

WIOA Unified State Plan Mid-Cycle Modification for the State of Michigan: Program Year 2022

Overview:

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified or Combined State Plan to the Secretary of the U.S. Department of Labor that outlines a four-year strategy for the State's workforce development system. The publicly-funded workforce development system is a national network of federal, state, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all job seekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified or Combined State Plans in place to receive funding for core programs. At the end of the first two-year period of any four-year Unified State Plan, the State Workforce Development Board shall review the Unified State Plan, and the Governor's state workforce development agency shall submit modifications to the plan to reflect changes in labor market and economic conditions, or other factors affecting the implementation of the Unified State Plan. The WIOA planning requirements foster alignment of federal investments in job training to integrate service delivery across programs and improve efficiency in service delivery, and to ensure the workforce system is job-driven and matches employers with skilled individuals.

One of the WIOA's principal areas of focus is to require states to plan across core programs and include this planning process in the Unified or Combined State Plans. This focus promotes a shared understanding of the workforce needs within each state and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation of many of these approaches called for within the WIOA requires robust relationships across programs. The WIOA requires states and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified or Combined State Plans.

A WIOA Unified State Plan team was formed in 2019 at the state level with the purpose of development and submission for approval, an integrated, aligned, and actionable WIOA Unified State Plan. The same team of core program partners collaborated to complete the mid-cycle modification process as well. The Department of Labor and Economic Opportunity's (LEO's) Talent Development Division acts as the implementation team lead, pulling together representatives from all core programs including Adult Education, Wagner-Peyser, and Vocational Rehabilitation as well as individuals representing the Bureau of Labor Market Information and Strategic Initiatives, the Michigan Works! Agencies (MWAs), and representatives from other required One-Stop partner programs. Monthly meetings with the WIOA Unified State Plan team are held between the months of August through December to ensure timely submission of the mid-cycle modification.

The Plan is collaboratively developed and will be placed into public review and comment by no later than January 6, 2022.

Needed Action:

The Governor's State Workforce Development Board approval of the WIOA Unified State Plan mid-cycle modification is required before plan submission to the U.S. Department of Labor on or before March 1, 2022. The following Executive Summary provides highlights of the major updates and/or changes to the Unified State Plan. The *draft* version of the entire Unified State Plan may be found at:

https://www.michigan.gov/documents/leo/2022_Unified_State_Plan_Mid-cycle_mod_Draft_Nov_2021_-_Version_3_740850_7.pdf.

Submission of a State Plan:

A state has two options for submitting a State Plan—a Unified State Plan or a Combined State Plan. At a minimum, a State must submit a Unified State Plan that meets the requirements described in this document and outlines a four-year strategy for the core programs, including mid-cycle modifications at the end of every two years within that four-year period to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the Unified State Plan. Michigan submits a **Unified** State Plan.

The six core programs are—

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

How State Plan Requirements Are Organized:

The major content areas of the Unified State Plan mid-cycle modification include updates to the economic and labor market analysis and strategies, which may have changed significantly given the impacts of the COVID-19 pandemic, as well as strategic and operational planning elements. The WIOA separates the strategic and operational elements to facilitate cross-program strategic planning.

- The **Strategic Planning Elements** section includes analyses of the state's economic conditions, workforce characteristics, and workforce development activities. These analyses drive the required vision and goals for the state's workforce development system and alignment strategies for workforce development programs to support economic growth.
- The **Operational Planning Elements** section identifies the state's efforts to support the strategic vision and goals as identified in the Strategic Planning Elements section. This section ensures that the state has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include:
 - State Strategy Implementation, which includes how the State Board will implement its functions as required under Section 101(d) of the WIOA and how the state will implement the strategies as identified in the Strategic Planning Elements section;
 - State Operating Systems and Policies, which includes state operating systems that support the coordinated implementation, data collection, and reporting process used for all program activities, state

policies, assessment of all core programs, funding distribution, data alignment and integration between core programs, and performance accountability;

- Common Assurances, for all core programs; and
- Program-Specific Requirements for each of the core programs.

