

SEMCA

STRATEGIC PLAN

2021-2024



SOUTHEAST MICHIGAN COMMUNITY ALLIANCE

ACKNOWLEDGEMENTS

SEMCA has developed this 2021 Strategic Plan as its multi-year roadmap for how to achieve the priorities of the local workforce development system. The SEMCA Board members crafted this plan to serve as a living tool for driving successful outcomes based on historical data and anticipated changes in the local labor market.

Board members, staff, partners, and stakeholders have provided valuable time and input into the creation of this strategic plan. This process would not have been possible without the involvement of these individuals, and their efforts are greatly appreciated. The Board thanks all staff for their ongoing assistance as well as individuals who attended input sessions and participated in interviews to contribute to the strategic planning process. We are thankful for your participation and look forward to continuing the conversation and efforts to strengthen the workforce in our region.

As the designated Workforce Development Board for the Monroe and out-Wayne County region, SEMCA provides leadership and guidance to the region's workforce development system. This strategic plan is a reflection of the Board's vision and priorities for the future of Southeast Michigan. The Board's efforts are instrumental to the successful implementation of this plan in the coming years. Each Board member is acknowledged on the following page.

68

PARTICIPATING
STAKEHOLDERS

15

INTERVIEWS

4

FOCUS GROUPS

ACKNOWLEDGEMENTS

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INTRODUCTION



The Southeast Michigan Community Alliance (SEMCA) is a public, non-profit corporation whose service area covers all of Monroe County and Wayne County, excluding the City of Detroit. SEMCA provides strategic leadership for a wide range of workforce development initiatives and programs in partnership with local government, community, and educational partners in its service area. As a designated Michigan Works! Agency, SEMCA both delivers and procures workforce development services and training to meet the needs of its customers, which include employers, unemployed individuals, under-skilled working adults, and youth both in school and out of school.

Most of SEMCA's programs are funded by the State of Michigan's Department of Labor and Economic Opportunity and delivered by SEMCA contractors. Primary funding is from the federal Workforce Innovation and Opportunity Act (WIOA) that establishes local partnerships between elected officials and workforce development boards to oversee effective uses of funding and to provide strategic guidance and coordination of workforce development services in local labor market areas. SEMCA has been a national leader in providing quality assurance and maximum return-on-investment for workforce development activities in the local area, and works with peer regions, the State of Michigan, and the National Association of Workforce Boards to advance the professionalism of the system. SEMCA also provides administrative and management services for the **Workforce Intelligence Network (WIN)** which attracts funding from private foundations and government grants to expand programs in the region.

SEMCA engages in a strategic planning process every three years to develop strategic direction, community impact goals, and organizational structure to guide decision making on selection and coordination of services in the local area. This strategic plan for 2021 through 2024 is the culmination of engaging SEMCA board members, staff, and key partners in SWOT (strengths, weaknesses, opportunities, threats) analysis combined with review of current labor market information to create and publicize goals, action strategies, and key performance indicators for assessing progress during the upcoming three years. The development of this plan occurs at a critical time for leadership as we are emerging from a unique “pandemic year” and attempting to address challenges and seize opportunities. The past year changed many things quickly, and in some cases, permanently, and SEMCA’s staff and leadership are sorting through these changes while seeking some semblance of a new normal.

“The past year changed the relationships between employers and employees, between students and educators, and between government organizations and the public.”

Many of the changes are positive, including the increased leverage that employees, job seekers, and students now have in the marketplace. Employers and educators have quickly learned to adapt by changing the way they recruit, retain, and advance employees and students. The technology of online work, services, and learning has advanced significantly as a matter of necessity. Employers, educators, and service providers now need each other for

success more than they ever did before, and those who succeed will be the those who understand this and engage in creative partnerships that break some of the old molds. As employers are redefining the workplace rules and determining staffing levels, and as individuals are now returning to jobs in larger numbers, we find that public attitudes about work, learning, and the view of what a high-quality job is have changed. This strategic plan will be implemented with these new realities as a backdrop. The plan provides a solid foundation but also realizes that flexibility in implementation will be essential as we continue to adjust to changing conditions and attitudes.

The strategic plan that follows builds upon the foundational goals established in prior plans and upon lessons learned in implementing those plans. SEMCA launches this new plan from a solid base of board and staff leadership, strong local partnerships, open communications, and most importantly the ability to implement initiatives and programs effectively and efficiently. The past year has challenged workforce development and education systems in unprecedented ways that have required the rapid development and use of new approaches and tools. Advancements have occurred in the use of technology for customer services and staff communications, along with development of online training that is targeted to employers' skill needs and stack-able to additional credentials that will be increasingly valuable in the labor market. The plan incorporates this learning and provides specific actions and metrics for achieving success in these major goals:

PARTNERSHIPS

Develop and maintain the talent pool in SEMCA's Service Area by strengthening the connection between partners' strategic goals and SEMCA's services.

SERVICE QUALITY

Provide consistent, high-quality services by implementing ongoing professional development and training of SEMCA staff and service providers.

FUNDING DIVERSIFICATION

Diversify funding to support innovative service delivery and operational stability.

BRANDING

Increase brand clarity, understanding and awareness.

The past year changed the relationships between employers and employees, between students and educators, and between government organizations and the public. WIOA created the framework for local responsiveness to meet the needs of customers tied to the unique labor market conditions, partner relationships, and strategic goals that exist in each workforce area. This strategic plan is grounded in these local realities. SEMCA's leadership team and service delivery system will be guided by the strategic plan, a plan that will re-define service quality and the relationships needed to provide high quality and return-on-investment in the emerging post-pandemic economy.



SEMCA STRATEGIC PLAN 2021-2024



It is SEMCA's **MISSION** to provide innovative leadership to create an inclusive, life-long talent and career development system that is responsive to labor market and industry demands.

Our **VISION** is that through SEMCA's leadership there is a robust career and talent pipeline sustained by public and private partnerships driving a resilient, vital and competitive economy.

The **GOALS** that SEMCA has committed to working towards through the implementation of this plan are:



PARTNERSHIPS

Develop and maintain the talent pool in SEMCA's Service Area by strengthening the connection between partners' strategic goals and SEMCA's services.



SERVICE QUALITY

Provide consistent, high-quality services by implementing ongoing professional development and training of SEMCA staff and service providers.



FUNDING DIVERSIFICATION

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BRANDING

Increase brand clarity, understanding and awareness.

PLANNING PROCESS

The planning process for SEMCA's new strategic plan began in early 2021. SEMCA formed a strategic planning committee to oversee the process and to ensure SEMCA staff, stakeholders, and board members were actively involved. The strategic planning committee then hired Thomas P. Miller & Associates, LLC (TPMA), an Indianapolis-based consulting firm, to facilitate the strategic planning process.

The planning process included a detailed labor market analysis of SEMCA's service area, key stakeholder interviews, and focus groups. This section summarizes those findings.

"The SEMCA Service Area ... is the second most populated Michigan Works! region out of sixteen service areas in the state"

LABOR MARKET ANALYSIS

In May 2021, TPMA completed a labor market analysis detailing past, current, and projected trends in the Southeast Michigan labor market. The geographic parameters of the region include Monroe and Out-Wayne Counties, the SEMCA Service Area (or SEMCA Region). TPMA collected data from several public and proprietary sources including Economic Modeling Specialists, Inc. (Emsi), American Community Survey, U.S. Census Bureau, and the U.S. Bureau of Labor Statistics. Below are key takeaways from this analysis.

Population Growth

Monroe County and Out-Wayne County, the portion of the county that excludes Detroit, combined make up the SEMCA Service Area, which is the second most populated Michigan Works! region out of sixteen service areas in the state.

Nearly a quarter of the SEMCA Region's 2021 population is between the working ages of 35-54 (24.5%). However, this age cohort has declined by 7.2% (24,270) over the past five years and is projected to decline even further (by 4,319) by 2026. The Region also has an aging population, as indicated by the share of total population aged 55 and older (31.4%) and the significant growth in the over 65 cohort (25,155 in the next five years)

Table 1. Population by Age, 2021. SEMCA Service Area

Age Cohort	2021 Population	% of Cohort	Change (2016-2021)	Projected Change (2021-2026)
Under 5 years	76,944	6.1%	(517)	-0.7%
5 to 19 years	235,078	18.6%	(8,217)	-3.4%
20 to 34 years	245,979	19.4%	5,419	2.3%
35 to 54 years	310,899	24.5%	(24,270)	-7.2%
55 to 64 years	173,378	13.7%	(3,170)	-1.8%
Over 65	224,290	17.7%	27,084	13.7%
Total	1,266,567	100.0%	(3,672)	-0.3%

Source: Emsi 2021.2

Industries with Positive Growth Job (2016-2021)

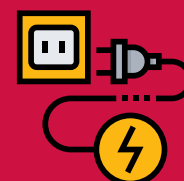
Table 2 breaks down the specific job totals and changes for the top twenty 2-Digit NAICS industries. Transportation and Warehousing (42%), Management of Companies and Enterprises (16%), and Utilities (9%) were the industries with the highest job growth from 2016 to 2021. Arts, Entertainment, and Recreation was the sector with the largest job change—a 26% decrease in jobs—from 2016 to 2021. However, job loss in that sector was likely heavily affected by COVID-19 – from 2016 to 2019, there was only a 1% decrease in jobs.

Out of the top three industries in the SEMCA Service Area, Manufacturing is predicted to lose the most jobs, a 10% decrease, from 2021 to 2026. Arts, Entertainment, and Recreation is predicted to decrease 11% and Utilities by 10% in jobs from 2021 to 2026.

A few industries expect positive job growth into 2026. Jobs in Transportation and Warehousing are predicted to increase 9%. Management of Companies and Enterprises will increase 5% and Real Estate and Rental and Leasing by 3% from 2021 to 2026.

The SEMCA Service Area has competitive average earnings per job in its top industry sectors. Utilities’ jobs have the highest average earnings at \$183,676 per year.

