38
13-0000	Business and Financial Operations Occupations	99,310	103,747	4,437	4%	9,531	\$32.62
39-0000	Personal Care and Service Occupations	60,646	65,860	5,214	9%	10,046	\$10.41
49-0000	Installation, Maintenance, and Repair Occupations	72,806	76,868	4,062	6%	7,452	\$22.19
53-0000	Transportation and Material Moving Occupations	115,648	120,077	4,429	4%	14,898	\$15.33
47-0000	Construction and Extraction Occupations	55,247	58,302	3,055	6%	6,123	\$25.15
19-0000	Life, Physical, and Social Science Occupations	9,626	10,790	1,164	12%	1,039	\$29.85
35-0000	Food Preparation and Serving Related Occupations	162,443	167,011	4,568	3%	28,965	\$9.66

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

Geographic Factors

WIOA Planning Region 10 is a relatively small geographic area representing about 2,000 square miles. The most recent Census estimate puts the region's population at 4.17 million, 39.1 percent of the state's population. WIOA Planning Region 10 is also home to 38 percent of the state's business establishments and 42.1 percent of the state's employed population. The region is dense compared to the state. WIOA Planning Region 10 has an average of 2,000 individuals per square mile, compared to the state average of 171 individuals per square mile.

Most workers in the region commute to some degree. Nearly 50 percent of workers travel more than 10 miles to their jobs each direction, and 18 percent travel more than 25 miles each direction, according to data from the LODES survey and Census OnTheMap. The average travel time to work in the region was about 26.4 minutes 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 2015, 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 rates in Oakland, Macomb, and outlying Wayne counties, however, are just over 5.5 percent on average. The disparity between the City of Detroit and the other communities in the region cannot be overemphasized.

WIOA Planning Region 10 is heavily concentrated and well connected by highways. However, for workers without regular access to a vehicle, traveling to employment may be difficult as 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 33 percent of Detroiters live and work in the city. More than 75 percent commute outside of the city for their primary job, and 11 percent commute more than 50 miles each direction for work. Oakland county is vastly different, however; nearly 60 percent of the population lives and works in the county and only 6 percent of those who travel commute more than 50 miles each direction for work.

Demographic Characteristics

WIOA Planning Region 10's geographic composition is unique in Michigan. It is home to not only the largest city, but it is also home to some of the wealthiest and most populated communities in the state. The City of Detroit represents unique challenges in the region.

Most job opportunities that are available in close geographic reach for Detroiters and others 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 and the current talent pool's skill and education level.

Figure 12 highlights the population demographics of the region. 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 12: Population Demographics

	Detroit City	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	State of Michigan
Total Population	683,443	859,703	149,945	1,201,855	160,069	1,767,593	9,909,600
White	93,278	710,974	142,076	937,568	149,831	940,071	7,817,827
White Percent of Total	13.6%	82.7%	94.8%	75.9%	93.6%	53.2%	78.9%
Black or African American	544,427	91,582	3,489	170,742	3,416	694,872	1,376,446
Black or African American Percent of Total	79.7%	10.7%	2.3%	13.8%	2.1%	39.3%	13.9%
American Indian and Alaska Native	2,428	2,136	621	3,268	305	5,950	52,891
American Indian and Alaska Native Percent of Total	0.4%	0.2%	0.4%	0.3%	0.2%	0.3%	0.5%
Asian	9,669	30,459	928	80,680	1,155	52,168	276,769
Asian Percent of Total	1.4%	3.5%	0.6%	6.5%	0.7%	3.0%	2.8%
Native Hawaiian and Other Pacific Islander	75	224	6	207	-	329	2,492
Native Hawaiian and Other Pacific Islander, Percent of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two or more races	13,452	20,097	2,264	33,360	4,205	41,488	271,798
Two or more races, Percent of Total	2.0%	2.3%	1.5%	2.7%	2.6%	2.3%	2.7%
Hispanic or Latino	51,177	21,027	5,049	46,483	5,058	99,752	474,381
Hispanic or Latino Percent of Total	7.5%	2.4%	3.4%	3.8%	3.2%	5.6%	4.8%
White alone, not Hispanic or Latino	65,232	695,078	137,728	904,354	146,482	878,264	7,503,076
White alone, not Hispanic or Latino Percent of Total	9.5%	49.7%	80.9%	91.9%	73.2%	91.5%	75.7%

Source: 2012-2016 ACS Five-Year Estimates

Figure 13 highlights the veteran population within the region. WIOA Planning Region 10 is home to a large veteran population. As of 2016, 42.3 percent of the state’s veterans lived in the region, including 5.0 percent specifically in the City of Detroit.

Figure 13: Veteran Population

	Detroit city	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	State of Michigan
Veterans, 2012-2016	30,322	51,689	10,655	60,543	11,314	90,502	602,630
Share of Veterans in the State	5.0%	8.6%	1.8%	10.0%	1.9%	15.0%	100.0%

Source: 2012-2016 ACS Five-Year Estimates

Figure 14 highlights the age distribution within the region. The population across the state of Michigan is aging. However, WIOA Planning Region 10's age distribution generally reflects the state averages.

Figure 14: Age Distribution

	Detroit City	Macomb County	Monroe County	Oakland County	St. Clair County	Wayne County	State of Michigan
Persons under 5 years, 2016	NA*	47,529	8,101	68,130	8,273	115,454	573,965
Persons under 5 years, 2016 percent	NA*	5.50%	5.40%	5.50%	5.20%	6.50%	5.80%
Persons under 5 years, 2010	50,146	45,413	8,665	66,130	9,293	118,342	573,280
Persons under 5 years, 2010 percent	7.00%	5.80%	5.70%	5.70%	5.70%	6.50%	6.00%
Persons under 18 years, 2016	NA*	207,438	37,237	301,992	38,855	471,573	2,505,495
Persons under 18 years, 2016 percent	NA*	24.10%	24.80%	24.40%	24.30%	26.70%	25.30%
Persons under 18 years, 2010	190,347	184,176	36,637	265,722	38,640	438,774	2,214,046
Persons under 18 years, 2010 percent	26.70%	23.00%	24.10%	23.50%	22.00%	25.40%	23.70%
Persons 65 years and over, 2016	NA*	133,851	23,550	185,947	26,660	243,979	1,527,698
Persons 65 years and over, 2016	NA*	15.60%	15.70%	15.10%	16.70%	13.80%	15.40%
Persons 65 years and over, 2010	81,925	131,194	20,371	181,557	23,641	251,248	1,522,156
Persons 65 years and over, 2010 percent	11.50%	14.30%	13.40%	13.20%	14.50%	12.70%	13.80%

**data for the City of Detroit only collected during the decennial census and not available for all time periods*

Source: 2012-2016 ACS Five-Year Estimates

WIOA Planning Region 10 does have 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 have limited English language proficiency than the state on average. Figure 15 highlights the foreign-born population within the region and percent of homes that speak a primary language other than English.