When responding to Unified State Plan mid-cycle modification requirements, states must identify specific strategies for coordinating programs and services for target populations.¹ States must develop strategies that look beyond strategies for the general population and develop approaches that also address the needs of target populations. Strategic and operational planning elements highlight achievements within the last two years of individual programs, new practices, and partnerships/collaborations.

Executive Summary:

Michigan's Unified State Plan mid-cycle modification meets the requirements described in the WIOA, the WIOA Regulations, and other published federal guidance. A four-year strategy for the core programs is outlined in the Plan, which will now include mid-cycle modifications as required at the end of every two years within that four-year period. The major content areas of the Plan include strategic and operational planning elements, and inclusion of updates to the economic and labor market analysis and strategies. All strategic and operational planning elements in the Plan apply to all of the core programs. The major content areas of the Plan identify the state's efforts to support the strategic vision, mission, and goals as identified in the Strategic Planning Elements section.

The State's charge is to ensure strategic and operational coherence across the state's economic development, workforce development, and labor functions and to ensure these functions are responsive to the needs of the labor market. The State's priorities include key actions necessary to improve equity by focusing on diversity, inclusion, and access to workforce programming resulting in greater opportunities for economic mobility for our state's citizens. These analyses, as prepared by the Department of Technology, Management and Budget's Bureau of Labor Market Information and Strategic Initiatives, support the State's workforce development programs to support economic growth.

The State's vision is to promote a flexible, innovative, and effective workforce system within the State of Michigan. This plan is directed to grow the middle class, support small businesses, and invest in communities. To accomplish this, the State must ensure continued development of data-driven goals for preparing an educated and skilled workforce; expand economic opportunity, prosperity, and partnerships for our state's citizens; and continue to promote activities that support its strategic goals to support ongoing program and economic development and coordination.

How the Strategies in the Unified State Plan Support the State's Vision:

The Governor's newly established \$2.1 billion Michigan New Economy plan included the unveiling of three pillars tackling significant structural changes to grow Michigan's economy by creating good-paying jobs and building industries for the future. This plan focuses on better jobs, better skills, more people re-entering the labor force, and more people staying and/or moving to Michigan.

The goal of this new economic plan is to help grow Michigan's middle class, support small businesses, and invest in communities.

¹ Target populations include individuals with barriers to employment, as defined in WIOA Sec. 3, as well as veterans, unemployed workers, and youth.

Pillar 1: Grow the Middle Class – No economic vision for the state can be complete if it does not focus on eliminating poverty and lifting families into the middle class.

Goal: 60 percent of adults with a post-secondary credential by 2030

Goal: Lift 100,000 families out of working poverty during the next five years (FY22-FY26)

Goal: Provide access to low or no cost childcare for 150,000 more families by 2024

Pillar 2: Support Small Business – To supplement the great economic development work our state already does, Michigan needs a focus on creating and growing more Main Street businesses.

Goal: Top 10 state for small business job growth and revenue growth from 2022 to 2026

Goal: Top 10 state for household income growth during the next five years (FY22-FY26)

Goal: Top 10 state for growth in venture capital funding over the next five years (2022-2026)

Pillar 3: Build Strong Communities – Michigan’s residents deserve to live in vibrant communities with the kinds of services and amenities associated with a high standard of living.

Goal: 100 percent access to high-speed internet and 95 percent adoption by households during the next five years, while continually investing in higher quality access (FY22-FY26)

Goal: 75,000 new or rehabilitated housing units in five years (FY22-FY26)

The Plan includes key actions necessary to strengthen Michigan’s foundation because when Michigan is a successful state, we are a state of successful people. In alignment with Governor Whitmer’s priorities and the Governor’s State Workforce Development Board, our vision is to *“Make Michigan a place where all PEOPLE, BUSINESSES, AND COMMUNITIES have the educational and economic means to reach their full potential.”* This vision includes helping all Michiganders and businesses obtain the educational and economic means to reach their full potential, no matter their stage in life. This priority continues to be built upon through collaboration and cooperation.