The highest paying sector in the SEMCA Service Area? Utilities jobs. They have the highest average earnings at \$183,676 per year.



In fact, the SEMCA Service Area has four other industries with average earnings per job over \$100,000: Professional, Scientific, and Technical Services; Management of Companies and Enterprises; Finance and Insurance; and Mining, Quarrying, and Oil and Gas Extraction. Accommodation and Food Services is the industry with the lowest average earnings per job at \$23,117.

Location quotient (LQ) is a designation for how prevalent industry's jobs are in the SEMCA Service Area compared to other regions. Management of Companies and Enterprises has the highest location quotient in 2021 at 2.51, meaning there is a high distribution of jobs in this sector compared to other regions. Utilities (1.87) and Manufacturing (1.51) also have a larger presence in the SEMCA Service Area.

Table 2. Top Sectors in the SEMCA Service Area, 2-Digit NAICS¹

Industry	2021 Jobs	Job Change (2016 - 2021)		Job Change (2021-2026)		Avg. Earnings Per Job	2021 LQ
Health Care and Social Assistance	77,314	(6,857)	(8%)	(1,484)	(2%)	\$68,470	1.06
Manufacturing	65,361	(10,399)	(14%)	(6,256)	(10%)	\$96,008	1.51
Retail Trade	59,032	(5,827)	(9%)	(2,750)	(5%)	\$41,236	1.10
Government	56,822	(305)	(1%)	(2,842)	(5%)	\$81,258	0.68
Professional, Scientific, and Technical Services	44,113	(1,534)	(3%)	(401)	(1%)	\$112,663	1.17
Transportation and Warehousing	42,265	12,601	42%	3,908	9%	\$65,105	1.88
Accommodation and Food Services	38,870	(9,104)	(19%)	(2,297)	(6%)	\$23,117	0.94
Administrative and Support and Waste Management and Remediation Services	31,456	(3,981)	(11%)	(1,960)	(6%)	\$47,550	0.94
Other Services (except Public Administration)	27,040	(2,220)	(8%)	(900)	(3%)	\$33,357	0.94
Construction	22,032	(435)	(2%)	(707)	(3%)	\$69,765	0.69
Wholesale Trade	20,895	(3,457)	(14%)	(1,398)	(7%)	\$95,091	1.04
Management of Companies and Enterprises	20,489	2,782	16%	1,025	5%	\$170,658	2.51
Finance and Insurance	18,936	1,094	6%	70	0%	\$120,865	0.81
Real Estate and Rental and Leasing	6,855	238	4%	185	3%	\$65,364	0.72
Educational Services	6,645	(297)	(4%)	(159)	(2%)	\$48,674	0.47
Arts, Entertainment, and Recreation	6,231	(2,163)	(26%)	(712)	(11%)	\$62,392	0.75
Information	3,792	(605)	(14%)	(311)	(8%)	\$95,636	0.38
Utilities	3,565	306	9%	(354)	(10%)	\$183,676	1.87
Agriculture, Forestry, Fishing and Hunting	1,189	(75)	(6%)	(61)	(5%)	\$45,982	0.18
Mining, Quarrying, and Oil and Gas Extraction	552	(36)	(6%)	(17)	(3%)	\$113,560	0.27

Source: Emsi 2021.2

¹ Job growth throughout the Metro Detroit area, benefitting those who live and work inside the SEMCA Service Area, is not entirely captured in these figures. This table specifically excludes the City of Detroit, as well as Oakland and Macomb counties. These areas have a significant number of job opportunities, including remote work, for those that reside in the SEMCA service area. Additionally, job growth does not equal job openings - for example, retirements that will lead to open positions are not captured in this data.

It is important to note that the job growth projections for each industry reflect the estimated creation of new positions. They do not reflect the anticipated availability of job opportunities created by employee departures during this same period. SEMCA staff have indicated that leaders from multiple local industries have expressed great concern regarding an anticipated high percentage of their current workforce retiring in the next 3-5 years and the resultant talent shortage that will create.

STAKEHOLDER ENGAGEMENT FINDINGS

In May 2021, the SEMCA strategic planning committee identified key stakeholders to discuss business and workforce needs and demands in the SEMCA Service Area and asked TPMA to gather extensive input from these identified stakeholders via three, one-hour focus groups, and 16, forty-five-minute virtual interviews with key stakeholders.

In total, 68 stakeholders, representing SEMCA staff, workforce development organizations, local business leaders, education providers, and SEMCA board members, provided feedback around education, workforce, and business needs in the SEMCA Service Area. Several key themes shared consistently among stakeholders emerged from the data collection efforts and are listed below.

- **Wraparound Supports**
 - Connecting working age adults to various supportive services (e.g., transportation, mental health, childcare, etc.)
- **Engagement with Pre-K – Grade 12**
 - Engaging students in rigorous career explorations early and often
- **Changing Perceptions of In-Demand Career Pathways**
 - Addressing misconceptions around career pathways and trade schools
- **Building Talent Pipelines**
 - Proactively providing training services for predicted industry demands
- **Diversity, Equity, and Inclusion**
 - Targeted recruitment of people of color and differently abled individuals
- **Collaboration and Awareness**
 - Developing a clear goal/vision to guide collaboration efforts among all stakeholders

VISION AND MISSION

As part of the strategic planning process, SEMCA's staff and board reviewed the current mission and vision statements to see if they were appropriate, relevant, and reflective of the organization's future. The staff and board recommended minor revisions to the mission and vision statements.

REVISED MISSION STATEMENT

To provide innovative leadership to create an inclusive, life-long talent and career development system that is responsive to labor market and industry demands.

REVISED VISION STATEMENT

Through SEMCA's leadership there is a robust career and talent pipeline sustained by public and private partnerships driving a resilient, vital, and competitive economy.

Staff and board members felt that while the current mission and vision statements were still appropriate and relevant, some revision was necessary to ensure the statements were reflective of SEMCA's future. To this end, the most consistent change recommended by both groups was the addition of phrases like the ones listed below:

- current and future labor market demands
- focus on new areas of economic weakness
- new or emerging labor market needs for developing industries
- evolving industry specific labor market demands

These recommendations led to revising the end of the mission statement from "responsive to evolving labor market demands" to "responsive to labor market and **industry** demands". The vision statement was modified to add the word "resilient" to end the statement to become "**resilient**, vital, and competitive economy."

PRIORITY AREAS

After participating in the mission and vision statement review and studying the findings from the labor market analysis and the stakeholder engagement, SEMCA's board and managers participated in a two-day strategic planning retreat to review and discuss the findings, identify priority areas, set goals for each area, identify metrics for each goal, and create action plans for each priority area.

At the end of this retreat, the participants agreed to **four strategic goals for 2021-2024:**



PARTNERSHIPS

Develop and maintain the talent pool in SEMCA's Service Area by strengthening the connection between partners' strategic goals and SEMCA's services.



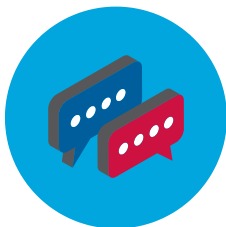
SERVICE QUALITY

Provide consistent, high-quality services by implementing ongoing professional development and training of SEMCA staff and service providers.



FUNDING DIVERSIFICATION

Diversify funding to support innovative service delivery and operational stability.



BRANDING

Increase brand clarity, understanding and awareness.

The following section of this strategic plan includes the metrics and actions for each of these goals.

PARTNERSHIPS

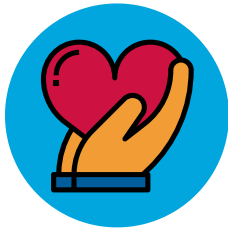


Goal 1: Develop and maintain the talent pool in SEMCA's Service Area by strengthening the connection between partners' strategic goals and SEMCA's services.

METRICS	<ul style="list-style-type: none"> • Increase awareness among partners of SEMCA's services through the semi-annual convening of partners to discuss common strategic goals • Increase the number of referrals to/from partner organizations 		
	YEAR 1	YEAR 2	YEAR 3
ACTION STEPS	Identify common strategic goals and common regional workforce activities and/or gaps	Develop vision and purpose for partnerships, align goals into ongoing, consistent partner meetings	Implement identified common strategies that work toward common goals
	Develop a system to track referrals	Using the system developed, set a baseline number for referrals	Increase number of referrals

As a trusted and respected workforce development leader in Southeast Michigan, SEMCA is poised to influence impactful change for businesses and community members. This goal will allow SEMCA to achieve this change by intentionally building and leveraging key partnerships in the community, so all organizations are working together towards common goals. As part of this action plan, SEMCA will lead and facilitate work with partners to find out their partners' strategic goals and priorities and identify how SEMCA's services align with these goals. This alignment will become the foundation of the semi-annual convening of partners and will allow SEMCA to strategically leverage their existing partnerships to increase the number of customer referrals to and from partners. Based on the coordinated activities and referrals, there should be an increase in the overall labor participation rate.

SERVICE QUALITY



Goal 2: Provide consistent, high-quality services by implementing ongoing professional development and training of SEMCA staff and service providers.

METRICS	<ul style="list-style-type: none"> Increased number of professional development opportunities for staff and providers Increased number of staff participating in professional development opportunities Increased customer satisfaction score from baseline set in Year 1 		
	YEAR 1	YEAR 2	YEAR 3
ACTION STEPS	Create secret shopping process and service to gauge service consistency	Conduct ongoing secret shopping	Conduct ongoing secret shopping and compare to previous results
	Document existing customer service practices and services currently being offered at locations	Implement customer service playbook/standard menu of services Develop and implement orientation/onboarding process for service providers and partners	Monitor results of customer service satisfaction survey + secret shopping scorecard and modify practices as necessary
	Develop and implement customer service satisfaction survey to set baseline customer satisfaction number	Continue implementing survey and making efforts for continuous improvement	
	Use information collected through secret shopping and customer surveys to develop professional development plans for SEMCA staff and service providers	Implement improved upon professional development plans for staff and service providers	

Throughout the stakeholder engagement process, it was noted that contactors need to be more consistent in what they provide, and that customers and employers should receive consistent experience and offerings. To remedy this, the Board developed this goal to standardize system functions and increase customer satisfaction through the training of staff and partners. As part of the action plan for this goal, SEMCA will observe staff interacting with the public, identify gaps in services offered throughout the region, and conduct a brief customer satisfaction survey. From this data, SEMCA will create a professional development plan for staff and an orientation/onboarding plan for service providers to ensure consistency in public interactions and service delivery and to address any gaps that had been identified.

