

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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TABLE OF CONTENTS

1	Acknowledgements
4	Introduction
9	Planning Process
13	Mission and Vision
14	SEMCA Board Priority Areas
15	Goals and Strategies

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:



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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)

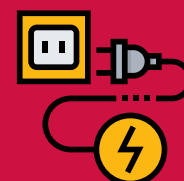
Table 2 breaks down the specific job totals and changes for the top twenty 2-Digit NAICS industries. Transportation and Warehousing (42%), Management of Companies and Enterprises (16%), and Utilities (9%) were the industries with the highest job growth from 2016 to 2021. Arts, Entertainment, and Recreation 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.



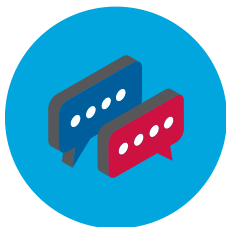
SERVICE QUALITY

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

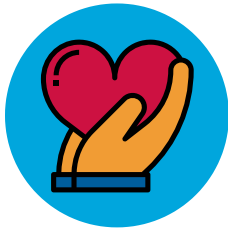


Goal 1: Develop and maintain the talent pool in SEMCA's Service Area by strengthening the connection between partners' strategic goals and SEMCA's services.

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

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