LEO’s guiding principles are based on:

- Data- and evidence-based promotion of opportunity
 - Data is the basis for how we make decisions and measure success.
- Commitment to equity
 - LEO will prioritize equity – specifically closure of opportunity gaps for marginalized populations, including but not limited to race, gender, geography, socioeconomic status, and LGBTQ+.
- Collaboration to achieve unity of purpose and greater success
 - LEO will collaborate effectively with each other and with partners within and beyond state government by building coalitions to effectively drive strategic focus areas.
- Customer focus – people, business, and community
 - LEO will amplify the voices of those we protect and serve and will ensure a focus on people-centered approach in all we do.

In keeping with these strategic priorities and vision, the following priorities and goals have been established:

Education and Skills: Improve workforce education and reduce the skills gap to address the rapidly changing skills we need to compete for good-paying jobs and the requirement that some form of post-secondary education is required for today's jobs.

Sixty by 30: Established statewide goal to increase the number of Michiganders between the ages of 16 and 64 with a post-secondary credential/obtainment to 60 percent by 2030. This goal seeks to close the skills gap, increase opportunity, and make Michigan more competitive. Michigan is currently at 49.1 percent for post-secondary attainment.

Young Professionals Program: Michigan aligns with the WIOA in support of an increased focus on work experience for youth and envisions a public-private partnership designed to reduce youth unemployment. The purpose of the Young Professionals program is to increase career awareness and preparation while reducing youth unemployment. This will be accomplished by introducing under-represented young adults, ages 14 to 24, to the world of work, while providing participants and their families with income. Combined services will place young adults on the right path to gain the skills necessary to achieve lifelong economic self-sufficiency.

Michigan Reconnect: Increase training opportunities for adults who have already started their careers and are seeking an in-demand industry certification or associate degree to up-skill and qualify for local in-demand careers. This encompasses a tuition-free path to community college or private training provider to complete an associate or bachelor's degree or a skills certificate program. The aim of Michigan Reconnect is to make it easier and more affordable than ever for adults with some or no college experience to earn a post-secondary degree. This effort assists individuals who have exhausted federal aid (last-dollar scholarship).

Futures For Frontliners: A last-dollar state scholarship program for Michiganders without college degrees who worked in essential industries during the statewide COVID-19 shutdown in spring of 2020 (April 1 – June 30). This scholarship provides an opportunity to pursue a tuition-free pathway to college for essential workers with or without a high school diploma or equivalent, either full-time or part-time while they work. Frontliners were required to complete a Futures for Frontliners scholarship application by 11:59 p.m. on December 31, 2020. Collaboration with local community colleges, training providers, and adult education providers have been key in the success of this program.

Skills to Work: Newly developed digital hub that connects residents with online learning opportunities and other training resources. More than 75 percent of all Michigan jobs will soon require at least some education beyond high school, and this connects Michigan residents to their opportunity. Whether an individual is looking to return to work, explore in-demand careers, learn new skills, or take the first step toward a degree or certificate, the site has information to help Michigan workers expand their opportunities in an evolving economy. This includes a partnership with Modern States and College Board to increase education opportunities and accelerate Michigan's Sixty by 30 initiative by offering free college credit opportunities now available to Michigan residents.

Michigan Learning and Education Advancement Program (MiLEAP): LEO's Office of Employment & Training received a \$17.8 million U.S. Department of Education grant to respond to the economic impact of COVID-19 in the state and provide assistance to get Michigan back to work. The commitment to uplift Michiganders whose economic security was impacted by the pandemic will ensure all Michiganders thrive as we continue our economic jumpstart. The federal funds will help more than 4,500 job seekers over a three-year period take the leap from education and training to employment by delivering short- and mid-term customized education and training.

Wraparound Services Support: In order for our Michiganders to succeed, they need support with critical necessities like housing and food, childcare, transportation, books, and supplies, and more. To address these

critical necessities, expansion of Supplemental Nutrition Assistance Program eligibility to college students facing food insecurity, inclusion of more funding in the state's supplemental budget request for wraparound services to support Frontliners and Reconnectors, Leveraging the American Rescue Plan to ensure Reconnectors are connected to this subsidy, and the launch of a Tri-Share Childcare program to divide the cost of childcare equally between employees, their employer, and the State of Michigan are key priorities.