FUNDING DIVERSIFICATION



Goal 3: Diversify funding to support innovative service delivery and operational stability

METRICS	<ul style="list-style-type: none"> • Increase flexible funding over 3 years from 2021 baseline • Diversify funding sources over 3 years from 2021 baseline 		
	YEAR 1	YEAR 2	YEAR 3
ACTION STEPS	Conduct assessment of current funding performance to determine baseline.	Create committee or hire position	Develop and execute board training and development
	Benchmark other workforce boards and identify best practices	Determine diversification and funding goals	Implement fundraising plan and track results
	Determine fundraising plan structure (committee vs. funded position)	Complete scan of grant opportunities	
	Identify programmatic funding gaps + diversification mix	Complete scan of RFP opportunities aligned with contracted admin services	
	Complete assessment of internal fee-for-admin-service offerings (including staffing expansion needs)	Develop pricing structure for internal fee-for-admin-service offerings	
		Develop fundraising project plan	

One of SEMCA’s strengths (as identified during stakeholder engagement) is the ability to secure state and federal funding through grants and other initiatives. To capitalize off this strength, SEMCA will continue to intentionally seek out ways to diversify funding resources through philanthropy and outsourcing contracted services (e.g., human resources, grant writing, etc.). As part of this goal, SEMCA will need to identify top programmatic funding needs and write language and messaging that can be used in the “ask” of community foundations, philanthropists, and other sources. Additionally, research needs to be done to identify what contracted services are in-demand among local organizations and non-profits and how much SEMCA should charge for outsourcing this work. Once set, a marketing plan needs to be created to help market these services to other organizations.

BRANDING



Goal 4: Increase brand clarity, understanding and awareness

METRICS	<ul style="list-style-type: none"> • Increase social media engagement by 15% • Increase brand awareness by 15% over benchmark set in ongoing brand awareness survey 		
	YEAR 1	YEAR 2	YEAR 3
ACTION STEPS	<p>Complete communications audit of external facing messaging to all customers to determine effectiveness while assessing current communication tools strengths and weaknesses, to provide suggestions and recommendations on how to advance</p>	<p>Using data collected during the communications audit, develop (or modify) communications plan with segmented messaging including talking points to disparate audiences, presentation tools, etc.</p>	<p>Using updated messaging, board acts as SEMCA ambassadors</p>
	<p>Develop and deploy 2-3 question survey to benchmark current awareness/perception of SEMCA from customers and partners</p>	<p>Test messaging using A/B segmentation and paid ads</p>	<p>Increase SEMCA messaging on social media to align perception with goals in communication plan</p>
	<p>Coordinate the creation and management of SEMCA Michigan Works! American Job Center online presence via website and social media channels (Facebook, Twitter, Instagram) to improve brand recognition and perceived value to local communities.</p>	<p>Track and record web and social engagement statistics to determine online engagement with SEMCA services and programs.</p>	
	<p>Develop brand identity standards for SEMCA Michigan Works! contract providers.</p>	<p>Implement brand identity standards</p>	

BRANDING



Goal 4: Increase brand clarity, understanding and awareness

METRICS

- Increase social media engagement by 15%
- Increase brand awareness by 15% over benchmark set in ongoing brand awareness survey

SEMCA is a well-known and trusted name in the Southeastern Michigan community. To continue building this name recognition, and to capitalize off the previous strategic plan's focus on marketing, the SEMCA board set a goal around increasing SEMCA's brand clarity, understanding and awareness. This goal is not centered around marketing SEMCA services; instead, this goal is focused on developing succinct, accurate messaging that defines SEMCA Michigan Works!. This goal also feeds into and influences the other goals in this strategic plan – clear messaging will influence flexible funding opportunities, recruit more strategic partners, and ensure public interactions with SEMCA staff are consistent throughout the service area.



SEMCA'S MISSION

To provide innovative leadership to create an inclusive, life-long talent and career development system that is responsive to labor market and industry demands.

SEMCA'S VISION

Through SEMCA's leadership there is a robust career and talent pipeline sustained by public and private partnerships driving a resilient, vital, and competitive economy.

SEMCA

**SOUTHEAST MICHIGAN COMMUNITY
ALLIANCE (SEMCA)
25363 Eureka Rd.
Taylor, MI 48180**

STRATEGIC PLANNING: *DATA ANALYSIS*

May 2021

SUBMITTED TO:

**SOUTHEAST MICHIGAN
COMMUNITY ALLIANCE**

SUBMITTED BY:



LABOR MARKET DATA ANALYSIS

Introduction

The following labor market analysis details past, current, and projected trends in the Southeast Michigan labor market. The geographic parameters of the region include Out-Wayne and Monroe Counties, the SEMCA Service Area (or SEMCA Region). Data was collected from several public and proprietary sources including Economic Modeling Specialists, Inc. (Emsi), American Community Survey, U.S. Census Bureau, and the U.S. Bureau of Labor Statistics,

This analysis serves to provide a baseline for SEMCA as it establishes priorities during the current strategic planning process. Included are the following sections containing the most recent labor market information for the designated area:

- Demographics
- Labor Force
- Industry Analysis
- Occupational Analysis

Figure 1: Map of the SEMCA Region



Figure 1: The SEMCA Service Area consists of Out-Wayne and Monroe Counties in Southeast Michigan.

Demographics

Out-Wayne County, the portion of the county that excludes Detroit, and Monroe County combined make up the SEMCA service area, which is the most populated Michigan Works region out of sixteen in the state. Despite this fact, both Out-Wayne and Monroe counties have seen significant population losses in the most recent decade. That population loss is projected to continue at least through 2026, as noted in the tables below.

Table 1. Population by Age, 2021. SEMCA Service Area

Age Cohort	2021 Population	% of Cohort	Change (2016-2021)		Projected Change (2021-2026)	
Under 5 years	76,944	6.1%	(517)	-0.7%	(925)	-1.2%
5 to 19 years	235,078	18.6%	(8,217)	-3.4%	(4,744)	-2.0%
20 to 34 years	245,979	19.4%	5,419	2.3%	(4,338)	-1.8%
35 to 54 years	310,899	24.5%	(24,270)	-7.2%	(4,319)	-1.4%
55 to 64 years	173,378	13.7%	(3,170)	-1.8%	(14,597)	-8.4%
Over 65	224,290	17.7%	27,084	13.7%	25,155	11.2%
Total	1,266,567	100.0%	(3,672)	-0.3%	(3,769)	-0.3%

Source: Emsi 2021.2

Table 1.2 Population by Age, 2021. Monroe County, Michigan

Age Cohort	2021 Population	% of Cohort	Change (2016-2021)		Projected Change (2021-2026)	
Under 5 years	7,820	5.2%	-35	-0.4%	177	2.3%
5 to 19 years	26,818	17.7%	-1,293	-4.6%	-509	-1.9%
20 to 34 years	26,520	17.5%	789	3.1%	-412	-1.6%
35 to 54 years	37,321	24.6%	-1,927	-4.9%	-67	-0.2%
55 to 64 years	22,822	15.0%	-80	-0.3%	-2,018	-8.8%
Over 65	30,344	20.0%	5,032	19.9%	4,870	16.1%
Total	151,646	100.0%	2,487	1.7%	2,041	1.3%

Source: Emsi 2021.2

Table 1.3 Population by Age, 2021. Wayne County, Michigan (Detroit Excluded)

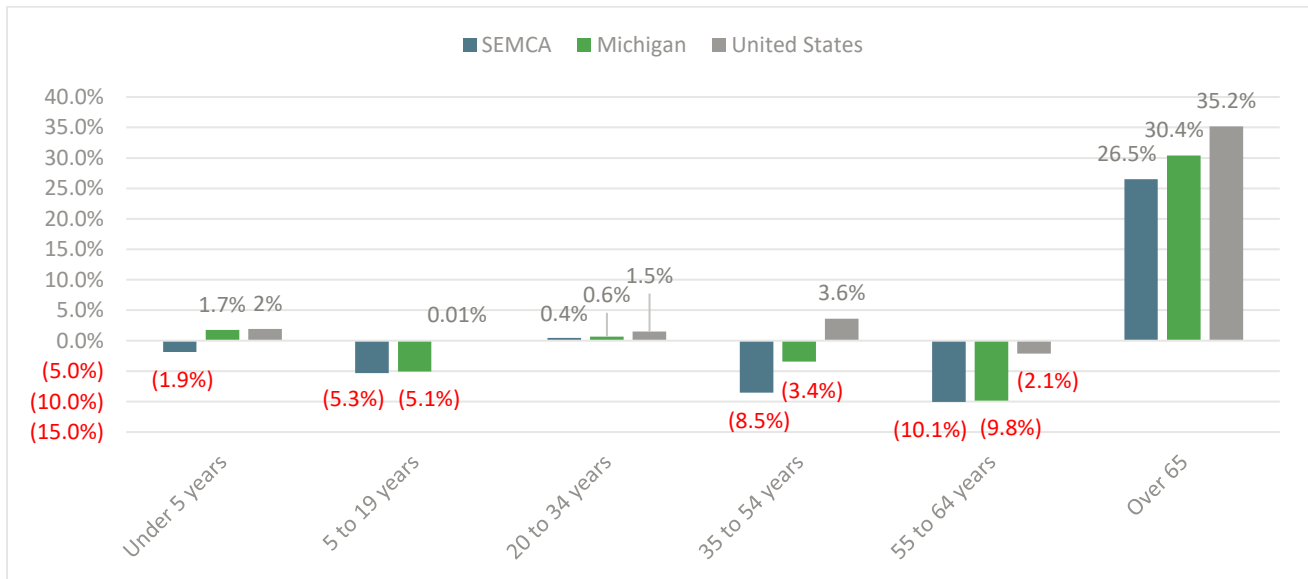
Age Cohort	2021 Population	% of Cohort	Change (2016-2021)		Projected Change (2021-2026)	
Under 5 years	69,123	6.2%	-482	-0.7%	-1102	-1.6%
5 to 19 years	208,260	18.7%	-6,924	-3.2%	-4,235	-2.0%
20 to 34 years	219,459	19.7%	4,630	2.2%	-3,926	-1.8%
35 to 54 years	273,578	24.5%	-22,344	-7.6%	-4,252	-1.6%
55 to 64 years	150,555	13.5%	-3,091	-2.0%	-12,579	-8.4%
Over 65	193,946	17.4%	22,051	12.8%	20,285	10.5%
Total	1,114,921	100.0%	-6,159	-0.5%	-5,810	-0.5%