Figure 15: Birthplace and Primary Language Spoken at Home

	Detroit City	Wayne County	Macomb County	Monroe County	St. Clair County	Oakland County	State of Michigan
Foreign-born persons, 2012-2016	37,505	146,781	90,947	3,147	4,389	150,318	632,482
Foreign-born persons, percent, 2012-2016	5.5%	8.3%	10.6%	2.1%	2.7%	12.2%	6.4%
Language other than English spoken at home, number of persons, age 5 years+, 2012-2016	66,748	224,678	110,325	4,171	5,337	169,618	865,075
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	10.5%	13.6%	13.6%	2.9%	3.5%	14.5%	9.3%

Source: 2012-2016 ACS Five-Year Estimates

Figure 16: Limited English-Speaking Households by County – 2016

	Detroit city	Wayne County	Macomb County	Monroe County	St. Clair County	Oakland County	State of Michigan
Limited English-speaking households, 2012-2016	5,932	16,627	11,079	188	231	13,416	67,920
Limited English-speaking households, percent of total, 2012-2016	2.3%	2.5%	3.3%	0.3%	0.4%	2.7%	1.8%

Source: 2012-2016 ACS Five-Year Estimates

Figure 17 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 17: Percent of Population Under 65 with a Disability—2016

	Detroit city	Wayne County	Macomb County	Monroe County	St. Clair County	Oakland County	State of Michigan
Persons with a disability, under age 65 years, 2012-2016	96,892	187,720	69,565	11,723	17,165	83,211	862,578
With a disability, under age 65 years, percent of total, 2012-2016	16.3%	12.4%	9.6%	9.3%	12.9%	7.9%	10.4%

Source: 2012-2016 ACS Five-Year Estimates

Figure 18 indicates that 42.4 percent of the state’s disabled population resides in WIOA Planning Region 10. The region is home to 42.3 percent of the state’s overall population. This indicates that the region’s share of the disabled population is proportionate to its share of the population as a whole.

Figure 18: Individuals with Disabilities by County –2016

Geography	2012 – 2016 Estimate	2012 – 2016 Share of State
Macomb County	118,370	8.5%
Monroe County	19,087	1.4%
Oakland County	143,237	10.3%
St. Clair County	26,693	1.9%
Wayne County	283,470	20.3%
State of Michigan	1,394,263	100.0%

Source: 2012-2016 ACS Five-Year Estimates

Figure 19, on the next page, 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 individuals in the region.

Figure 19: Individuals with Disabilities by Demographic Group - 2016 - WIOA Region 10

Demographic Group	2016 Estimate	Percent Distribution
Total Population	590,857	100.0%
Sex		
Male	278,134	47.1%
Female	312,723	52.9%
Age		
Under 17	46,668	7.9%
18-64	322,716	54.6%
65 +	221,473	37.4%
Race		
White	385,398	65.2%
Black / African American	174,335	29.5%
Native American	2,857	0.5%
Asian	9,248	1.6%
Hawaiian / Pacific Islander	75	0.0%
Some Other Race	4,436	0.8%
Two or More Races	14,508	2.5%
Ethnicity		
Hispanic	17,423	2.9%

Source: 2012-2016 ACS Five-Year Estimates

Income distribution in WIOA Planning Region 10 differs widely from the state and within the region itself. Just over one-fifth of the City 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, 48.2 percent of families live near or below this income level, compared to 24.2 percent in the state of Michigan and 16.6 percent in Oakland county. Figure 20 details the income bracket of households within the region.

Figure 21: Households by Income Bracket

	Detroit City	Wayne County	Oakland County	Macomb County	Monroe County	St. Clair County	State of Michigan
Households with Income of \$0 - \$9,999	54,738	84,346	25,333	18,978	3,101	4,259	301,111
Households with Income of \$0 - \$9,999, Percent	21.3%	12.6%	5.1%	5.6%	5.3%	6.6%	7.8%
Households with Income of \$10,000 - \$14,999	26,212	45,520	17,882	14,234	2,750	3,807	204,601
Households with Income of \$10,000 - \$14,999, Percent	10.2%	6.8%	3.6%	4.2%	4.7%	5.9%	5.3%
Households with Income of \$15,000 - \$24,999	42,916	84,346	39,241	35,584	5,676	7,034	428,504
Households with Income of \$15,000 - \$24,999, Percent	16.7%	12.6%	7.9%	10.5%	9.7%	10.9%	11.1%
Households with Income of \$25,000 - \$34,999	31,866	73,635	39,241	34,906	6,027	6,905	413,062
Households with Income of \$25,000 - \$34,999, Percent	12.40%	11.0%	7.9%	10.3%	10.3%	10.7%	10.7%
Households with Income of \$35,000 - \$49,999	34,950	89,701	59,111	47,784	8,309	9,679	552,036
Households with Income of \$35,000 - \$49,999, Percent	13.6%	13.4%	11.9%	14.1%	14.2%	15.0%	14.3%
Households with Income of \$50,000 - \$74,999	34,179	109,784	83,947	65,406	11,352	12,583	714,173
Households with Income of \$50,000 - \$74,999, Percent	13.3%	16.4%	16.9%	19.3%	19.4%	19.5%	18.5%
Households with Income of \$75,000 - \$99,999	15,933	68,949	64,575	45,073	8,426	8,518	463,247
Households with Income of \$75,000 - \$99,999, Percent	6.2%	10.3%	13.0%	13.3%	14.4%	13.2%	12.0%
Households with Income of \$100,000 - \$149,999	11,564	68,949	83,947	49,817	8,777	7,873	470,968
Households with Income of \$100,000 - \$149,999, Percent	4.5%	10.3%	16.9%	14.7%	15.0%	12.2%	12.2%
Households with Income of \$150,000 - \$199,999	3,084	23,429	39,241	16,945	2,458	2,388	165,997
Households with Income of \$150,000 - \$199,999, Percent	1.2%	3.5%	7.9%	5.0%	4.2%	3.7%	4.3%
Households with Income of \$200,000+	2,056	20,082	44,705	10,167	1,580	1,484	146,695
Households with Income of \$200,000+, Percentage	0.8%	3.0%	9.0%	3.0%	2.7%	2.3%	3.8%
Average Household Income	\$38,487	\$60,038	\$95,532	\$71,211	\$69,824	\$64,685	\$68,928
Median Household Income	\$26,249	\$42,043	\$69,850	\$55,951	\$56,968	\$50,930	\$50,803
Per Capita Income	\$15,562	\$23,666	\$38,992	\$28,588	\$27,809	\$26,377	\$27,549

Source: 2012-2016 ACS Five-Year Estimates

Income disparities are a problem in WIOA Planning Region 10, with many residents living in poverty. In 2016, 46.5 percent of the state’s public assistance registrants lived in the region. Compared to the region’s overall share of the state’s population, this is a significant number and share of those living on public assistance. The numbers are 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 21 highlights the number of individuals registered to receive assistance from the state that also have a work requirement.

Figure 21: Public Assistance Registrants by County: 2012 – 2017

Geography	2012	2013	2014	2017	2012 - 2017 Numeric Change	2012 - 2017 Percent Change	2017 Share of the State
Macomb County	48,439	44,145	41,322	33,322	-15,117	-31.2%	7.8%
Monroe County	7,669	6,901	5,790	4,604	-3,065	-40.0%	1.1%
Oakland County	45,958	39,802	36,287	22,362	-23,596	-51.3%	5.3%
St. Clair County	10,484	9,579	9,441	7,344	-3,140	-30.0%	1.7%
Wayne County	196,351	182,889	176,892	146,474	-49,877	-25.4%	34.4%
Michigan	652,703	588,939	547,047	425,786	-226,917	-34.8%	100.0%

Source: Michigan Department of Health and Human Services

Note: The sum of the areas does not add to the statewide total

Figure 22 indicates that the 2017 population on public assistance in WIOA Planning Region 10 is 55.4 percent females, 60.6 percent aged 22 to 44, and 48.6 percent African American. Compared to the general population demographics in the region, these groups are considered overrepresented.

Figure 23: Public Assistance Registrants: June 2017

Demographic Group	Assistance Program Registrants	Percent of Total
Total	214,130	100.0%
Sex		
Male	96,561	45.1%
Female	117,569	54.9%
Age		
14-15	1,659	0.8%
16-19	17,370	8.1%
20-21	10,644	5.0%
22-44	129,652	60.6%
45-54	40,632	19.0%
55-64	14,141	6.6%
65+	32	0.0%
Race		
White	74,065	34.6%
Black / African American	104,000	48.6%
Native American	1,163	0.5%
Other	28,569	13.3%
Hispanic	6,333	3.0%

Source: Michigan Department of Health and Human Services

- **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).**

In 2017, the Mayor’s Workforce Development Board (MWDB) engaged its members, staff, and community partners in a strategic planning process with a goal of developing a new vision to better align resources and improve coordination, operations, services, and partnerships. DESC’s local plan has been updated to reflect this vision and priorities and to present a new model for coordinating economic and workforce development efforts. The MWDB brings together executive leaders to identify and implement solutions for challenges facing 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.

The Board’s strategy includes the following recommendations to create a unified citywide vision and plan that focuses on the city of Detroit’s workforce system:

- Raise Detroit’s employment and labor force participation rate to a level that is on par with 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.
- Establish a “One Detroit” approach to employment to ensure alignment between vision, goals, resources, communication, initiatives, and outcomes for job seekers and employers.
- Unite existing agencies and services in a centralized system in order to connect adult education, training, employment, retention, and other supportive and stabilizing services for Detroit’s low skilled and special population job seekers.
- Engage employers in community-wide workforce development using best practices from successful local, regional, and national employer engagement models.
- Utilize funding as an incentive to achieve buy-in to One Detroit strategies from all workforce entities.

In order to develop a comprehensive and sustainable ‘One Detroit’ employment strategy, City of Detroit’s Mayor Michael Duggan created the Mayor’s Office of Workforce Development (MOWD). The MOWD complements the efforts of the Detroit Employment Solutions Corporation (DESC), the entity designated by the Mayor’s Workforce Development Board to serve as the fiscal and administrative agency for federal, state and local funds allocated and awarded to the City of Detroit for workforce programs.

The MOWD is charged with working closely with the MWDB, DESC, and a wide range of stakeholders to:

- Establish a comprehensive Detroit specific strategy that blends WIOA legislative requirements with national best practices;

- Create innovative approaches to accomplish workforce development systems change across the City and region, including aligning systems and policies to remove barriers to employment;
- Coordinate with the MWDB and the greater business community to establish a pipeline of jobs to employ Detroiters;
- Convene 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 of today and tomorrow;
- Provide coordinated business services to employers in partnership with DESC and its contracted partners, including but not limited to: work-based learning programs, incentives, and job candidate sourcing efforts to assist employers in meeting staffing needs.
- Develop and implement fundraising plans to increase the scale and scope of Detroit’s workforce system;

While the MOWD focuses on building strategies that reflect the economic needs and opportunities in Detroit, including employer engagement and systems change that crosses the broader workforce ecosystem, DESC is responsible for developing the structure and strategy for Detroit’s workforce development service delivery system. In FY18, DESC managed over \$60M in public and private funds and oversaw a system of 40+ contractors that provide training and/or workforce services to youth and adults.

Over two years (2017-2019), DESC led an intensive planning, analysis and stakeholder engagement effort in partnership with the MOWD and MWDB to redesign Detroit’s workforce development system. DESC’s ultimate goal for the workforce development service delivery system is to improve financial stability and reduce poverty across the City of Detroit; this goal is aligned with the vision set by the MWDB.

In the Fall of 2017, DESC worked with the One-Stop Committee of the MWDB, the MOWD, and leaders of local workforce development organizations to develop the following goals to guide the system re-design process:

1. Increase residential employment, improve financial stability of families and reduce poverty rate:
 - Increase earnings and earning potential of working families.
 - Assist working families in managing income, expenses and debt.
 - Help families connect to wraparound services that support financial stability.
2. Build and support a workforce system that yields the greatest benefits for job seekers and businesses in Detroit:
 - Fund training and service providers with strongest capacity to deliver evidence-based and innovative workforce programs.
 - Incentivize integration of critical services and collaboration across providers.

- Ensure that mix of training and services removes barriers to work and equips underemployed and out of work Detroiters with needed skills, while connecting to and driving economic growth.
 - Better reach and serve disengaged workers.
 - Improve quality of services: human-centered program design with professional career navigation and coaching support.
 - Increase access to and engagement in programs through a strategic mix of physical location and technology-enabled services.
 - Promote a system that identifies and values skills and competencies of Detroiters.
3. Maximize impact and value-add of DESC as workforce intermediary:
- Achieve operational excellence through improved processes and outcomes.
 - Ensure investments and programmatic decisions are data driven.
 - Access and promote assets of partners in providing services.
4. Support continuous improvement and innovation within DESC, Mayor's Office of Workforce Development and among partners:
- Promote innovation through procurement and contracting processes and tools that solicit and enable creative program models and practices.
 - Provide technical assistance to contracted service providers and coordinate additional training and professional development opportunities.
 - Establish relationships with partners that are built on mutual respect and trust and utilize performance management practices that allow for mistakes and course correction in order to facilitate continuous improvement and innovation.

After these goals were established, DESC launched a comprehensive stakeholder engagement effort to seek detailed feedback. With support from many partners, the DESC engaged over 125 organizations through more than 50 engagement sessions and an online Request for Information. DESC 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, the MWDB, MOWD and DESC developed the following vision statement.

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 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 Detroiters.

The MWDB, MOWD and DESC also identified the following elements of services as critical to achieving the vision:

- The first test of our success will be whether our services and systems effectively engage those we seek to serve. Doing so will require that we will address people on their terms and make connecting with us easy, convenient, and culturally appropriate.
- We are building long-term relationships with Detroiters and employers. They consider themselves members of our network – with both benefits and obligations. We are coaching those we serve, not just engaging in transactions. As such, we will be most successful by starting where people are and knowing how they got there. Specifically, we will attend to and address the trauma and systemic biases that have been a part of the lives of many – helping them achieve the needed stability that can serve as a platform for further growth and progress.
- In our relationships with Detroiters and employers we treat them holistically as individuals, not just cases. We interact with them in ways that are convenient to them – meaningful and engaging.
- We will both build on people's assets and address their challenges. To do so we will assess and certify their skills, capabilities, and competencies. In addition, we will assess their needs and other assets. We will use these assessments to develop a menu of meaningful possibilities from which they can choose based on their interests and aspirations. We will use this information as the basis for a holistic, asset-based plan that will put them on a path to financial stability to which we mutually commit. We will then help them navigate and connect to training and support services that will best enable them to prepare for the opportunity of their choice.
- Finally, we will support them in connecting and fulfilling their employment objectives both initially and over time. We will help employers identify and shape job opportunities and provide employers with coaching, support and feedback to create workplace environments that nurture and support the workers to whom we will connect them.

The vision, goals and service elements identified through the two-year process shaped the desired structure and scope of service for the new service delivery system. DESC used this information to procure new providers through a process that started in December of 2018. Newly selected partners began service delivery in PY 2019.

- **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).**

Detroit Employment Solutions Corporation
Four-Year WIOA Local Plan – Program Years 2016 to 2019

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

- 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.

The MWDB 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.).

DESC has established the following preliminary annual goals for the Detroit One-Stop Service Center system have been established:

Metric	Target*
Provide basic career services (includes ES/Wagner Peyser)	30,000
Provide individualized services (definition: registered or enrolled into a longer-term program, assigned career coach and develops career plan)	
New participants for WIOA – Adult or Dislocated Worker and/or special initiatives	2,500

Detroit Employment Solutions Corporation
Four-Year WIOA Local Plan – Program Years 2016 to 2019

	New participants for PATH (based on referrals from DHHS)	4,000
	New participants for FAE&T	950
	Enroll into occupational, work-based or foundational skills training supported through <i>DESC-administered funds</i> ; The centers will make additional referrals to training supported through Pell grant and leveraged funds	1,500
	Percent of training enrollees that successfully complete occupational, foundational skills, or work-based training	80%
	Participate in 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.

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 now include 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). These services were previously provided at various vendors locations throughout the city.

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 DESC, 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 DESC, 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 DESC 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 DESC 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.

The MWDB and DESC are 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.**

The MWDB 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. Designated by the MWDB, DESC serves as the fiscal and administrative entity that provides workforce services to job seekers and employers. DESC'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). The Corporation enters into contracts with qualified vendors to provide workforce development programs and services to job seekers and employers.

DESC also implements several special grant-funded workforce initiatives awarded by federal, state, county and local government, foundations, and other private funders. These programs include the American Apprenticeship Initiative (AAI) Grant, 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, DESC (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 DESC to receive priority access negotiated through a Community Benefits Agreement.

In February 2017, the City of Detroit launched Detroit at Work to build Detroit's talent pool, create opportunity for Detroiters, and give employers access to a demand-driven talent pipeline. Detroit at Work offers residents and employers a simplified brand to serve as the umbrella for all City of Detroit workforce development efforts, including the Detroit One-Stop Service Centers and other training and employment programs that are developed and implemented by DESC, the MWDB and/or various workforce development partners.

Recently 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 DESC'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:

- 9301 Michigan Avenue, Detroit Michigan 48216
- 18100 Meyers, Detroit Michigan 48235
- 5555 Conner, Detroit Michigan 48213 (Services will be provided at this location through December 31, 2019)
- 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

All of these centers provide WIOA Adult and Dislocated Worker services and Employment Services and some also provide PATH and 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, DESC has a mobile vehicle, Workforce One, to expand access to DESC'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

- **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, the MWDB and DESC have established relationships with an extensive network of workforce development providers. DESC 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, DESC 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. DESC’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. DESC has established a formal working relationship with DPSCD which offers CTE programs at several career and technical schools. DESC 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.

DESC 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 at-risk youth and young adults (14 to 26 years old) overcome significant barriers and achieve their educational and employment goals.

The YouthBuild, JMG, and LEAP programs all work in coordination with DESC's in-school and out-school WIOA youth programs.

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.**

DESC's redesign system aims to yield the greatest benefits for job seekers and businesses in Detroit. Both MWDB and DESC are 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 MWDB defines "economic self-sufficiency" as total family income that exceeds \$50,000 per year. This definition is based on data obtained in the 2019 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 a barrier 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%.

DESC and the MWDB collaborate and integrate services across core one-stop partners to ensure that customers, including individuals with barriers to employment, have access to appropriate program. DESC 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.

DESC has several workforce initiatives dedicated to helping individuals who may have significant barriers to employment. These individuals include 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, DESC 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, DESC has expanded WIOA priority populations to include residents with a criminal background, single mothers, households with young children and disengaged workers.

DESC partners with organizations such as 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.

DESC's re-designed system will improve access through the following features:

- The WIOA and PATH programs will be integrated at one location to more effectively and efficiently service customers.
 - The vast majority of Detroit residents will be within a three-mile radius of a Detroit One-Stop Service Center.
 - A call center was launched to provide 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.
 - A new data system was 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.**

The Mayor's Office on Workforce Development (MOWD) employs employer engagement staff that coordinate outreach and strategy in each of the following MWDB's in-demand sectors: construction/transportation, information technology, health care, manufacturing and retail/hospitality/entertainment.

DESC works with employers and training providers to develop programs that incorporate on-ramps for those pathways. By involving employers at the very beginning, DESC can make sure that training efforts produce workers that meet business needs and have employers invested in the process from the onset.

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

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

DESC uses real-time labor market information to identify credentials in-demand by business engages with employers to identify high-quality and portable credentials within key sectors. DESC 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.

DESC 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 supplemental Eligible Training Provider List (ETPL) through a competitive procurement process. Customers have access to high-quality training through ETPL providers. Programs on the supplemental 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 supplemental 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.

DESC utilizes the following definition of effective sector partnership training models to identify and evaluate proposed programs:

- 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, and
- Address issues at multiple firms in ways that individual firms, which independently could not solve the issues, can benefit.

Special training initiatives for 2019 and 2020 include the following:

- Train eligible individuals for construction/skilled trades occupations at DPSCD's Randolph and Breithaupt Career and Technical Centers;
- Connect individuals with criminal backgrounds at the Detroit Reentry Center (Ryan) to training and other workforce services; and
- 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.

As DESC's in-demand employment sectors continue to develop and expand, DESC 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.**

The Mayor's Office and DESC work with 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. DESC utilizes a multi-faceted approach to employer engagement, business services and job development and placement. In partnership with the MWDB and DESC, the Industry Engagement Team of the Mayor's Office of Workforce Development (MOWD) engages employers within targeted industry sectors to create innovative solutions to talent pipeline challenges. The Industry Engagement Team focuses on the following activities:

1. 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 community economic growth;
2. Support local efforts to mobilize employers to identify and enact hiring and human resource practices that result in more employed Detroit residents, promote business growth and vitality, and support economic equity and career advancement;
3. Organize groups of employers by industry to identify common workforce challenges and jointly develop and launch solutions in partnership with the MWDB, DESC, training providers and/or service providers; and
4. Develop and execute employer-based training strategies including apprenticeships and WIOA customized training.

DESC's 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 MOWD works to develop sector strategies and an organizational structure that addresses the needs of the business community for a skilled workforce. DESC's 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. 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.
3. Match job seekers with identified employment opportunities. Utilize the automated job matching function of DESC'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), DESC's 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. 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.
5. 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.

6. Promote and implement a variety of publicly funded hiring incentives including WIOA On-the-Job Training.

DESC's contracted service providers that manage its Detroit One-Stop Service Centers supplement the activities of DESC's 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 DESC's local 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, DESC works with employers to explore ways that they can invest in the continuing education and training of their employees to obtain credentials.

The Michigan Industry Cluster Approach (MICA) and DESC's requirements for training providers ensure that DESC's workforce development efforts meet the needs of Detroit businesses.

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.

DESC also implements the Community Ventures (CV) program to assist employers. DESC partners with qualified employers who are willing to establish jobs that pay a living wage and offer full-time employment in order to provide participants with a pathway out of poverty. CV employers receive incentives to support employee wages and retention efforts. DESC implements the CV program in partnership with the State of Michigan and a competitively selected vendor and is designed to assist employers with retaining their workforce.

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

To improve coordination between DESC's workforce services and the city of Detroit's economic efforts, DESC works 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, DESC 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.

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

- DESC is working in partnership 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 skilled and general labor for the Gordie Howe Bridge program initiative.
 - On behalf of the City of Detroit and MWDB, DESC is working 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.
 - DESC'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.
- **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 and WIOA services. The redesigned system will fully integrate service delivery between ES and WIOA and improve coordinator with Unemployment Insurance Agency (UIA) staff. This full integration is intended to not only strengthen the linkage between the two systems/program, 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. In the new system redesign, the Wagner-Peyser (ES) vendors 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 Employment Services 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 WOIA 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.

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, the WIOA provides an opportunity for the Board to focus on entrepreneurial skills training for adults and youth. In addition to the services provided through the WIOA, DESC 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, and Detroit TechTown Business Incubator Center (TBIC) as prospective resources that DESC can utilize to help assist Detroit residents (adults and youth) launch and grow their own businesses. The services provided by these entities include helping 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 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.

As a viable employment option for job seekers, DESC will continue to explore strategies to expand and strengthen partnerships to ensure that customers have access to entrepreneurial training and microenterprise services. Furthermore, the MWDB explores national best practices and initiatives that focus on entrepreneurial training and microenterprise services.

6. A description of the One-Stop delivery system in the local area, including:

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

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. Staff from DESC's Finance and Administrative Services Unit closely monitor the programmatic and fiscal performance of each service provider/vendor through the review of files, invoices, site visits, and customer surveys. DESC's Business Services team meet with employers on a regular basis to identify and address employers' workforce needs. DESC's Program team establishes key performance indicators for each contractor and tracks progress towards targets on a monthly 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. Additionally, to ensure continuous improvement and successful outcomes, service providers are expected to provide quarterly financial and program reports, participate in regularly scheduled partnership/contractors meetings, and adhere to requests for information on oversight on day-to-day operations. All service providers are expected to conduct in-service training to maintain and advance the professional quality of the provided employment, training, and customer service. DESC's One-Stop Operator conducts customer satisfaction surveys with employers, workers, and job seekers to ensure that their employment and training needs are being achieved.

DESC 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 (DESC's preferred training providers' list).

Feedback has also been solicited in the system redesign process through a survey sent to system partners and through individual meetings and focus groups held with vendors and participants.

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

- DESC's new redesign structure ensures that a vast majority of customers are within a three-mile radius of a Detroit One-Stop Service Center.
- In partnership with the Michigan Department of Health and Human Services Department, individuals are provided with information about one-stop services through Pathways to Potential (PTP) access points located at DPSCD facilities throughout the City. Individuals who use this avenue can schedule appointments and receive transportation assistance to travel to the Detroit One-Stop Service Centers.
- DESC'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 DESC's Detroit One-Stop Service Center locations.
- DESC's 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.
- DESC is currently establishing an electronic partnership referral process that will provide partnering organizations access to submit customer referrals directly to the One-Stops.
- Access to DESC's one-stop services (including enrollment procedures, recruitment events, training initiatives, and special programs information) are available through social media (Facebook, Twitter, and Instagram).
- DESC's website also provides job seekers and employers with information about DESC's mobile one-stop services. Employers, human service organizations, educational service providers, and other stakeholders can make request for DESC's mobile one-stop services directly from the website.
- **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.**

DESC and the MWDB 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 one-stop 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:

- Title I – WIOA (Adult, Dislocated Worker and Youth Programs) – DESC selects qualified vendors (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.
- 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.
- 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 vendor (that must be merit-staffed public organizations and affiliated with one of the following types of organizations: unit of the state of Michigan, a local unit of government, special purpose unit of government, school district, intermediate school district, public college or public university) to provide these services at the Detroit One-Stop Service Centers.
- 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.
- 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 vendor provides TAA service to qualified individuals.
- 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.
 - YouthBuild – YouthBuild provides alternative education programming and job training to at-risk youth ages 16 to 24. 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.
 - Community Service Block Grant Programs – Services are designed to help communities alleviate the causes and consequences of poverty in communities. Program areas include employment, education, financial literacy training, housing, nutrition, emergency services, and healthcare.
 - 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.
 - 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.
 - 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.
 - 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
 - Senior Community Employment Service Program (SCSEP) – The SCSEP provides community service and work-based job training services to older Americans. Program 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.
 - Temporary Assistance to Needy Families (TANF) Program – TANF provides TANF 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 vendors 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
- Meet the requirement of one or more of the Dislocated Worker criteria:

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.
- 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 contractors 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, 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 the Detroit One-Stop Service Centers. As required by WIOA, DESC 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.

DESC 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
- 5555 Conner, Detroit Michigan 48213 (through December 31, 2019)
- 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
- Two additional sites to be added on East side of Detroit

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

DESC's 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. DESC 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.

Wagner-Peyser-Employment Services Act – DESC 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. DESC'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), DESC 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 workers who have criminal history. 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 SEMCA’s and DESC’s 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 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 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 at-risk youth ages 16-24. Youth learn construction skills while constructing or rehabilitating affordable housing for low-income or homeless families 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, DESC implements the TechHire Program. The program provides training and support to expand Information Technology employment and career pathway opportunities for young adults who are 17 to 29 years old.

Gordie Howe Bridge Project – DESC, 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 worker. The Gordie Howe Bridge Project targets Detroit residents who have significant barriers to long-term employment. 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 – DESC partners with Detroit Public Schools Community District to provide GED training and testing, Adult Basic Education/Pre-GED (ABE), and English as a Second Language (ESL) at two main Adult Education campuses in Detroit. 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. DPSCD's Adult Education Centers are located at 16164 Asbury Park, Detroit Michigan 48226 and 13840 Lappin, Detroit, Michigan 48205.

Community Ventures - In partnership with Michigan LEO/WD, DESC implements the Community Ventures program. Community Ventures is an innovative economic development initiative that promotes employment and social enterprise in the state's most economically distressed urban areas. DESC uses this initiative to help structurally unemployed residents pursue career opportunities (including entrepreneurial skills training and microenterprise services) in the city of Detroit. "Structurally unemployed" residents are those who meet one or more of the following criteria: lack education, lack functional literacy, long-term disconnection from employment, living at or below the poverty threshold, returning citizens (ex-offenders), at-risk youth, or have a disability. The Michigan Economic Development Corporation (MEDC) works with DESC, the Michigan Department of Health and Human Services, Rehabilitation Centers, and faith-based organizations to identify participants. Employers are vetted by DESC's competitively selected Community Venture's provider and other partners. Potential participants are pre-screened and interviewed by employers for job selection. Participants receive post-employment supportive services and training and work readiness training.

Community Ventures provides the following benefits to job seekers and employers:

- Provides employment opportunities for individuals who have limited employment options;
- Addresses participants' barriers to employment;
- Provides a mechanism to provide additional support service to individuals. This support may include financial literacy and mentoring assistance; and

- Helps participants develop work readiness skills and develop solid employment history.

Foundational Skills Initiative – The Mayor’s Office of Workforce Development, DESC and many other partners launched a foundational skills initiative in 2017 to assist the roughly 200,000 Detroiters that lack essential foundational skills needed to get a job or succeed in a career. This represents roughly half of the adult workforce. Mayor Michael E. Duggan’s Workforce Development Board has set a goal of increasing the number of Detroiters who are employed by 40,000. One crucial strategy is to rethink how Detroiters build their foundational skills – basic entry-level work skills, including reading, math, English; work and basic professional skills; digital literacy; and career management skills. New approaches must be innovative, accelerated, and build foundational skills at the same time as developing occupational skills. The Foundational Skills Initiative is investing in the following four program models that are proving to be effective in other parts of the country:

1. Contextualized integrated education and training programs;
2. Career pathway on-ramp programs;
3. Employment-based programs; and
4. Accelerated high school diploma and equivalency programs.

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

The Mayor’s Office of Workforce Development, the Mayor’s Workforce Development Board, and Detroit Employment Solutions Corporation envision 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. The MWDB, 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, DESC 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.

DESC and the MWDB 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 resultant 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.

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

DESC Youth Program Strategies

- **Align Resources to Develop a Detroit Comprehensive Youth Services System**
 - **Vision:** seamless collaboration among dozens of agencies/organizations spanning workforce development, K-12, post-secondary education, human services, juvenile justice.
 - **Purpose:** substantially increasing educational attainment and successful transitions to employment among 14-24 year olds – both in- and out-of-school youth and young adults.
 - **Moving from Silos to Systems:** focus on aligning and integrating services to improve reach and effectiveness; build system level goals, metrics, tools (e.g., common assessment tool) and communications support; identify and fill service gaps; ensure that no one falls between the cracks.
 - **Funding Support:** leverage multiple funding sources, including DESC, schools, public agencies, and philanthropic investments to support this effort in order to substantially increase the number of opportunity youth served.
- **Implement the Grow Detroit's Young Talent Initiative and position it as an entry point for Career Exploration and Careers**
 - DESC 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 at least 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.
- **Shift DESC’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.
- 4. Move to School-Based Strategies for WIOA In-School Program**
 - Implement and support the Jobs for Michigan’s Graduates (JMG) program model.
 - JMG is a nationwide dropout prevention and academic recovery program for youth at Cody, Pershing, and Osborn High Schools. 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.
 - Procure contractor to deliver WIOA Youth services.
 - Expand implementation of WIOA’s 14 elements for JMG participants.
- 5. Expand School Partnerships**
 - Increase dual enrollment and attainment for students in post-secondary education and provide apprenticeship opportunities.
 - Increase career pathways and exploration opportunities for in-school youth.
 - Ensure that “all” in-school youth develop strong basic skills necessary for success post-graduation.
 - Provide youth with market relevant credits/credentials based on competencies they achieve.
- 6. Strengthen Employer Engagement with Youth**
 - Expand customized training model for older youth
 - Develop work opportunities, career pathways with targeted sectors/clusters.
 - Build upon lessons learned from the CVS retail program for Opportunity Youth.
 - 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.
- 7. Focus on Crime Prevention**
 - 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 first-time offenders from becoming repeat offenders.

- Work with city Legal Department to establish expungement program for youth offenders.

8. Increase the Number of Youth Achieving Positive Outcomes

- Collect outcomes data related to educational attainment and employment in order to inform continuous improvement efforts.
- 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, employment from X (current baseline) to Y (target)).

9. Develop a Citywide 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.

The DESC and MWDB 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, DESC and MWDB support 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;
- 2) Alternative secondary school services, or dropout recovery services, as appropriate;
- 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;
- 4) Occupational skills training, with a focus on recognized post-secondary credentials and in-demand occupations;
- 5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupation cluster;
- 6) Leadership development opportunities, which may include community services and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- 7) Supportive services;
- 8) Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- 9) Follow-up services for at least 12 months after program completion;
- 10) Comprehensive guidance and counseling, including drug and alcohol abuse counseling and other counseling referrals;
- 11) Financial literacy education;
- 12) Entrepreneurial skills training;

- 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
- 14) Post-secondary preparation and transition activities.

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

DESC 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, DESC and the MWDB 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

DESC'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;
- homeless, 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; and/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 have documented chronic behavior problems at school; who are Native Americans; who are at risk of court involvement; who are refugees; who have a documented and verifiable substance abuse or alcohol problem; whose families have a history of illiteracy; or who 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; or
 - Has at least one barrier to employment, in addition to being low-income eligible.

Out-of-School WIOA Youth Services

DESC'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). DESC'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.

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;
- A homeless individual, a homeless child or youth, 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 who is an individual with a disability; and/or
- A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment. This includes youth who have at least one barrier to employment, in addition to being low-income eligible.

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:
- 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.

In coordination with the WIOA In-School and Out-of-School Youth programs, the MWDB and DESC youth programs and strategies include the following:

- Detroit Public Schools Community District Partnership

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

DESC 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 at-risk youth and young adults overcome barriers to graduation from high school. DESC'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., DESC 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, homeless, in the child welfare system, and/or involved in the juvenile justice system. The JMG LEAP services includes 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.
- GDYT's Career Awareness Program (CAP) provides students at DPSCD's Osborn, Cody, Western International and Benjamin Carson high schools with comprehensive work readiness training and dedicated career specialists who provide individualized wrap-around supports.

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.

- YouthBuild

DESC's YouthBuild program provides construction-focused job training and educational opportunities for at-risk Detroit residents, ages 18-24. The program is funded by the U.S. Department of Labor- Employment and Training Administration.

- 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.

9. 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.

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

DESC 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 process, strategies to leverage resources and opportunities for co-enrollment. In addition, DESC administrative and program staff engage in meetings and presentations with secondary and post-secondary educational providers. Through these organizations, DESC 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, DESC fulfilled its mandate to review WIOA Title II Adult Education Providers that were submitted to the State of Michigan for funding. DESC provided a recommendation on how the proposals aligned with the agency's strategic goals and services.

DESC 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 at-risk youth and young adults overcome barriers to graduation from high school.

In addition, as mentioned in a previous section, DESC 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.

DESC 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.

The DESC and the MWDB also collaborate with the DPSCD to coordinate secondary and post-secondary education programs with DESC's workforce programs in order to enhance services to students and align resources to avoid duplication. In partnership with Wayne County Community College District, the DPSCD has implemented four 21st Century Workforce Development Centers. These Centers offer dual enrollment programs, adult education courses, and CTE training. In addition, DESC is opening a new Detroit One-Stop Service Center at the WCCCD Eastern Campus.

DESC is also working with DPSCD on Marshall Plan Talent Grant. The Marshall Plan is designed to expose DPSCD students to high-growth, high-demand careers in the professional trades, manufacturing, and healthcare industries. Using employer-driven, competency-based training models, this collaboration provides career preparation, industry-recognized credentials, and work-based learning experiences to students.

11. 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.

DESC provides supportive services for adults, dislocated workers, and youth including items such as transportation, expungements, interview attire or work clothing that are necessary to help customers participate in job seeking, employment and training activities. DESC 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.

DESC'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. Due to resource limitations, NRPs are only available in limited circumstances with prior written approval from DESC. Needs-related payments are designated to adult and dislocated workers who are unemployed and do not qualify for (or who are no longer eligible to receive) unemployment compensation. NRPs provide financial assistance to participants to (1) increase enrollment rates in the above-mentioned training programs and (2) help participants complete training. Payments do not replace or reduce any other federal financial assistance in which the participant may be eligible or entitled. In addition, DESC synchronizes supportive services with the resources available to residents in the city of Detroit.

DESC's attached Supportive Service Policy includes the conditions, amounts, duration, and documentation requirements for the provision of supportive services to Adult and Dislocated Worker participants. As resources permit, DESC utilizes funds in addition to WIOA to provide supportive services to a broader range of Detroit job seekers.

12. 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, MWDB continues to seek ways to improve transportation services to work and training for Detroit residents. DESC'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 DESC's summer employment programs receive free bus tickets throughout the entire duration of their employment.
- DESC operates a mobile unit that travels throughout neighborhoods in the city of Detroit. Many of the workforce services available at DESC's One-Stop center are available on the mobile unit.
- DESC works 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.

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

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

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

14. 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.

The MWDB and DESC's recent one-stop system redesign significantly changes 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.

DESC's 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 four (4) 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, DESC's Business Services Unit works with Detroit One-Stop service providers to improve and coordinate business services to employers. These services include:

- 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.

- 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.
- Matching job seekers with identified employment opportunities. Utilizing the automated job matching function of DESC'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), DESC's team will also share and promote job openings across the system to assist additional customers to obtain employment through self-guided job search activities.
- 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.
- 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.
- Promoting and implementing a variety of publicly funded hiring incentives including WIOA On-the-Job Training.

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

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

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Detroit Employment Solutions Corporation
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Phone (313) 788.7202 x 550
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- **Information regarding whether the MWA is providing employment services directly in the local area or if service providers are being used. If service providers are being used, 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 jobseekers.**

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. 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.

DESC'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.

DESC'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.
- ❖ Ensures that all ES locations are accessible to persons with disabilities.

DESC 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 PMTC System and search for jobs on this system. Employers have access to the PMTC 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 are unable to access the PMTC or resources rooms on their own. 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 need 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 One-s and training services 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! One-Stop Service Center- Northwest Activity Center 18100 Meyers Detroit, Michigan 48235 Hours: 8:00 to 5:00 p.m.	One (1) Employment Services Coordinator Three (3) Career Specialists One (1) Part-Time Career Specialist
DESC Michigan Works! One-Stop Service Center- SER Metro-Detroit 9301 Michigan Avenue Detroit, Michigan 48210 Hours: 8:00 to 5:00 p.m.	One (1) Employment Service Director One (1) Program Manager One (2) Talent Acquisition Specialists One (1) TAA Coordinator Two (2) TAA Program Advisors 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- Samaritan Center 5555 Conner Detroit, Michigan 48213 Hours: 8:00 to 5:00 p.m.	One (1) Employment Service Coordinator Two (2) Career Specialists One (1) Part-Time Career Specialist
DESC Michigan Works! One-Stop Service Center – Ross Innovation Center 14117 East 7 Mile Rd. Detroit, Michigan 48205 Hours: 8:00 to 5:00 pm	One (1) Employment Service Coordinator Two (2) Career Specialists One (1) Part-Time Career Specialist
All Locations	Two (2) Career Specialists

- **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

All unemployment insurance claimants complete an ES registration at one of the designated DESC 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 location designated in DESC's approved ES plan 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 DESC ES staff is responsible for verifying that the resume is on the Talent Bank.

After verifying the ES registration, the DESC's 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 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.**

DESC 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.

DESC 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.

DESC 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.**

DESC ES staff work closely with all partners in the Detroit One-Stop Service Centers to assist customers with special needs and 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, DESC'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.

DESC 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.

16. 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.

DESC 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. DESC will determine whether each application is consistent the WIOA four-year plan and will make recommendations to the LEO to promote alignment with DESC's workforce plan.

17. 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.

18. 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.

19. 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's 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: s 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.

20. If available, 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.

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

21. 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 Mayor’s Workforce Development Board 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.
- 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, 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 the DESC's service centers, and upgrade facilities.

22. 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 supplemental 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.

23. 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 E. 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.

24. 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 of DESC's program.

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

DESC 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 DESC's 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 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.

DESC’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, DESC 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. DESC’s Priority of Service policy defines each priority population and outlines how the prioritization should be operationalized.

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

DESC 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). DESC 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. DESC enrolls and co-enrolls qualified individuals impacted by plant closing and layoffs in the TAA and WIOA Dislocated Workers programs.

27. 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.
 - c. 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 PI 06-12, "Establishment of Labor Management Committees, also known as JACs at Sites of Facility Closures and Mass Layoffs," issued September 26, 2006).
 - d. 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.

- e. 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 PY in which it was granted, or other time period as determined by the LEO-WD.
- f. 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.
- g. 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 be 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:

- DESC's 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.).