Achievement of these priorities will be accomplished through coordination with the MWAs and strategies that:

- Close the skills gap by increasing opportunity for education and career skill training programs, and attract a talented, top-notch workforce.
- Connect Michigan businesses to qualified candidates for the growing number of jobs that are currently unfilled.
- Expand services to place young adults on the right path to gain the skills necessary to achieve lifelong economic self-sufficiency.
- Ensure that every Michigander has an opportunity through a career pathway to skills that lead to self-sustaining employment.
- Expand access to students who graduate from a Michigan high school and want to continue their education but:
 - Cannot afford to do so, or
 - Decide that a four-year college or university is not for them but need skills to get a good job.
- Improve local programs for youth that will provide career preparation, employment opportunities, and support services in partnership with One-Stop centers.
- Ensure a regional approach to equity and access to maximize workforce resources and create a nimble and responsive system. It is critical that the regional workforce system be aligned with economic development and community partners. This alignment will ensure closing the opportunity gaps for marginalized populations and provide access for all Michigan citizens to receive assistance through the workforce system.
- Ensure equity and inclusion through our Michigan Works! Service Centers. Equity is the goal of diversity and inclusion. A universally accessible system requires meeting the diverse customer needs that exist within the local delivery area, which includes the needs of individuals with disabilities, people of different cultures, and persons with barriers to employment.

Goal 1: All Michiganders will have access to a continuum of high-quality education, training, and career pathway opportunities to obtain self-sustaining wages. Access to a continuum of high-quality education, training, and career pathway opportunities to obtain self-sustaining wages will be achieved by:

- Investing in the closure of inequity gaps by prioritizing closure of socioeconomic/demographic opportunity gaps in all decision making.
- Protecting the health, safety, and economic security for workers by ensuring safe working conditions, fair wages, and labor protections.
- Removing barriers to employment including housing, transportation, health care, childcare, language, and placement.

- Building equitable pathways to high-wage careers by supporting education, training, onramps, and certification(s) to make sustaining wages more attainable.

Goal 2: Michigan will support business growth by ensuring that employers have access to a diverse and skilled workforce, and opportunities to expand upward mobility, including:

- Growing skills/credentials to meet current and future employer needs and expanding upward mobility by addressing shortages in growth sectors in every region of the state.
- Enabling Michigan's businesses to grow and thrive by creating the foundation to attract investment, including infrastructure.
- Promoting economic sector diversity by increasing exposure to high-growth, highly resilient sectors.
- Catalyze small business and entrepreneurship by addressing leaks in the entrepreneurship funnel to increase new business starts and economic growth.

Goal 3: Michigan communities to play a vital role in attracting and retaining qualified talent by demonstrating Michigan as a state to live, work and play.

- Developing vibrant communities by developing and preserving the infrastructure, amenities, and arts/culture that make communities vital.
- Make and market Michigan as a state for all to live, work, and play by investing in placemaking, expanding affordable housing, and marketing Michigan to the world.

The following key actions necessary to strengthen Michigan's foundation include:

- Data and evidence-based promotion of opportunities where data is the basis for how we make decisions and measure success;
- Collaboration to achieve unity of purposes and greater success by effectively partnering within LEO, and partners within/beyond state government to build coalitions to effectively drive strategic focus areas;
- LEO's commitment to equality by prioritizing equity through diversity, and inclusion; specifically, closure of opportunity gaps for marginalized populations. This would include, but is not limited to race, gender, geography, socioeconomic status, and LGBTQ+ populations;
- Customer focus for all Michiganders, businesses, and communities by incorporating and amplifying the voices of those we protect and serve. To ensure the focus is a people-centered approach in all we do;
- Driving down working poverty by increasing accountability through measuring outcomes and results;
- Increasing post-secondary attainment rates (degree or certificate) by providing the educational and economic tools necessary to succeed and to fill the current skills gap;
- Developing career pathways for every learner to access a combination of high-quality education, training and other services that lead to recognized credential(s) and prepare an individual to be successful in a high-wage, self-sustaining career to build a skilled workforce;
- Focusing on early childhood education and literacy to improve achievement in Michigan schools by improving efforts to nurture and educate our youth;

- Ensuring that training is demand-driven by creating partnerships with education and employers, building a seamless One-Stop system for both employers and job seekers, emphasizing the value of local areas to leverage State resources that help create more and better jobs and training, along with career and technical education opportunities;
- Assisting the structurally unemployed by offering services tailored to meet individual needs;
- Providing one-stop shopping for veterans; and
- Improving employment outcomes for individuals with disabilities and assist the business community to hire and retain workers from the Vocational Rehabilitation (VR) talent pool, schools, adult education, and Michigan Works!