Source: Emsi 2021.2

Nearly a quarter of the SEMCA Region’s 2021 population is between the working ages of 35-54 (24.5%), however this age cohort has declined significantly over the past five years and is projected to decline even further (by 4,319) by 2026. The Region also has an aging population, as indicated by the share of total population aged 55 and older (31.4%) and the significant growth in the over 65 cohort (25,155 in the next five years).

Figure 2 details the population change in the SEMCA Region by age cohort compared to the state of Michigan and the nation.

Figure 2. Population Change by Age Cohort, 2016-2026. SEMCA Service Area



Source: Emsi 2021.2

In Table 2 we can identify the breakdown of race and ethnicity in the SEMCA Service area. Much of the Service Area is White (73.5%), followed by Black (14%), Asian (4.7%), Two or More Races (2.7%), American Indian or Alaskan Native (0.3%), and Native Hawaiian/Pacific Islander (0.01%). 4.9% of the population identified as Hispanic of any race. Over the past five years, the largest increase by Race/Ethnicity has been those that identify as Hispanic of any Race, adding more than 6,200 to the SEMCA Service Area. Generally, except for American Indian or Alaska Native, every other Race/Ethnicity has seen an increase in their population since 2016. White is the other exception to this, which as a race has seen population decrease by over 22,800 individuals between 2016 and 2021.

It should also be noted that the SEMCA Service Area, which contains Dearborn and Dearborn Heights, has a large concentration of Arab American residents. The U.S Census does not at present provide accurate categorization for these residents and the majority must identify as “white.” This is reflected in the Race/Ethnicity data below.

Table 2: Population by Race/Ethnicity, 2016-2021. SEMCA Service Area

Demographic	2021 Population	% of Cohort	Change (2016-2021)	
White, Non-Hispanic	930,437	73.5%	(22,873)	-2.4%
Black, Non-Hispanic	176,889	14.0%	2,728	1.6%
Asian, Non-Hispanic	59,712	4.7%	5,578	10.3%
Two or More Races, Non-Hispanic	34,013	2.7%	5,013	17.3%
American Indian or Alaskan Native, (NH)	3,669	0.3%	(345)	-8.6%
Native Hawaiian/Pacific Islander, (NH)	187	0.01%	3	1.7%
Hispanic of any race	61,660	4.9%	6,224	11.7%
Total	1,266,567	100%	(3,672)	-0.3%

Hispanic	2021 Population	% of Cohort	Change (2016-2021)	
White, Hispanic	53,394	4.2%	5,727	12.0%
Two or More Races, Hispanic	3,548	0.3%	437	14.0%
Black, Hispanic	2,613	0.2%	278	11.9%
American Indian or Alaskan Native, Hispanic	1,552	0.1%	(200)	-11.4%
Asian, Hispanic	428	0.0%	7	1.6%
Native Hawaiian/Pacific Islander, Hispanic	125	0.0%	(25)	-16.4%
Hispanic of any race	61,660	4.9%	6,224	11.7%

Source: Emsi 2021.2

Table 3.1: Educational Attainment – Individuals 25+, 2019. SEMCA Service Area

Education Level	Regional Population	% of Regional Population	% of Michigan Population	% of U.S. Population
Less Than 9th Grade	25,458	3.0%	2.7%	4.9%
9 th Grade to 12 th Grade	57,382	6.7%	5.9%	6.6%
High School Diploma	251,459	29.5%	28.3%	26.5%
Some College	189,989	22.3%	23.1%	20.1%
Associate's Degree	78,764	9.2%	9.7%	8.7%
Bachelor's Degree	148,475	17.4%	18.4%	20.3%
Graduate Degree or Higher	101,458	11.9%	11.9%	12.8%

Table 3.2: Educational Attainment – Individuals 25+, 2019. Monroe County, Michigan

Education Level	Monroe Population	% of Monroe Population	% of Michigan Population	% of U.S. Population
Less Than 9th Grade	2,433	2.3%	2.7%	4.9%
9 th Grade to 12 th Grade	7,246	6.8%	5.9%	6.6%
High School Diploma	34,374	32.1%	28.3%	26.5%
Some College	24,083	22.5%	23.1%	20.1%
Associate's Degree	12,633	11.8%	9.7%	8.7%
Bachelor's Degree	17,703	16.5%	18.4%	20.3%
Graduate Degree or Higher	8,591	8.0%	11.9%	12.8%

Table 3.3: Educational Attainment – Individuals 25+, 2019. Wayne County, Michigan

Education Level	Out-Wayne Population	% of Out-Wayne Population	% of Michigan Population	% of U.S. Population
Less Than 9th Grade	23,025	3.1%	2.7%	4.9%
9 th Grade to 12 th Grade	50,136	6.7%	5.9%	6.6%
High School Diploma	217,085	29.1%	28.3%	26.5%
Some College	165,906	22.2%	23.1%	20.1%
Associate's Degree	66,131	8.9%	9.7%	8.7%
Bachelor's Degree	130,772	17.5%	18.4%	20.3%
Graduate Degree or Higher	92,867	12.4%	11.9%	12.8%

Table 3: Educational Attainment by Percentage– Individuals 25+, 2019.

Education Level	Monroe	Out-Wayne	SEMCA	MI	US
Less Than 9th Grade	2.3%	3.1%	3.0%	2.7%	4.9%
9 th Grade to 12 th Grade	6.8%	6.7%	6.7%	5.9%	6.6%
High School Diploma	32.1%	29.1%	29.5%	28.3%	26.5%
Some College	22.5%	22.2%	22.3%	23.1%	20.1%
Associate's Degree	11.8%	8.9%	9.2%	9.7%	8.7%
Bachelor's Degree	16.5%	17.5%	17.4%	18.4%	20.3%
Graduate Degree +	8.0%	12.4%	11.9%	11.9%	12.8%

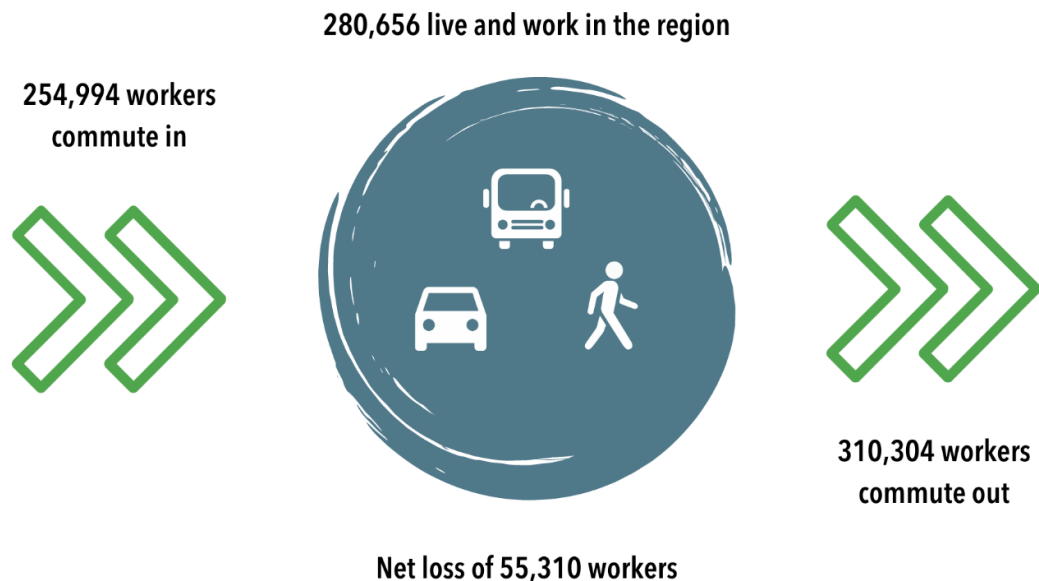
Source: America Community Survey

A smaller percentage of the SEMCA Service Area has attained education beyond a two-year degree than the state of Michigan and the nation. 38.5% of the individuals in the Service Area have a two-year degree or higher, compared to 40% statewide and 31.8% nationally. The Service Area exceeds the state and the national figures among those with an education attainment of some 9-12th grade education or a high school diploma. The Area also exceeds the national figures for those with some college or an associates degree, but lags slightly behind the state of Michigan as a whole in those categories. The SEMCA Service Area does trail slightly behind the state of Michigan for individuals with a Bachelor's degree by one percentage point, and national numbers by 2.9 points.

Analyzing the commuting patterns of inbound and outbound workers can give a clearer understanding of the living and working opportunities in the region. For example, if a region has more outbound than inbound workers, the region likely has fewer or less desirable job opportunities within the region. On the other hand, if it has more inbound than outbound workers, the region's jobs are usually more numerous and of higher quality than surrounding areas.

In the SEMCA Region, 254,994 workers commute into Out-Wayne and Monroe Counties for work. Comparably, 310,304 workers commute out of the region for work, making the region a net exporter of 55,310. Approximately 280,656 people both live and work in the region. (Figure 3)

Figure 3: Commuting Patterns In/Out of the SEMCA Service Area

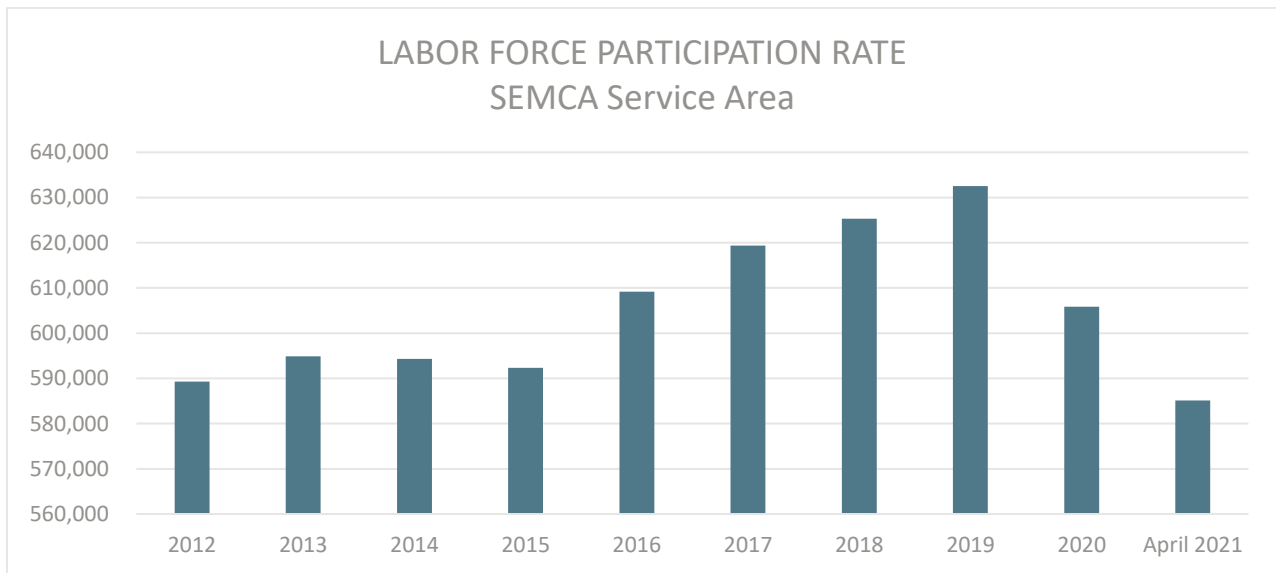


Source: OnTheMap, U.S. Census

Labor Force

The labor force participation rate in the SEMCA Service Area had been steadily increasing since 2012. Labor force participation was at its peak in 2019 (632,517) and it is currently at its lowest in the latest available data of April 2021 (585,102). The COVID-19 Pandemic has impacted labor force participation in the SEMCA Region, as it has across the nation. (Figure 4)

Figure 4: Labor Force Participation, 2012-2021. SEMCA Service Area



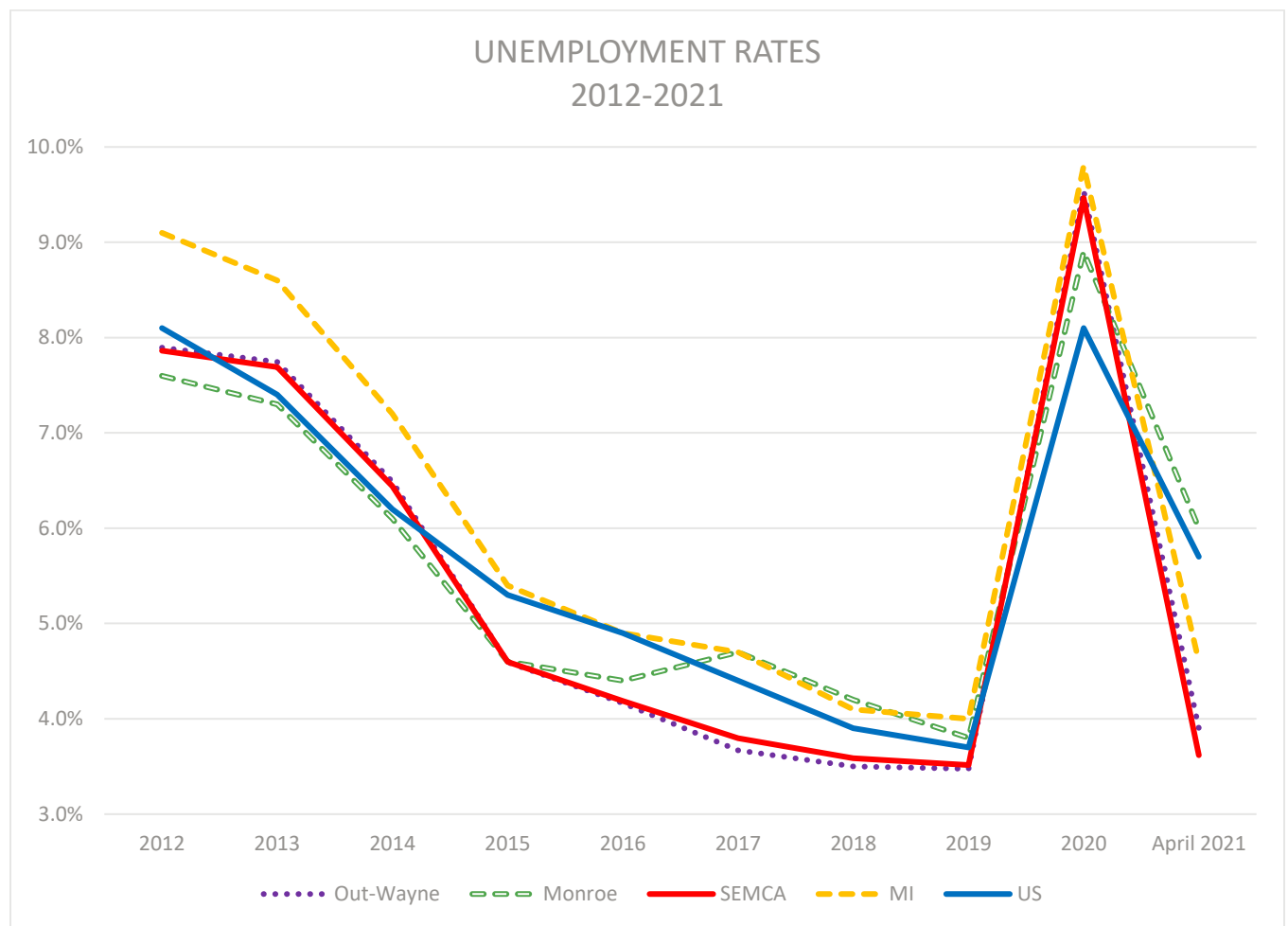
Source: U.S. Bureau of Labor Statistics

Year	Monroe	Out-Wayne	SEMCA
2012	73,512	515,378	589,275
2013	73,897	520,193	594,859
2014	74,666	518,063	594,285
2015	76,222	515,769	592,354
2016	76,585	532,554	609,168
2017	76,614	543,321	619,399
2018	76,078	549,242	625,307
2019	76,065	556,732	632,517
2020	75,785	531,426	605,823
April 2021	71,980	513,122	585,102

Unemployment in the region decreased from 2011 to 2019 by over 50%. In that timeframe, unemployment was at its lowest in 2019 (3.5%) and at its highest in 2012. (7.9%) The SEMCA Service Area has generally followed the unemployment trends seen at national level, with falling unemployment in the years immediately after the Great Recession and then continuing in a slower decline since 2015. The SEMCA Service Area consistently had an unemployment rate of between one half and one percentage point lower than either the state or national average between 2013-2019.

2020, of course, was drastically different than the prior ten years due to the COVID-19 pandemic. Unemployment in the SEMCA Service Area shot up to 9.5%, 1.4 percentage points higher than the national average, although 0.3 of a percentage point lower than the state as a whole. Notably, in the latest available data for March 2021, the Area has rebounded to lower unemployment (3.7%) than the state (5.1%) and nation as a whole (6.0%). Of course, this is somewhat influenced by the lower labor participation noted above.

Figure 5: Unemployment Rates, 2012-2021. SEMCA Service Area (Not Seasonally Adjusted)



Source: U.S. Bureau of Labor Statistics

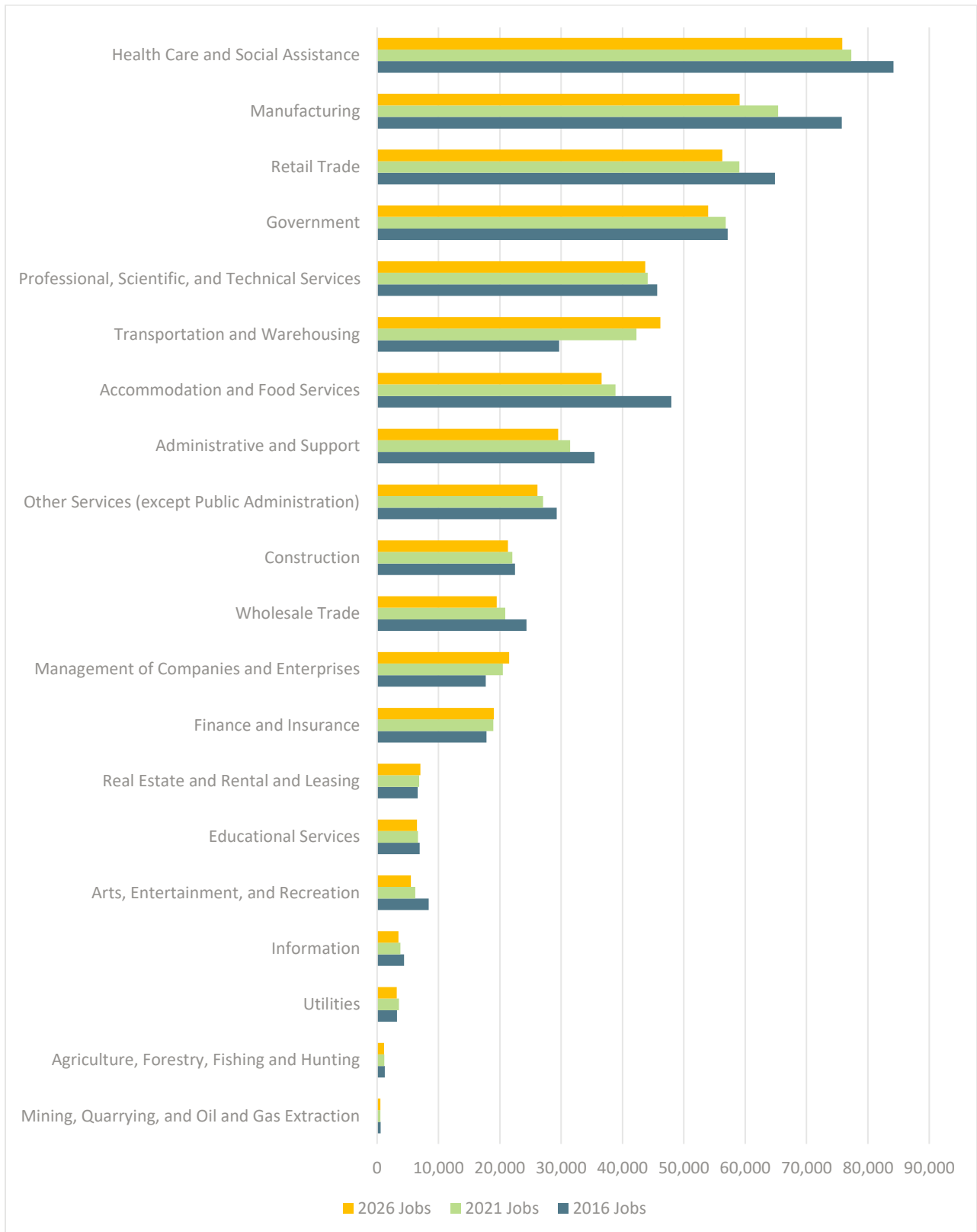
Industry Analysis

It is important to understand the industry sectors prevalent in the SEMCA Service area. 2-Digit NAICS codes define industries at a high-level. Figure 6 shows past, present, and future jobs within certain industries. Healthcare and Social Assistance, Manufacturing, and Retail Trade are the industries with the highest number of jobs overall. However, these industries have decreased in jobs over time. For example, there were nearly 85,000 Healthcare and Social Assistance jobs in 2016. In 2021, this number dropped to under 80,000 jobs and is predicted to drop slightly to around 75,000 jobs in 2026. Manufacturing is expected to shrink to about 60,000 jobs in 2026, a 5,000 job decrease compared to Manufacturing jobs in 2021. Retail trade is expected to decrease in its total jobs in the next five years as well.

Out of the twenty industries, Transportation and Warehousing has been the sector with the most promising growth during this time frame. In 2016, there were about 30,000 jobs in the area. This number grew to over 40,000 jobs in 2021 and is predicted to trend upward towards 50,000 jobs in 2026. Management of Companies and Enterprises is also expected to grow slightly in 2026 compared to its jobs in 2021.

Utilities; Agriculture, Forestry, Fishing, and Hunting; and Mining, Quarrying, and Oil and Gas Extraction remain the industries with the fewest jobs throughout 2016, 2021, and 2026.

Figure 6: SEMCA Service Area Industry Mix 2016-2021-2026, 2-Digit NAICS



Source: Emsi 2021.2

Table 4 breaks down the specific job totals and changes for the top twenty 2-Digit NAICS industries. Transportation and Warehousing (42%), Management of Companies and Enterprises (16%), and Utilities (9%) were the industries with the highest job growth from 2016 to 2021. Arts, Entertainment, and Recreation was the sector with the largest job change—a 26% decrease in jobs—from 2016 to 2021.

Out of the top three industries in the SEMCA Service Area, Manufacturing is predicted to lose the most jobs, a 10% decrease, from 2021 to 2026. Arts, Entertainment, and Recreation is predicted to decrease 11% and Utilities by 10% in jobs from 2021 to 2026.

A few industries expect positive job growth into 2026. Jobs in Transportation and Warehousing are predicted to increase 9%. Management of Companies and Enterprises will increase 5% and Real Estate and Rental and Leasing by 3% from 2021 to 2026.

The SEMCA Service Area has competitive average earnings per job in its top industry sectors. Utilities’ jobs have the highest average earnings at \$183,676 per year. In fact, the SEMCA Service area has four other industries with average earnings per job over \$100,000: Professional, Scientific, and Technical Services; Management of Companies and Enterprises; Finance and Insurance; and Mining, Quarrying, and Oil and Gas Extraction. Accommodation and Food Services is the industry with the lowest average earnings per job at \$23,117.

Location quotient is a designation for how prevalent industry’s jobs are in the SEMCA service area compared to other regions. Management of Companies and Enterprises has the highest location quotient in 2021 at 2.51, meaning there is a high distribution of jobs in this sector compared to other regions. Utilities (1.87) and Manufacturing (1.51) also have a larger presence in the SEMCA service area.

Table 4: Top Sectors in the SEMCA Service Area, 2-Digit NAICS

Industry	2021 Jobs	Job Change (2016 - 2021)		Job Change (2021-2026)		Avg. Earnings Per Job	2021 LQ
Health Care and Social Assistance	77,314	(6,857)	(8%)	(1,484)	(2%)	\$68,470	1.06
Manufacturing	65,361	(10,399)	(14%)	(6,256)	(10%)	\$96,008	1.51
Retail Trade	59,032	(5,827)	(9%)	(2,750)	(5%)	\$41,236	1.10
Government	56,822	(305)	(1%)	(2,842)	(5%)	\$81,258	0.68
Professional, Scientific, and Technical Services	44,113	(1,534)	(3%)	(401)	(1%)	\$112,663	1.17
Transportation and Warehousing	42,265	12,601	42%	3,908	9%	\$65,105	1.88
Accommodation and Food Services	38,870	(9,104)	(19%)	(2,297)	(6%)	\$23,117	0.94
Administrative and Support and Waste Management and Remediation Services	31,456	(3,981)	(11%)	(1,960)	(6%)	\$47,550	0.94
Other Services (except Public Administration)	27,040	(2,220)	(8%)	(900)	(3%)	\$33,357	0.94

Construction	22,032	(435)	(2%)	(707)	(3%)	\$69,765	0.69
Wholesale Trade	20,895	(3,457)	(14%)	(1,398)	(7%)	\$95,091	1.04
Management of Companies and Enterprises	20,489	2,782	16%	1,025	5%	\$170,658	2.51
Finance and Insurance	18,936	1,094	6%	70	0%	\$120,865	0.81
Real Estate and Rental and Leasing	6,855	238	4%	185	3%	\$65,364	0.72
Educational Services	6,645	(297)	(4%)	(159)	(2%)	\$48,674	0.47
Arts, Entertainment, and Recreation	6,231	(2,163)	(26%)	(712)	(11%)	\$62,392	0.75
Information	3,792	(605)	(14%)	(311)	(8%)	\$95,636	0.38
Utilities	3,565	306	9%	(354)	(10%)	\$183,676	1.87
Agriculture, Forestry, Fishing and Hunting	1,189	(75)	(6%)	(61)	(5%)	\$45,982	0.18
Mining, Quarrying, and Oil and Gas Extraction	552	(36)	(6%)	(17)	(3%)	\$113,560	0.27

Source: Emsi 2021.2

Diving deeper, Table 5 details the top 20 NAICS industries in the SEMCA Service Area at the 6-digit NAICS. The Top NAICS industries include: General Medical and Surgical Hospitals (30,778 jobs); Corporate, Subsidiary, and Regional Managing Offices (20,350 jobs); Elementary and Secondary Schools (Local Government) (18,316 jobs); Local Government, Excluding Education and Hospitals (17,403 jobs); and Limited Service Restaurants (15,351 jobs). With the exception of the following six industries - 1. Corporate, Subsidiary, and Regional Managing Offices, 2. Elementary and Secondary Schools (Local Government), 3. General Warehousing and Storage, 4. Engineering Services, 5. Mortgage and Nonmortgage Loan Brokers, and 6. Federal Government, Civilian (Excluding Postal Service) - industries have experienced job declines over the past five years. All but the following four industries in the Top 20 - 1. Corporate Subsidiary, and Regional Managing Offices, 2. General Warehousing and Storage, 3. Warehouse Clubs and Supercenters, and 4. Mortgage and Nonmortgage Loan Brokers - are projected to experience job loss over the next five years.

NAICS industries that are more concentrated in the SEMCA Service Area compared to the nation (LQ above 1.25) include: General Medical and Surgical Hospitals; General Warehousing and Storage; Research and Development in the Physical, Engineering, and Life Sciences; Warehouse Clubs and Supercenters; Engineering Services; Mortgage and Nonmortgage Loan Brokers; Automobile Manufacturing; and Motor Vehicle Metal Stamping.

In shift share analysis, competitive effect (CE) is the portion of regional growth that cannot be explained by either overall national growth or industry/occupation-specific trends. Rather, competitive effect is the growth or decline of an industry sector that is unique to the SEMCA region. NAICS industries with the largest positive CE include: General Warehousing and Storage (+9,279 jobs); Corporate, Subsidiary, and Regional Managing Offices (+1,470 jobs); Mortgage and Nonmortgage Loan Brokers (+990 jobs); and Elementary and Secondary Schools (Local Government) (+680 jobs). NAICS industries with the largest negative CE include: Automobile Manufacturing (-5,167 jobs);

Research and Development in the Physical, Engineering, and Life Sciences (-3,247 jobs); Limited-Service Restaurants (-2,073); and Offices of Physicians (except Mental Health Specialists) (-1,513 jobs).

Table 5: Top 20 Industries in the SEMCA Service Area, 6-Digit NAICS

Industry	2021 Jobs	Job Change (2016-2021)	Job Change (2021-2026)	Avg. Earnings Per Job	2021 LQ	CE		
General Medical and Surgical Hospitals	30,778	(129)	(0%)	(150)	(0%)	\$87,784	1.87	(1,093)
Corporate, Subsidiary, and Regional Managing Offices	20,350	2,729	15%	1,016	5%	\$170,568	2.59	1,470
Elementary and Secondary Schools (Local Government)	18,316	462	3%	(959)	(5%)	\$75,976	0.76	680
Local Government, Excluding Education and Hospitals	17,043	(307)	(2%)	(832)	(5%)	\$80,620	0.88	(334)
Limited-Service Restaurants	15,351	(2,073)	(12%)	(825)	(5%)	\$21,378	1.04	(2,073)
Full-Service Restaurants	15,183	(4,323)	(22%)	(372)	(2%)	\$22,654	1.01	(682)
General Warehousing and Storage	14,955	11,495	332%	3,810	25%	\$44,875	3.24	9,279
Research and Development in the Physical, Engineering, and Life Sciences	9,668	(2,474)	(20%)	(934)	(10%)	\$149,469	6.05	(3,247)
Warehouse Clubs and Supercenters	8,697	(319)	(4%)	280	3%	\$36,543	1.64	(151)
Engineering Services	8,456	443	6%	(117)	(1%)	\$107,403	2.32	(266)
Mortgage and Nonmortgage Loan Brokers	7,532	1,799	31%	1,172	16%	\$138,316	21.45	990
Supermarkets and Other Grocery (except Convenience) Stores	7,161	(884)	(11%)	(488)	(7%)	\$33,188	0.80	(934)
Temporary Help Services	6,678	(3,888)	(37%)	(2,634)	(39%)	\$37,568	0.74	(2,926)
Offices of Physicians (except Mental Health Specialists)	6,506	(1,077)	(14%)	(430)	(7%)	\$106,755	0.71	(1,513)
Federal Government, Civilian, Excluding Postal Service	6,214	271	5%	(134)	(2%)	\$137,342	0.75	(131)
Nursing Care Facilities (Skilled Nursing Facilities)	5,663	(1,357)	(19%)	(303)	(5%)	\$47,235	1.08	(794)
Automobile Manufacturing	5,434	(4,434)	(45%)	(1,950)	(36%)	\$126,093	12.39	(5,167)
Landscaping Services	4,905	(133)	(3%)	(54)	(1%)	\$40,232	1.18	(376)
Religious Organizations	4,767	(437)	(8%)	(333)	(7%)	\$23,825	0.80	(466)
Motor Vehicle Metal Stamping	4,744	(1,744)	(27%)	(627)	(13%)	\$93,527	18.20	(998)

Source: Emsi 2021.2

Occupational Analysis

Table 6 depicts top occupations in the SEMCA service area, including the available positions, percent change between 2016 and 2021, projected percent change between 2021 and 2026, average annual openings, and average hourly earnings of the occupations. Office and Administrative support occupations were the most employed area of occupation in 2019 (65,549), which demonstrated a decline from previous years (-10%), however this is projected to remain relatively consistent through 2026. Office and Administrative Support occupations present a large number of annual openings (8,174), surpassed only by Transportation and Material Moving occupations (9,111). Transportation and Material Moving occupations have grown in the previous years (+14%) and are projected to continue this trend into 2026. Although Office and Administrative Support occupations and Transportation and Material Moving occupations represent the most prevalent positions, they are among the lowest average hourly earnings (\$20.71 and \$20.27, respectively). Management occupations provide the highest average hourly earnings (\$58.73) and have seen a slight increase in jobs since previous years (+5%) but are projected to remain static into 2026.

Overall, a few occupations are projected to see job growth into 2026, including Transportation and Material Moving occupations (+3%); Healthcare Support occupations (+1%); Arts, Design, Entertainment, Sports, and Media occupations (+1%); and Legal occupations (+1%). All growing occupations, except legal occupations (\$46.90), hold average hourly earnings at or below \$27.53.

Table 6: Top Occupations in the SEMCA Service Area, 2-Digit SOC

Occupation	2019 Jobs	% Job Change (2016-2021)	% Job Change (2021-2026)	Avg. Annual Openings	Avg. Hourly Earnings
Office and Administrative Support Occupations	64,549	(10%)	(4%)	8,174	\$20.73
Transportation and Material Moving Occupations	60,872	14%	3%	9,111	\$20.27
Sales and Related Occupations	51,576	(10%)	(4%)	7,506	\$22.13
Production Occupations	50,018	(13%)	(12%)	7,720	\$21.23
Food Preparation and Serving Related Occupations	38,104	(22%)	(5%)	7,980	\$12.96
Healthcare Practitioners and Technical Occupations	35,771	(2%)	(1%)	2,545	\$40.36
Business and Financial Operations Occupations	32,594	13%	(1%)	3,677	\$39.83
Management Occupations	31,083	5%	0%	3,034	\$58.73
Healthcare Support Occupations	23,870	(2%)	1%	3,343	\$15.21
Educational Instruction and Library Occupations	22,033	(5%)	(4%)	2,374	\$29.44
Installation, Maintenance, and Repair Occupations	20,863	(10%)	(3%)	2,543	\$25.42
Architecture and Engineering Occupations	20,709	(10%)	(4%)	2,105	\$44.21
Construction and Extraction Occupations	18,707	(6%)	(4%)	2,325	\$25.54

Building and Grounds Cleaning and Maintenance Occupations	16,757	(7%)	(5%)	2,428	\$15.62
Personal Care and Service Occupations	15,666	(13%)	(6%)	2,749	\$14.54
Computer and Mathematical Occupations	15,568	(1%)	(0%)	1,403	\$43.50
Protective Service Occupations	10,711	3%	(1%)	1,350	\$24.81
Community and Social Service Occupations	7,969	(3%)	(2%)	956	\$24.75
Arts, Design, Entertainment, Sports, and Media Occupations	7,455	(9%)	1%	1,080	\$27.53
Life, Physical, and Social Science Occupations	4,111	23%	(3%)	640	\$37.06
Legal Occupations	2,936	7%	1%	253	\$46.90
Farming, Fishing, and Forestry Occupations	905	(7%)	(4%)	179	\$15.44

Source: Emsi 2021.2

By examining earnings at the 10th and 90th percentile, we can identify the earnings band for each occupation and how they stack up against the average median earnings for the SEMCA Service Area as a whole. Figure 7 details those bands. Earnings begin to peak higher beginning at Life, Physical, and Social Science Occupations. Management Occupations has the greatest range in earnings between the 10th and 90th percentile (\$78.78) compared to Food Preparation and Serving Related Occupations which has the lowest range in earnings (\$7.24).

Table 7 details the hourly earnings for each of those occupations at the 10th, 25th, 75th and 90th percentile as well as the median hourly earnings.

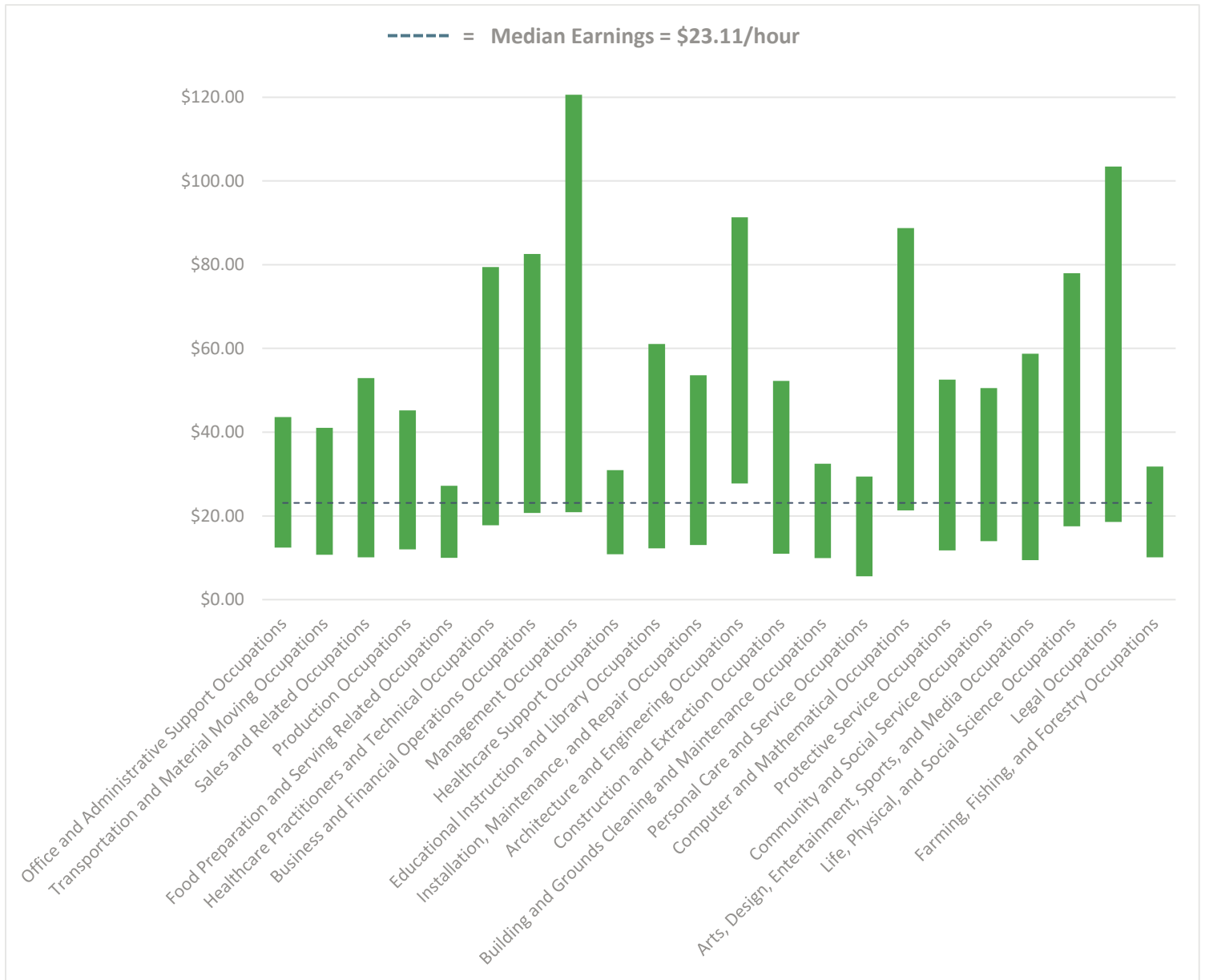
Table 7: Earnings by Percentile in the SEMCA Service Area

Occupation	10 th Pct.	25 th Pct.	75 th Pct.	90 th Pct.	Med. Hourly Earnings
Office and Administrative Support Occupations	\$12.44	\$15.10	\$24.86	\$31.15	\$19.11
Transportation and Material Moving Occupations	\$10.70	\$12.69	\$23.01	\$30.31	\$16.42
Sales and Related Occupations	\$10.13	\$11.31	\$25.13	\$42.81	\$14.49
Production Occupations	\$12.00	\$14.55	\$26.46	\$33.22	\$18.81
Food Preparation and Serving Related Occupations	\$9.97	\$10.41	\$13.76	\$17.20	\$11.68
Healthcare Practitioners and Technical Occupations	\$17.79	\$26.35	\$44.00	\$61.64	\$33.77
Business and Financial Operations Occupations	\$20.70	\$26.96	\$48.80	\$61.87	\$36.29
Management Occupations	\$20.90	\$35.24	\$74.58	\$99.68	\$53.43
Healthcare Support Occupations	\$10.84	\$12.10	\$17.34	\$20.07	\$14.29
Educational Instruction and Library Occupations	\$12.23	\$16.87	\$39.04	\$48.86	\$26.75
Installation, Maintenance, and Repair Occupations	\$13.03	\$17.02	\$32.00	\$40.57	\$23.64
Architecture and Engineering Occupations	\$27.76	\$33.80	\$54.07	\$63.57	\$42.77
Construction and Extraction Occupations	\$11.00	\$16.36	\$33.09	\$41.24	\$23.77
Building and Grounds Cleaning and Maintenance Occupations	\$9.93	\$11.30	\$17.15	\$22.53	\$13.58
Personal Care and Service Occupations	\$5.55	\$10.07	\$16.37	\$23.83	\$12.20

Computer and Mathematical Occupations	\$21.29	\$30.31	\$55.68	\$67.47	\$42.32
Protective Service Occupations	\$11.79	\$14.81	\$32.15	\$40.75	\$22.87
Community and Social Service Occupations	\$13.98	\$17.56	\$29.86	\$36.57	\$23.31
Arts, Design, Entertainment, Sports, and Media Occupations	\$9.44	\$13.92	\$35.74	\$49.32	\$22.90
Life, Physical, and Social Science Occupations	\$17.49	\$22.75	\$45.71	\$60.47	\$31.69
Legal Occupations	\$18.57	\$25.48	\$62.07	\$84.89	\$38.90
Farming, Fishing, and Forestry Occupations	\$10.10	\$10.92	\$16.72	\$21.70	\$12.91

Source: Emsi 2020.1

Figure 7: 10th-90th Percentile Earnings for Occupations in the SEMCA Service Area at the 2-Digit SOC Level



Source: Emsi 2021.2

The following table reveals the top 20 occupations in the SEMCA Service area at the 5-Digit SOC. The 5-Digit SOC codes provide greater detail into the occupations in the Service area. The top occupations at the 5-Digit SOC level include Retail Salespersons; Miscellaneous Assemblers and Fabricators; and Registered Nurses. Retail Salespersons have the highest number of jobs at 15,616 in 2021; Miscellaneous Assemblers and Fabricators have 14,016 jobs and Registered Nurses have 13,440 jobs. The occupations with the fewest jobs in 2021 are Software Developers and Software Quality Assurance Analysts and Testers; Project Management Specialists and Business Operations Specialists, All Other; and Accountants and Auditors.

Stockers and Other Fillers (+40%) and Laborers and Freight, Stock, and Material Movers, Hand (+30%) were two of the occupations with the highest job change from 2016 to 2021. Most of the top 20 occupations expect minimal job growth into 2026. However, Miscellaneous Assemblers and Fabricators are predicted to decrease the most (-17%) from 2021 to 2026.

General and Operations Managers have the highest median hourly earnings of all the top occupations; they earn an average of \$52.62 per hour. Mechanical Engineers (\$44.57); Software Developers and Software Quality Assurance Analysts and Testers (\$47.63); and Project Management Specialists and Business Operations Specialists, All Other (\$38.05) also have high median hourly earnings. These median hourly earnings contrast to those of Waiters and Waitresses, who earn only \$10.86 per hour. Cashiers make \$11.24 and Fast Food and Counter Workers earn \$11.36 median hourly earnings, which are lower on the spectrum in the SEMCA Service area.

It is also important to understand the typical entry level education for each occupation in the SEMCA Service area. There are several occupations that do not typically have a formal educational credential such as Retail Salespersons; Laborers and Freight, Stock, and Material Movers, Hand; and Cashiers. There are 6 occupations that typically require a High School Degree or equivalent, including Miscellaneous Assemblers and Fabricators; Stockers and Order Fillers; Customer Service Representatives; Office Clerks, General; Home Health and Personal Care Aides; and Sales Representatives, Wholesale and Manufacturing (Except Technical and Scientific Products). Additionally, 6 occupations that usually require a bachelor's degree including Registered Nurses; General and Operations Managers; Mechanical Engineers; Software Developers and Software Quality Assurance Analysts and Testers; Project Management Specialists and Business Operations Specialists, All Other; and Accountants and Auditors. Heavy and Tractor- Trailer Truck Drivers and Nursing Assistants are the only 2 occupations that usually require a Postsecondary non-degree award.

Additionally, most occupations have short-term on-the-job training, excluding Registered Nurses; General and Operations Managers; Mechanical Engineers; Nursing Assistants; Software Developers and Software Quality Assurance Analysts and Testers; Project Management Specialists and Business Operations Specialists, All Other; and

Accountants and Auditors, which do not normally have any on-the-job training requirements likely due to their higher education requirements.

Table 8: Top 20 Occupations in the SEMCA Service Area, 5-Digit SOC

Occupation	2021 Jobs	% Job Change (2016-2021)	% Job Change (2021-2026)	Median Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
Retail Salespersons	15,616	(17%)	(6%)	\$12.51	No formal educational credential	Short-term on-the-job training
Miscellaneous Assemblers and Fabricators	14,016	(16%)	(17%)	\$17.76	High school diploma or equivalent	Moderate-term on-the-job training
Registered Nurses	13,440	3%	(1%)	\$37.12	Bachelor's degree	None
Laborers and Freight, Stock, and Material Movers, Hand	12,919	30%	3%	\$14.46	No formal educational credential	Short-term on-the-job training
Fast Food and Counter Workers	12,024	(25%)	(5%)	\$11.36	No formal educational credential	Short-term on-the-job training
Stockers and Order Fillers	12,020	40%	2%	\$13.69	High school diploma or equivalent	Short-term on-the-job training
Cashiers	11,809	(4%)	(7%)	\$11.24	No formal educational credential	Short-term on-the-job training
Heavy and Tractor-Trailer Truck Drivers	11,308	2%	1%	\$21.75	Postsecondary nondegree award	Short-term on-the-job training
Customer Service Representatives	10,861	2%	1%	\$17.92	High school diploma or equivalent	Short-term on-the-job training
Office Clerks, General	10,858	(7%)	(7%)	\$17.75	High school diploma or equivalent	Short-term on-the-job training
Home Health and Personal Care Aides	10,326	5%	5%	\$12.37	High school diploma or equivalent	Short-term on-the-job training
Waiters and Waitresses	8,086	(24%)	(6%)	\$10.86	No formal educational credential	Short-term on-the-job training
General and Operations Managers	7,892	2%	(1%)	\$52.62	Bachelor's degree	None
Mechanical Engineers	7,208	(7%)	(6%)	\$44.57	Bachelor's degree	None
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	6,848	(0%)	(6%)	\$13.24	No formal educational credential	Short-term on-the-job training

Nursing Assistants	6,468	(10%)	(3%)	\$15.46	Postsecondary nondegree award	None
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	6,090	(16%)	(6%)	\$32.92	High school diploma or equivalent	Moderate-term on-the-job training
Software Developers and Software Quality Assurance Analysts and Testers	5,517	2%	1%	\$47.63	Bachelor's degree	None
Project Management Specialists and Business Operations Specialists, All Other	5,224	39%	(0%)	\$38.05	Bachelor's degree	None
Accountants and Auditors	4,871	4%	(2%)	\$37.32	Bachelor's degree	None

Source: Emsi 2021.2

Summary

As mentioned above, this document should serve as a baseline. It will allow SEMCA and its stakeholder and partner network to create priorities to guide the remainder of the strategic planning process. Labor market data as presented, coupled with existing and ongoing stakeholder engagement will inform priority topics and actions of the plan.