Partner Collaboration:

The collaboration with workforce agencies, employers, economic developers, post-secondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIOA. Our workforce programs are being implemented with innovation and efficiency in mind to deliver results-driven training and services to address educational and credential attainment, provide access and equity for self-sustaining employment, assist employers with their workforce training needs, and revitalize our education system and opportunities to better prepare youth for their future in the workforce. In alignment with the Governor's overall strategic plan for Michigan, our Unified State Plan mid-cycle modification includes the following:

- Supporting the Governor's comprehensive strategy that is customer-focused to expand economic opportunity and prosperity for all Michigan citizens to have the greatest impact on citizens, businesses, and communities to reach their full potential.
- Supporting the Governor's MI New Economy plan that tackles big structural changes to grow Michigan's economy, creating good-paying jobs, and building industries of the future. The goal of this new economic plan is to help grow Michigan's middle class, support small businesses, and invest in communities. This plan focuses on better jobs, better skills, more people re-entering the labor force, and more people staying and/or moving to Michigan. The plan has already recognized that a strong economy isn't only about creating jobs, but that it also requires a focus on people and communities.
- Collaboration of all LEO partners, and other non-core partners to build unity and coalitions for greater success towards career pathways for every learner to access a combination of high-quality education, training and other services that lead to credential obtainment and prepare an individual for success and build a skilled workforce.
- Partnership on the Michigan Revolution for the Electrification of Vehicles (MiREV) and the Lake Michigan Electric Vehicle (EV) Circuit to expand EV infrastructure network. LEO is seeking to partner with three to five organizations for this effort for a total investment of up to \$5 million through a competitive Request for Proposal (RFP) process. LEO's Office of Employment and Training and the Office of Future Mobility and Electrification released a Request for Proposals that seeks to identify one or more conveners who can lead this statewide initiative. The MiREV RFP was issued to help prepare Michigan's workforce for the strong pipeline of talent needed for automotive mobility and electrification jobs and career pathways to position Michigan at the center of high-tech vehicle production and job creation. MiREV will work directly with employers to ensure Michigan has the right kinds of programs and resources to address their most critical workforce needs to fill both current and future talent gaps for in-demand and emerging jobs in the mobility and electrification industry.

- Supporting a customer focused, demand-driven workforce system by building a seamless One-Stop system and creating partnerships with education and employers that drive down working poverty and help create more and higher-wage jobs, training, and career and technical education opportunities through the alignment of workforce development with economic and community development.
- Transforming Michigan’s adult learning, educational and vocational rehabilitation infrastructure to create a continued unified strategic approach and provide the educational and economic tools to increase the state’s economic prosperity through workforce training, post-secondary educational attainment and/or credentialing to continue to fill current skill gaps.
- Implement employer responsive training to enhance talent outcomes, productivity, and employment retention, and layoff aversion while increasing the quality and competitiveness of Michigan’s businesses.
- Assisting the structurally unemployed by offering services tailored to meet their individual needs.
- Implementing statewide support structures at both the State and local levels for hard to serve populations and citizens facing barriers to employment to improve employment outcomes and assist the business community to hire and retain these populations. LEO has prioritized equity, specifically closure of opportunity gaps for marginalized populations, including but not limited to race, gender, geography, socioeconomic status, and LGBTQ+. It is also critical that LEO provide pathways to equal opportunity for all Michiganders, including those within our own department. As such, all LEO employees were encouraged to participate in a 21-Day Racial Equity Challenge to learn strategies to recognize racism, gain understanding, and challenge our thinking to move in a direction to normalize diversity, equity, and inclusion across state government.
- Monitoring performance and assessing evidence-based data to measure the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize our return on investment.
- Advancing the Michigan Learning and Education Advancement Program (MiLEAP). In response to the impact of COVID-19 on the workforce, LEO was awarded competitive federal CARES Act funding from the U.S. Department of Education for MiLEAP. In partnership with MWAs, Michigan Community Colleges and other institutions of higher education, and the Michigan Department of Health and Human Services, MiLEAP assists job seekers to transition from short- and mid-term education and training programs to high-skill, high-wage employment, and career pathways, resulting in industry-recognized credential attainment and reduced educational debt. The granted MiLEAP groups will work as Regional Consortia to support individuals who are dislocated, underemployed, serving as essential workers, living in distressed rural and urban communities, or economically disadvantaged. LEO and our Regional Consortia partners will help people get back on their feet and take the next step on their path to financial security.
- Employing the Michigan Industry Cluster Approach (MICA) 3.0, a framework in which many employers within a single industry jointly engage with the workforce system to identify their demand and challenges. In this approach, talent issues may be handled more efficiently through multi-company, industry-focused employment, and training programs. As industry clusters are established, the focus shifts emphasis on talent issues to an industry basis, rather than working with a single employer at a time. Regionally, partners including but not limited to MWAs, business associations, and non-profits convene employers along with education providers, economic development organizations, and other groups associated with workforce development to solve talent challenges. Local clusters, formed based on local needs, are led by industry. The hub of the cluster is a service provider which research information about jobs in demand, skill gaps, training needs, job seeker screening factors, and other related issues. The state’s key clusters are Agriculture, Construction, Energy, Healthcare, Hospitality/Outdoor Recreation, Information Technology (IT), Manufacturing, and Mobility.

- **Going PRO Talent Fund.** The Talent Fund provides individuals with employment, industry-recognized credentials, and strong wages. Employers are incentivized to expand their recruitment efforts for hiring and training individuals with barriers to employment. Talent Fund targeted population incentives include public assistance recipients, individuals with a disability, veterans, active military reservists, older workers, returning citizens, and individuals without a high school diploma. Through the competitive application process, employers are also encouraged to address diversity, equity, and inclusion efforts that benefit their community, business, and trainees; as well as identify the impact for providing good/promising jobs above the local Asset Limited Income Constrained Employed rate, address the long-lasting impacts of COVID-19 (including adversely impacted populations), and other applicable areas related to training, placement, and/or retention needs.
- **State Apprenticeship Expansion (SAE).** LEO champions efforts of public-private partners to support and expand Registered Apprenticeship Program (RAP) opportunities for all citizens. In partnership with the U.S. Department of Labor, Office of Apprenticeship, the SAE team contributes to the growth of opportunities through policy, partnership, and practice in the support of (1) sector partnerships; (2) employer incentives; (3) establishment of the Apprenticeship Success Coordinator function within the Michigan Works! Network, and (4) diversity, equity, and inclusion for participants in new Registered Apprenticeship (RA) opportunities across the state.
- **Michigan Statewide Targeted Apprenticeship Inclusion & Readiness System (MiSTAIRS).** In June of 2021, the U.S. Department of Labor announced that the Michigan Department of Labor and Economic Opportunity, Workforce Development (LEO-WD) was awarded \$10 million in State Apprenticeship Expansion, Equity, and Innovation grants funding to further expand RAP opportunities in the state. The award was based on a commitment to increase RAP diversity, equity, and inclusion through MiSTAIRS. MiSTAIRS is a partnership of LEO, the Michigan Works! Network, Michigan Career and Technical Institute (MCTI), Michigan Association of Community and Adult Education, and the Access to Apprenticeship Consortium led by labor and associated contractors. Activities benefit those most severely impacted by COVID-19 with RAP opportunities for 1,640 citizens with a focus on women, people of color, individuals with disabilities, and those without a high school diploma or equivalent. Under the MiSTAIRS program, Michigan will further develop and implement pre-apprenticeship readiness programs across the state providing direct entry into Apprenticeship Readiness program opportunities, specifically for underrepresented populations.
- **High School Completion (HSC) Pilot** that began January 1, 2020, to count hours in HSC or equivalency as core hours when determining if a Partnership.Accountability.Training.Hope (PATH) participant met the work participation requirement. One of the greatest challenges to serving PATH participants in adult education is that adult education services are not considered a core activity for work participation, so participants that may be in need of adult education programming often are not referred for this valuable service because of the negative impact on performance. The recent and sustained success of Michigan's PATH program has substantially reduced the liability of not meeting the federally imposed 50 percent work participation rate and all associated penalties. Michigan has the ability to expand and extend the opportunity for PATH participants to pursue a high school completion or equivalency without facing the adverse effects of not meeting the work participation requirement. Increased collaboration between

program counterparts at the state level has resulted in a deeper understanding of program operations and allows better alignment of state policies to eliminate barriers for local programs when possible.

- LEO funds eligible adult education providers to offer adult education services, including adult basic education, adult secondary education, high school completion, high school equivalency testing preparation, English as a Second Language, Integrated Education and Training (IET), Integrated English Literacy and Civics Education, workforce preparation, workplace literacy, and family literacy. Adult education providers must collaborate with Michigan Works!, career and technical education centers, community colleges, or other training providers to develop and implement IET programs. Adult education providers are encouraged to partner with Michigan Works!, Vocational Rehabilitation, and other community partners to connect participants with supportive services and remove barriers to success.
- Michigan Rehabilitation Services/Michigan Career and Technical Institute. Michigan Rehabilitation Services (MRS) and its MCTI utilizes WIOA Title IV funding to help support RA expansion activities. MCTI is a post-secondary vocational training and comprehensive rehabilitation service provider helping students with disabilities achieve competitive employment and self-sufficiency. MCTI is also a RAP intermediary for IT, certified nursing assistant, pharmacy technician, and manufacturing. MRS / MCTI conducts outreach and recruitment of youth with disabilities, engage employers and develop solutions for barriers to success. The Acting Director of MCTI also serves on the Michigan Apprenticeship Advisory Board.
- Partner Collaboration under Vocational Rehabilitation programs. The collaboration with workforce agencies, employers, economic developers, post-secondary education providers, and other partners with shared interests provides us with opportunities to leverage partner funds for services not funded under the WIOA. Our workforce programs are being implemented with innovation and efficiency in mind to deliver results-driven training and services in order to address educational and credential attainment, provide access and equity for self-sustaining employment, assist employers with their workforce training needs, and revitalize our education system and opportunities to better prepare youth. In alignment with the Governor's overall strategic plan for Michigan, our Unified State Plan mid-cycle modification includes the following:
 - The MRS and the Bureau Services for Blind Persons (BSBP) collaborate with state and local educational agencies in assisting individuals with disabilities, especially students and youth with disabilities who may consider subminimum wage employment or who are already employed, at a subminimum wage, to maximize opportunities to achieve competitive integrated employment through services provided by MRS, BSBP, and local educational agencies.
 - MRS and BSBP collaborate with state and local educational agencies in assisting individuals with disabilities, especially students and youth with disabilities who may consider subminimum wage employment or who are already employed, at a subminimum wage, to maximize opportunities to achieve competitive integrated employment through services provided by MRS, BSBP, and local educational agencies.
 - MRS and BSBP are expanding pre-employment transition services to students with disabilities.

State Strategy Implementation:

Strategies the State will utilize to align core programs and any combined state plan partner program areas include, but are not limited to:

- Continued progress toward the goal of the new economic plan to help grow Michigan's middle class, support small businesses, and invest in communities. Working with key partners, the legislature, and all who want to put Michigan's families, communities, and small businesses first is required for a strong economy. LEO will continue to focus on the people and communities in our state, by strategizing with partner programs.
- Identify commonality between workforce core program partners and the economic efforts shared collectively to identify the measurement of success throughout regions and the state. Continued implementation of co-enrollment, data sharing, and shared credential attainment, as appropriate.
- Pure Michigan Talent Connect (PMTTC), located at MiTalent.org, brings together employers and job seekers into one centralized hub. Michigan Training Connect (MiTC) is a centralized location for job seekers to explore training options available through the state's federally mandated Eligible Training Provider List (ETPL). Strategic skill development, retraining tools, cutting edge labor market data and trends, networking, and employment matching opportunities are all available in one easy to use location. PMTC features information and tools that job creators and job seekers need to make educated decisions concerning hiring, career choices, and other talent-related efforts. PMTC provides strategic tools for employers to help them identify and develop their talent base and gives job seekers the opportunity to create a personalized plan to help them more effectively navigate career decisions. With a focus on retaining and attracting talent, PMTC helps employers attract, connect with, and hire the best individuals.
- LEO's Post-secondary Licensing Unit's coordination of licensed proprietary schools on our state's ETPL through MiTC. Schools that provide training in a specific trade, occupation or vocation are required to be licensed by the State of Michigan, Proprietary Schools Unit, in accordance with Proprietary Schools Act, Public Act 148 of 1943. Students attending these schools do not receive a degree but may earn a certificate of completion. MiTC coordinates with the Post-secondary Licensing Unit (due to proprietary school licensure processes and requirements) for placement of licensed proprietary schools on our state's ETPL.
- Improving acute talent shortages with talent matching/employer connections through our network of 16 MWAs, Labor Market Information, and the PMTC website to allow better matching of skills with job openings.
- Update and promotion of Pathfinder. Pathfinder is a free online career exploration tool that can help students, parents, counselors, and others find roadmaps to education, training, and career success. Pathfinder helps users make more informed decisions about their options for a successful future by using real-time, value-added information to show return on investment on education and training opportunities.
- Developing existing and new talent by focusing on obtainment of educational certificates or industry recognized credentials or degrees, in conjunction with training or retraining of Michigan's workforce to meet employer-identified needs by providing competitive awards for employer-responsive training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses.

- Addressing talent-based job creation and implementing statewide support structures at both the state and local levels for hard to serve populations and citizens facing barriers to employment to improve employment outcomes and assist the business community to hire and retain these populations. Some examples include Refugee and Immigrant Navigators in the MWAs, focusing on early childhood education and literacy to improve efforts to nurture and educate our youth, and IET programs.
- The Reemployment Services and Eligibility Assessment (RESEA) program in partnership with the LEO, Unemployment Insurance (LEO-UI). LEO has joined efforts with WD and the UI to provide customized services to UI claimants deemed most likely to exhaust their UI benefits. Early intervention with a proactive approach is utilized to return the unemployed back to work sooner.
- Continued improvement of professional development for State workforce system employees and MWA staff through capacity building, such as professional development for internal and external partners and cross-agency training for increased knowledge of core partner programs to create a more unified system approach.
- Opportunities for consistency in service delivery strategies to establish additional outreach to rural areas and the capacity for more virtual services and online tools and resources. This includes the goal of 100 percent access to high-speed internet and 95 percent adoption by households within the next five years.
- Continued progress around the sharing of data between the Michigan Adult Education Reporting System (MAERS), the One-Stop Management Information System (OSMIS), and other participant-level data collection systems. The Data and Performance Reporting unit within the Department of Labor and Economic Opportunity, Office of Employment and Training (LEO-E&T) oversees both MAERS and OSMIS which has resulted in more discussions about sharing data and creating consistency across both systems as changes were made to meet WIOA performance reporting requirements. Additionally, data and performance reporting and IT Services have been positioned within LEO-E&T's Operations Division to facilitate collaboration around data and IT systems across BSBP, MRS, and WD.
- Monitoring performance and assessing evidence-based labor market information data to measure the effectiveness of local areas in achieving continuous improvement of workforce investment activities in order to optimize our return on investment.
- Addressing recession planning process development to minimize the impact of individuals who are susceptible to layoff to assist them to enter reemployment quickly. The Trade Adjustment Assistance (TAA)/Rapid Response coordinators continuously coordinate WIOA employer-based training initiatives to ensure support of the demand-driven model and coordination of TAA and the WIOA Dislocated Worker programs. The goal of all concerned parties is to provide dislocated workers with support, resources, and technical assistance to effectively assist in the transition to reemployment.

For reference, the following organizational chart portrays LEO's organizational structure:

