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**South Central Prosperity Region 7
MWA 17**

Workforce Innovation and Opportunity Act

Four-Year Regional and Local Plan

Program Years 2020 through 2023

SECTION I

REGIONAL PLAN

Section 106(c)(1) of the WIOA requires local boards and chief elected officials in each planning region to engage in a regional planning process that results in the preparation and submission of a single regional plan. Regional plans must incorporate the local plans for each of the local areas within the planning region consistent with the requirements of the WIOA Proposed Rules Section 679.540(a). In addition, the regional plan must include:

- 1. A description of the planning process undertaken to produce the regional plan, including a description of how all local areas were afforded the opportunity to participate in the regional planning process.**

Capital Area Michigan Works! (CAMW!) remains one of the two regions that were not affected by the transitioning of local regions prior to 2016 in Michigan. The regional plan was created by CAMW! based on current relationships and collaborations and shared with community stakeholders for their comments, suggestions and feedback. CAMW! drafted the regional plan after discussions with community stakeholders and required program partners to ensure the direction of the plan was aligned with focal areas of importance in the region. The plan was shared with stakeholders and posted on the CAMW! website for the general public for a 30-day comment period. This required step allowed for feedback coming in to further support collaboration with a goal of aligning any feedback provided from the draft plan into the final regional and local WIOA plans.

The tri-county Michigan region of Clinton, Eaton, and Ingham Counties have a strong history of working together to move our region forward. The Administrative Board of CAMW! is comprised of local elected officials from the three counties as well as the cities of Lansing and East Lansing. Our Administrative Board members (as well as our Workforce Development Board members) all have the opportunity to review and approve the regional and local plan, and any subsequent modification, as well as our community partners and stakeholders that would like to review and/or comment. This review and comment process will be followed in the event of future plan modifications and any comments that represent disagreement with future modification of our plans will be forwarded to the Department of Labor and Economic Opportunity, State of Michigan (LEO).

- 2. An updated and thorough analysis of regional labor market data and economic conditions for the WIOA Planning Region. This shall include an analysis of existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those existing and emerging in-demand industry sectors and occupations. All core partners (WIOA Titles I-IV) should be involved in both providing and analyzing the data. The analysis shall include:**
 - The knowledge and skills necessary to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.**
 - An analysis of the current workforce in the region, including employment/unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment.**

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

The analysis may include:

- **An assessment of what sectors/industries are considered mature but still important to the regional economy, current and in-demand, and which are considered emerging in the regional economy.**
- **A discussion of geographic factors (inherent geographic advantages or disadvantages) that may impact the regional economy and the distribution of employers, population, and service providers within the region.**
- **Information regarding the employment needs of employers, including how education and training align with targeted industries and occupations.**
- **The demographic characteristics of the current workforce and how the region’s demographics are changing in terms of population, labor supply, and occupational demand.**

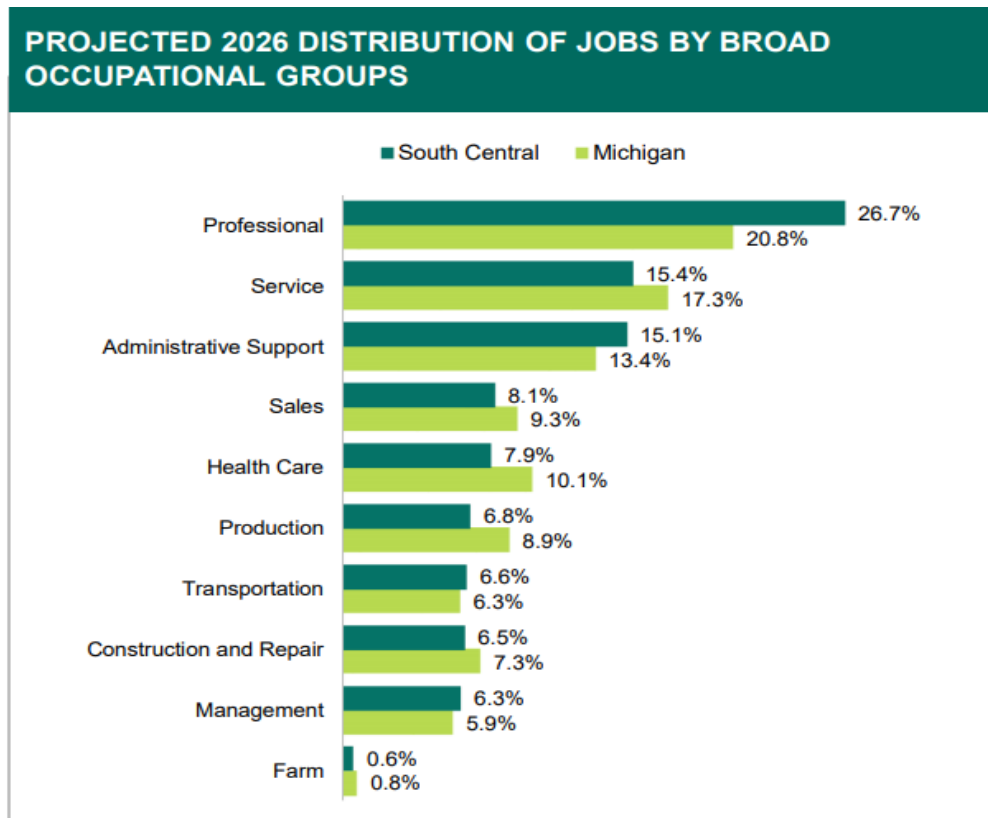
Capital Area Michigan Works! is engaged in knowing and understanding the employment needs and trends in the tri-county region and staff work hand in hand with our regional economic development powerhouse Lansing Economic Area Partnership (LEAP). The CEO of LEAP is a member of CAMW! Workforce Development Board and is also an executive member of the business advisory group of the Capital Area Teach.Talent.Thrive. (T3) Career Education Advisory Council (CEAC). The CAMW! business services manager attends weekly staff meetings at LEAP to hear about new business attractions and strategize on how to engage the workforce system.

CAMW! has business services team members that work with employers from all sectors within the region. This encompasses everything from providing mini human resources services to small companies to finding workers for larger companies that may have challenges finding individuals with the credentials required to do higher level work. The business services manager uses the intelligence shared with the team to continuously update the CAMW! In-Demand Occupation List to enable sub-recipients to have up-to-date information on jobs that are currently available and will be available in the future within the community. This information can then be shared with job seekers and those seeking more intensive assistance through CAMW! to ensure that individuals seeking tuition and support service assistance clearly understand the occupations that CAMW! can provide financial assistance for. It also helps individuals make informed occupational choices that will better allow for them to move towards self-sufficiency.

CAMW! has one in-demand industry-led, sector-based council. This council is the Capital Area IT Council. The executive director and council members also provide direction on jobs within their companies that are in-demand and the skills and knowledge necessary to be hired into those jobs. This information is used to determine the types of training that CAMW! will support. CAMW! previously had the Capital Area Manufacturing Council. This council successfully transitioned to becoming a 501(c)(6) entity in May

2018 through the support offered by CAMW! to start and grow this council during the duration it was a part of CAMW!. Relationships cultivated with this council and its employer members have been strongly maintained through services the business services team continues to offer to the employers engaged with the council. The Capital Area Michigan Works! CEO also serves as a member of the Manufacturing Council Executive Committee, which has continued to ensure that the relationships and opportunities between the two entities remains strong to this day to support both the employers and job seekers in the region.

In reviewing Employment Projections through 2026 provided through the Michigan Department of Technology, Management, Michigan’s total employment is projected to grow 8.3 percent from 2016 through 2026, which translates to 18,700 additional jobs. Among broad occupational groups, projected job gains in three major occupational groups are of Professional (+7,200 jobs), Service (+3,500 jobs), and Health Care (+2,200 jobs) occupations.

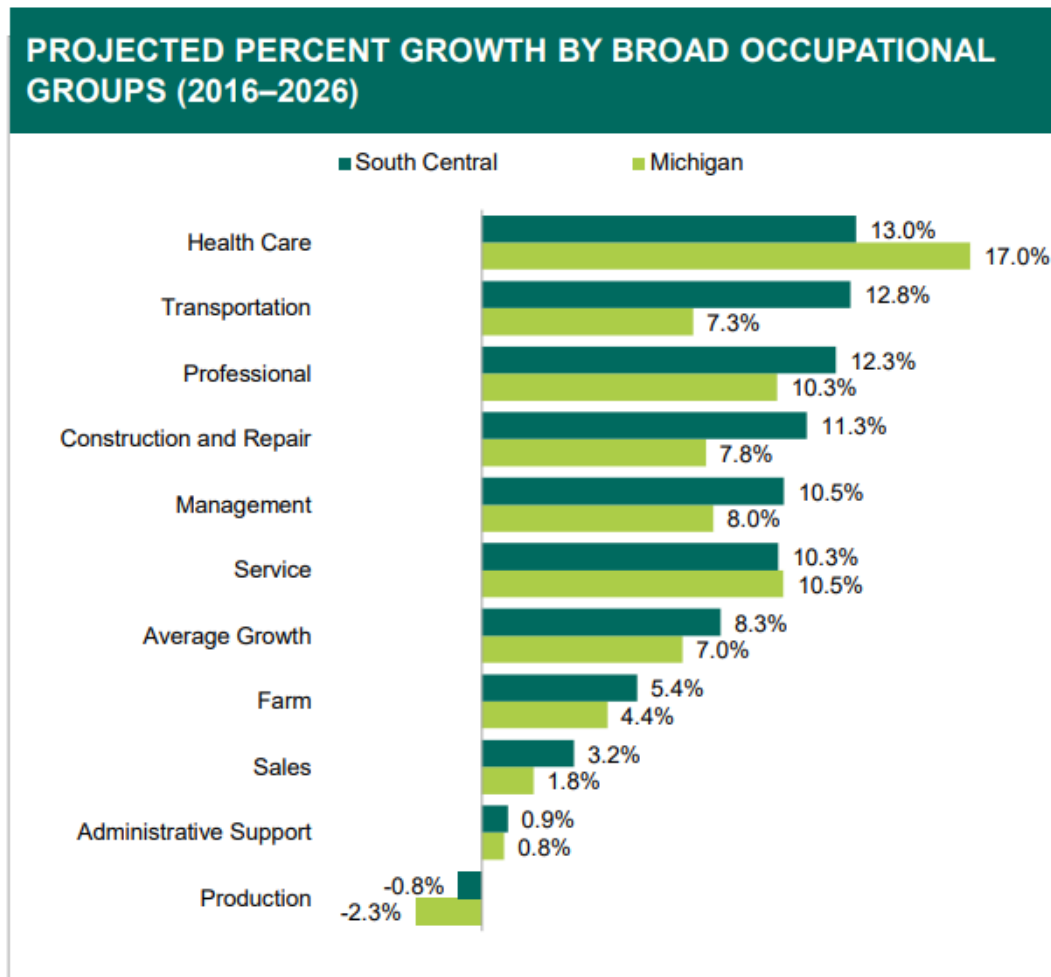


Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

The Michigan Department of Technology, Management Workforce Analysis Report states, “Occupations with a large employment base will continue to create more openings out of a need to replace workers. Because of a need to replace workers who are retiring or otherwise leaving an occupation in the area, the largest groups are projected to see the most annual openings through 2026. Professional and Service occupations are projected to account for 43 percent of the more than 26,900 annual

openings in South Central Michigan. Of the projected annual openings, nearly 40 percent will be due to labor force exits, 53 percent will be due to transfers, and the remaining 7 percent due to job changes.” Given the need to replace workers, it will be critical to ensure that CAMW! training programs are aligned to ready the workforce with the necessary skills to address these gaps to ensure there are individuals trained to meet the needs of the workforce in the future.

In looking at the projected percent of growth by broad occupational groups from 2016 to 2026, the Michigan Department of Technology, Management and Budget projects that there will also be a 13 percent growth regionally in Health Care, a 12.8 percent growth in Transportation, and again a large growth in Professional jobs. Followed closely behind this is a projected 11.3 percent growth in Construction and Repair jobs.



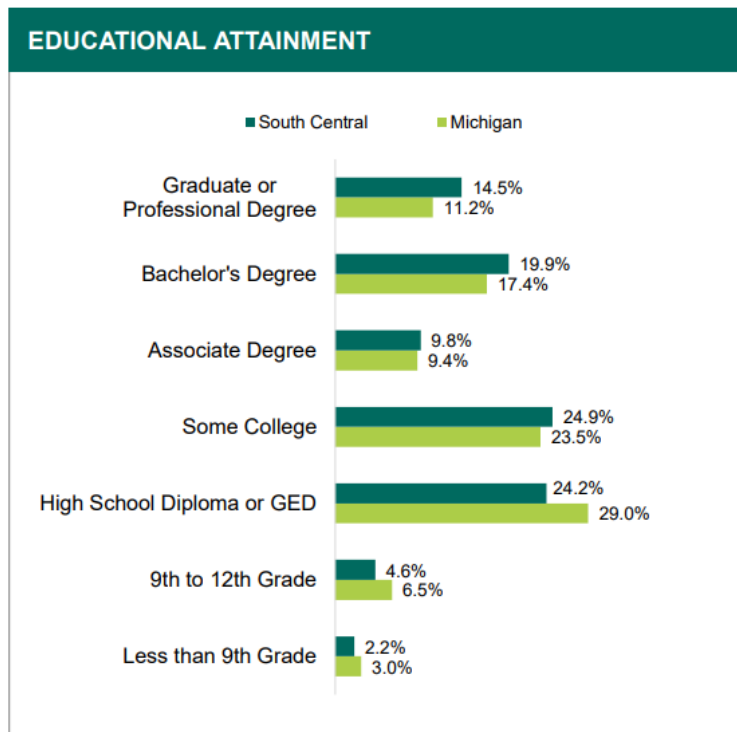
Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives

This data pertaining to expected occupational growth has been supported through feedback provided to the business services team members about expected hiring and employment trends from the employers they work with. Based on the information provided above, as well as the data collection provided through the business services

team members, CAMW! has identified that currently based on the information above, the high growth, in-demand sectors for the region are:

- Professional
- Service
- Administrative Support
- Healthcare
- Transportation
- Construction

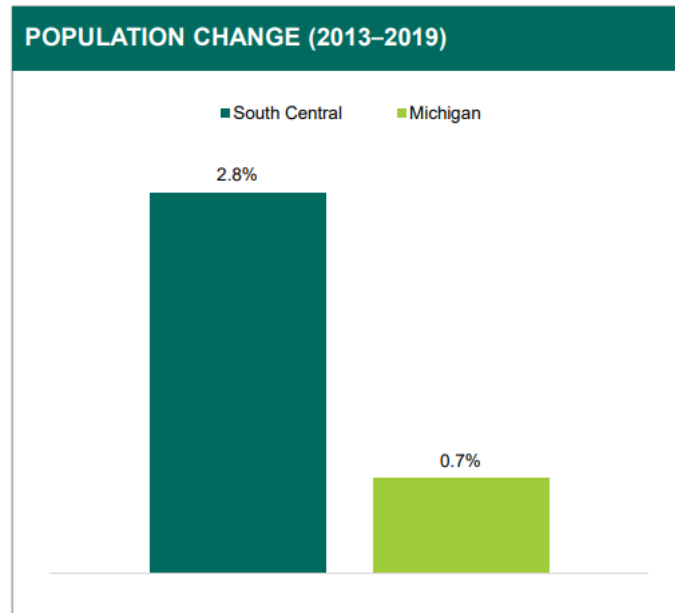
The educational attainment levels in the region are traditionally aligned to meet the higher level of skill required to fill the high growth, in-demand occupations. According to the Department of Technology, Management, and Budget's Workforce Analysis Report, the South Central Michigan's residents typically have a higher level of educational attainment than statewide. Of South Central Michigan's residents age 25 and older, 34 percent have obtained a bachelor's degree or higher. That level of educational attainment outpaces the statewide average (29 percent), by nearly 6 percentage points. Lower than the statewide average of 29 percent, 24 percent of the region's residents have obtained only a high school diploma or GED. Individuals who have obtained less than a high school diploma or GED make up 6.7 percent of the region, compared to 9.5 percent statewide.



Source: U.S. Census Bureau, 2014–2018 American Community Survey Five-Year Estimates

While these higher percentage rates of educational attainment generally have a positive and direct impact on the workforce in the region, employers experience challenges with finding entry-level workers to fill positions in the region as noted in looking at regional job postings on the Pure Michigan Talent Connect.

While Michigan’s population saw marginal growth since 2013, adding nearly 74,000 residents by 2019, nationwide the population rose by close to four percent (or about 12.2 million) over this period. Meanwhile, the South Central region’s population has grown by 2.8 percent between 2013 and 2019. In 2019, according to the U.S. Census Bureau, the total population in the South Central Prosperity Region was 482,300. This was an overall increase of 2.8 percent, or 13,100, since 2013 when the population was 469,200. All three counties that make up the region saw increases in their populations between this time. Ingham county accounted for the most growth, adding an additional 8,300 residents.



Source: U.S. Census Bureau, Annual Population Estimates

South Central Michigan has continued to experience growth in its population in recent years. The region is projected to see a 16.9 percent increase in its population between 2018 and 2045, according to population projections. This projected growth far exceeds the statewide average growth of 6.3 percent.

Like national and statewide trends, South Central Michigan’s jobless rate continued to fall in recent years. From 2013 to 2019, the jobless rate in the region fell from 7.2 percent to 3.4 percent. The largest drop in unemployment during that period was from 2013 to 2015, where rates fell 2.7 percentage points. The recent impact of the COVID-19 pandemic has caused this trend to be significantly impacted for 2020, with the most recent data for May 2020 showing the unemployment rate for Clinton County at 15.7%, Eaton County at 18.4% and Ingham County at 16.2%. While the long term impact of the pandemic is unknown for the jobless rate throughout this plan, CAMW! stands ready to provide support to both employers and job seekers through the services outlined within this plan.

CAMW! leads the charge regionally to ensure that workforce development activities are directly aligned with helping prepare the workforce for positions of today as well as tomorrow and for a variety of educational levels. Training that is conducted through the CAMW! programs must be in step with a locally developed In-Demand Occupation List that is created based on Labor Market Information (LMI) data as well as regional employer feedback. The workforce development activities operated under the CAMW! umbrella are diverse in implementation to provide both classroom and work-based training opportunities and also offer hands-on career exploration through Talent Tours and industry specific events like Manufacturing Day. Work-based training, as well as career exploration activities, provide an opportunity to help program participants understand the workplace settings and technology for today's workforce. Training that is conducted and approved through CAMW! programs must result in a credential that meets United States Department of Labor credential standards and will be of value to employers in the industries identified as having growth opportunities. Soft skill training, including interview techniques, resume development, and employment retention strategies, are also available through CAMW! workforce development activities as employers have regionally provided feedback to business services team members that soft skill readiness continues to be problematic for many of their employees, both new and mature.

For additional information related to regional labor market and economic conditions, please see Section II 1. A. for further details on this topic.

3. A description of regional service strategies that have been or will be established as a result of coordinated regional analysis and delivery of services, including the use of cooperative service delivery agreements, when appropriate. Regions may consider:

- **Existing service delivery strategies that will be expanded, streamlined, or eliminated.**
- **New service strategies necessary to address regional education and training needs.**
- **Strategies to address geographic advantages.**
- **Approaches to improve services to individuals with disabilities, veterans, youth, or other hard-to-serve populations.**
- **Strategies to connect the unemployed with work-based learning opportunities.**
- **Strategies to integrate existing regional planning efforts among core partners.**

Capital Area Michigan Works! plays a vital role as a key regional partner. The CEO is on the leadership board of the Region 7 Prosperity Team and assisted in the development of, as well as updates to, the micapitalregion.org dashboard that highlights strategies and metrics developed by regional partners including Tri-County Regional Planning. These regional partners spearheaded the *Catalyst* event from which the dashboard was created. In addition, the CEO has a leadership role with the T3 Career Education Advisory Council (CEAC), which focuses on setting the strategy for a collaborative approach to education, training and employer engagement in Prosperity Region 7, a leadership role on the Lansing Economic Area Partnership (LEAP) Board, was a

leadership member of the RELAUNCH Greater Lansing Taskforce with the Lansing Chamber of Commerce, an executive board member of the Capital Area Manufacturing Council, is an advisory council member of the Lansing Community College's Coalition for College and Career Readiness (C3R) and sits on the executive committee of the Michigan Energy Workforce Development Consortium. With the leadership roles in both regional and statewide groups, CAMW! has its hand on the pulse of what the region is engaged in and utilizes this information to tie back to the workforce development design and implementation of our programs.

Regional service strategies to address specific topics such as housing, workforce development, education, and transportation are developed through collaboration and coordination within the groups above as regional community leaders are at the table. One example of a current regional strategy in place relates to transportation. A regional transportation study was conducted that provided recommendations to address deficiencies with current public transportation options and this topic will continue to be revisited throughout the life of this plan. A regional transportation workgroup made up of community leaders as well as representation from the community transportation partners reviewed recommendations coming out of the study and will continue to explore ways in which action can be taken to address and improve local and regional transportation between counties. This will in turn directly benefit individuals seeking services through CAMW! that may face barriers related to transportation that currently limit education and employment opportunities.

4. A description of plans for the development and implementation of, or the expansion of, sector initiatives for in-demand industry sectors or occupations for the region. Regions should consider:

- **Current in-demand industry sectors and occupations within the region.**
- **The status of regional collaboration in support of the sector initiatives.**
- **Current sector based partnerships within the region.**
- **Which sectors are regional priorities, based upon data-driven analysis.**
- **The extent of business involvement in current initiatives.**
- **Other public-private partnerships in the region that could support sector strategies.**

As mentioned previously, CAMW! has one industry sector led business council in the IT sector and one council that transitioned in May 2018 to a 501 (c)(6) entity. The Capital Area IT Council has employer members who are actively engaged within the council and who are dedicated to maintaining/growing their companies within our region to better retain talent within the region as well as to encourage new talent to invest in working within the region. The CAITC executive director is a staff member of CAMW!, and a member of the business services team. However, the executive directly works for the council members and the priorities that the council collectively determines. The CEO of CAMW! is a member of the executive team of the council and CAMW! also serves as the fiduciary for the council.

While there has been discussion regarding the creation of an insurance/finance industry council, the current status remains unchanged since the inception of the previous WIOA plan. As the Lansing region is headquarters to several insurance companies, there has

been discussion regarding the benefit of having a networking group. However, several of these larger companies are members/associate members of the IT council as they have IT departments. Additionally, Insuring MI Future has regionally partnered with LEAP to engage youth in exploring insurance careers. CAMW! has met with the leaders of Insuring MI Future and remains open to explore further collaboration opportunities to support insurance employers involved with this group. If there is feedback from employers that additional convening would not be of benefit, this could negate the need for creating an industry specific council at this time. There may be further opportunities and/or possibilities for other industry sector councils in our region in the future. In order for this to be a potential, the employers within a sector would initially explore this possibility with CAMW! and would need to demonstrate a desire to support a council through both fiscal and time commitments.

It should be noted that the Capital Area Healthcare and Employment Council operating under Capital Area Michigan Works! was dissolved in 2014 due to declining membership of the council. The majority of the remaining members were already members of the Capital Area Healthcare Alliance (CAHA). CAHA created a workforce advisory group and CAMW! has a business services team member representing the agency at those meetings to ensure that collaborative efforts remain strong in the region between employers, educators, and workforce development in the healthcare sector.

While there is always more that could be done, CAMW! is confident at this time that we are aware of the in-demand sectors for our region and that there is a strategy in place to identify those that may arise in the future. This is evident by that fact that CAMW! has a council in one of the region's in-demand sectors, is connected to the healthcare affiliations and 501(c)(6) manufacturing council for the region, and has a hand on the pulse of the insurance and finance industry with several of these employers attached to our IT council and Insuring MI Future. CAMW! will continue to research and analyze the emerging technologies sector throughout the duration of this plan as we strive to keep abreast of changes that will be coming in order to make intelligent decisions on the training we should be providing to meet future demand.

5. A description of any administrative cost arrangements that currently exist or that will be established within the region, including the pooling of funds for administrative costs, as appropriate. Regions may consider:

- **Current or proposed resource leveraging agreements.**
- **Establishing a process to evaluate cost sharing arrangements.**

As mentioned above, CAMW! is the fiduciary for the Capital Area IT council. The executive director of this council is an employee of CAMW!. At this time, this is the only arrangement of this nature for CAMW!. We will continue to consider these types of arrangements as they become available and are in alignment with our mission. For example, should sector specific employer feedback and financial support lead to the creation of an insurance and finance industry council, CAMW! would explore being the fiduciary for this council in a similar capacity to the Capital Area IT Council. Employer "demand" to create a sector specific council would align with the CAMW!'s demand-driven system in serving employers as our primary customers.

6. A description of how transportation and other supportive services, as appropriate, currently are coordinated or will be coordinated within the region. Regions may consider:

- **Whether the provision of transportation or other supportive services could be enhanced, and if so, how.**
- **What organizations currently provide or could provide supportive services.**
- **Establishing a process to promote coordination of supportive services delivery.**

While transportation can sometimes be a barrier in the rural areas, CAMW! sub-recipients have a relationship with the transit providers in those areas, as does CAMW!. The CEO of CAMW! meets with the director of Tri-County Regional Planning at least quarterly as both are on the leadership team of Prosperity Region 7. The CEO is also on the board of LEAP of which the CEO of the Capital Area Transportation Authority (CATA) is a member. While the lack of a regional transportation authority has been the topic of discussion for many years, we have managed to find solutions to get our customers where they need to be, especially when they work outside of the county in which they live and they do not have their own personal transportation. Public transportation systems currently used in the region include Clinton County Transit, Eaton County Transportation Authority (EATRAN), and Capital Area Transportation Authority (CATA).

Individuals engaged in CAMW! programs may indicate other barrier removal needs such as employment related clothing, auto repair, or gas mileage that program supportive services can address. CAMW! is able to provide supportive services as allowable under LEO program policy and would ensure that if a participant is co-enrolled in programs that supportive services are coordinated to avoid duplication of supportive services. For supportive services that may fall outside the scope of CAMW! programs, including housing or childcare barriers, CAMW! will connect individual to the Central Michigan 2-1-1 which helps link people to health and human service agencies regionally that offer resource options. CAMW! staff have also built strong networks with community partners in the region to be able to directly refer an individual to an agency in the community to address specific needs that may not be allowable under program supportive service policy.

7. A description of how workforce development services currently are, or could be, coordinated with economic development services and providers within the region, and a description of the strategies that have been or will be established to enhance service delivery as a result of the coordinated regional analysis of such services. Regions may consider:

- **Current economic development organizations engaged in regional planning.**
- **Education and training providers involved with economic development.**
- **Current businesses involved with economic development organizations.**
- **Targeted businesses from emerging sectors/industries.**

Workforce development services and economic development services are closely coordinated within the region. As mentioned previously, the CAMW! business services manager attends weekly staff meetings at LEAP. Our two agencies are closely connected and the CEOs at both agencies understand the importance of collaboration in order to help the region grow and thrive. The CEO of LEAP represents economic development on the WDB and gives an update on the state of economic development in the region at each meeting. The CEO of CAMW! is on the board of LEAP. Both are members of the leadership committee of Prosperity Region 7 and both are in leadership roles with T3. LEAP staff also participate in activities with the council as do staff from Lansing Community College. Workforce development is the primary focus of CAMW!. When LEAP is working on a proposal to engage a potential business in locating to the region, CAMW! is at the table to provide supporting workforce development information for the proposal that outlines potential program resources both directly through CAMW! or through other statewide programs, such as the Going Pro Talent Fund. This information is captured into the proposal for the prospective business and helps reinforce the resources available within the region, as well as to highlight the coordination and collaboration that happens between workforce development at CAMW! and economic development at LEAP. The Capital region is truly a region where business, education, economic development, and workforce development work in partnership in order to help our region maintain its current employers and to attract new employers to our region. This collaboration has been mentioned and highlighted repeatedly in press conferences held by companies that have opened facilities in our region.

The T3 Council and its subcommittees will work to identify the emerging sectors/industries through their analysis of data, as well as through anecdotal input from T3 members. As a list is developed and refined, a small number of regional companies may be asked to join the T3 Council and a strategy will be created to engage these employers to help us prepare the workforce for employment opportunities that may be presented for the future. The relationships that CAMW! has developed will allow for CAMW! to continue to serve as a hub for workforce development programs that benefit employers and their employees to support their identified needs.

8. A description of how the region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in the WIOA Section 116(c), for the local areas or the planning region. Regions may consider:

- **The process to be used for determining regional performance goals.**

LEO will determine performance metrics for each region, which will be reviewed by CAMW! when they are received. CAMW! will look at our current performance levels as well as levels obtained over the last couple of years to determine if negotiation may be necessary. If negotiation is needed, CAMW! will negotiate in good faith with LEO on relevant performance metrics based on what performance levels has been obtained in the past while also taking into consideration the needs of the State.

SECTION II

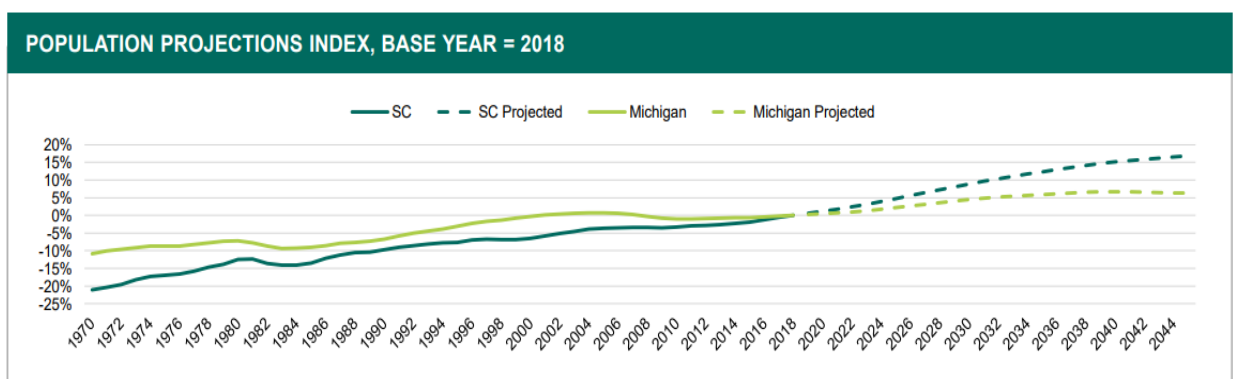
LOCAL PLAN

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

A. The regional analysis prepared as part of the regional plan. (Also see Section I #2)

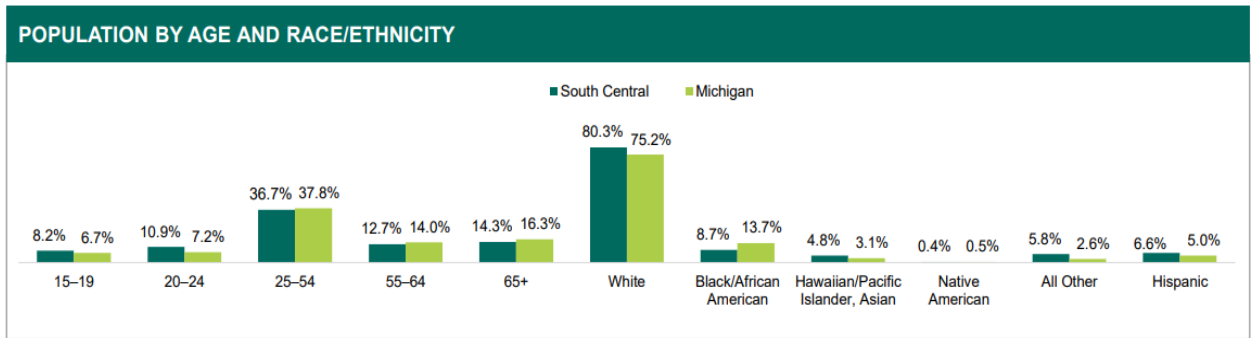
The South Central area, designated as Prosperity Region 7 and MWA 17, is made up of Clinton, Eaton, and Ingham counties in the central part of lower Michigan. The region is both rural (Eaton and Clinton counties) as well as metropolitan (Ingham County) in nature with the local and regional areas one and the same in designation.

According to latest information from the U.S. Census Bureau, the population of South Central Michigan in 2019 was 482,300. This was an overall increase of 2.8 percent, or 13,100, since 2013 when the population was 469,200. All three counties that make up the region saw increases in their populations between this time. Ingham county accounted for the most growth, adding an additional 8,300 residents. Michigan's population saw marginal growth since 2013, adding nearly 74,000 residents by 2019. Nationwide, the population rose by close to four percent (or about 12.2 million) over this period. The South Central Michigan has continued to experience growth in its population in recent years. The region is projected to see a 16.9 percent increase in its population between 2018 and 2045, according to population projections, and this projected growth far exceeds the statewide average growth of 6.3 percent.



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Population Projections

The South Central Michigan region consists of a younger population than the statewide average. According to the Workforce Analysis Report, similar to the rest of the state, over a third of South Central Michigan's population consists of people within the 25 to 54 age range. The region is comprised of an overall younger population than the statewide average, with less individuals ages 55 and up making up its population. Meanwhile, the South Central Michigan's white residents make up 80 percent of the region's population, which is over 5.1 percentage points higher than the statewide average.

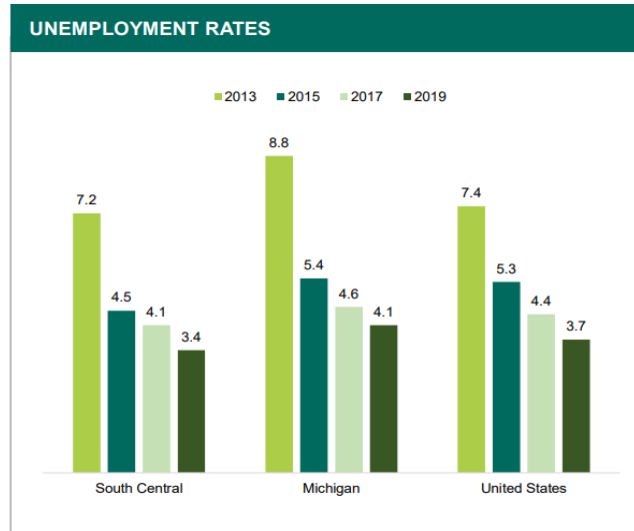


Source: U.S. Census Bureau, 2014-2018 American Community Survey Five-Year Estimates

As mentioned previously, the South Central Michigan’s education attainment levels are elevated from the statewide averages for those with a Bachelor’s degree or higher, as well as Some College and Associate’s degree. In South Central Michigan, 69.1 percent of the residents have some college education or higher compared to the 61.5 percent statewide statistic for this educational level. These higher percentage rates of educational attainment have a positive and direct impact on the skilled workforce in the region, as individuals more often have the education that allows for an expedited entry into the regional workforce.

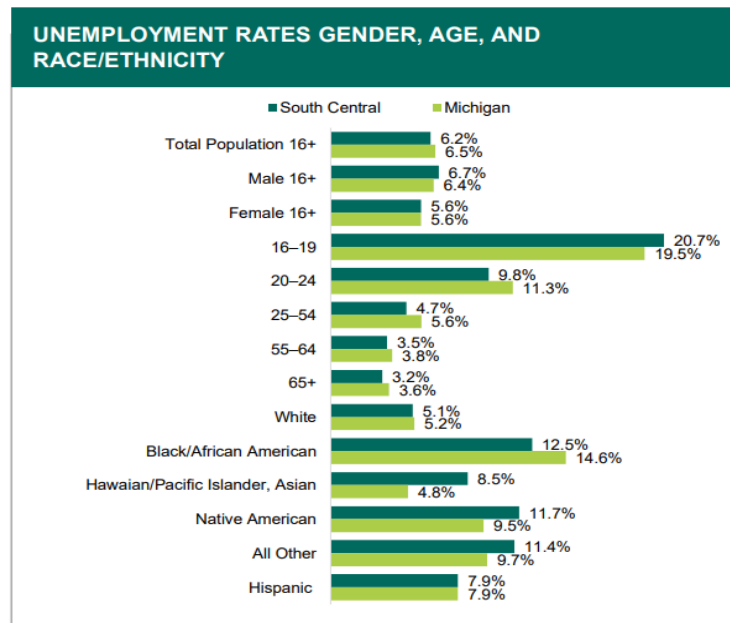
As noted in the Regional Plan, CAMW! leads the charge regionally to ensure that workforce development activities are directly aligned with helping prepare the workforce for positions of today as well as tomorrow and for a variety of educational levels. Training that is conducted through the CAMW! programs must be in step with a locally developed In-Demand Occupation List that is created based on Labor Market Information (LMI) data as well as regional employer feedback. The workforce development activities operated under the CAMW! umbrella are diverse in implementation to provide both classroom and work-based training opportunities and also offer hands-on career exploration through Talent Tours and industry specific events like Manufacturing Day. Work-based training, as well as career exploration activities, provide an opportunity to help program participants understand the workplace settings and technology for today’s workforce. Training that is conducted and approved through CAMW! programs must result in a credential that meets United States Department of Labor standards and will be of value to employers in the industries identified as having growth opportunities. Soft skill training, including interview techniques, resume development, and employment retention strategies, are also available through CAMW! workforce development activities as employers have regionally provided feedback to business services team members that soft skill readiness continues to be problematic for many of their employees, both new and mature.

The Bureau of Technology, Management and Budget Labor Market Information reported that the unemployment rate for South Central Michigan followed the State and national trends of reducing between 2013 to 2019. From 2013 to 2019, the jobless rate in the region fell from 7.2 percent to 3.4 percent. During that time period, the largest drop in unemployment was from 2013 to 2015, where rates fell 2.7 percentage points. Since 2013, the number of unemployed in the region has declined by 50 percent, equivalent to a drop of 8,600 unemployed individuals.



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

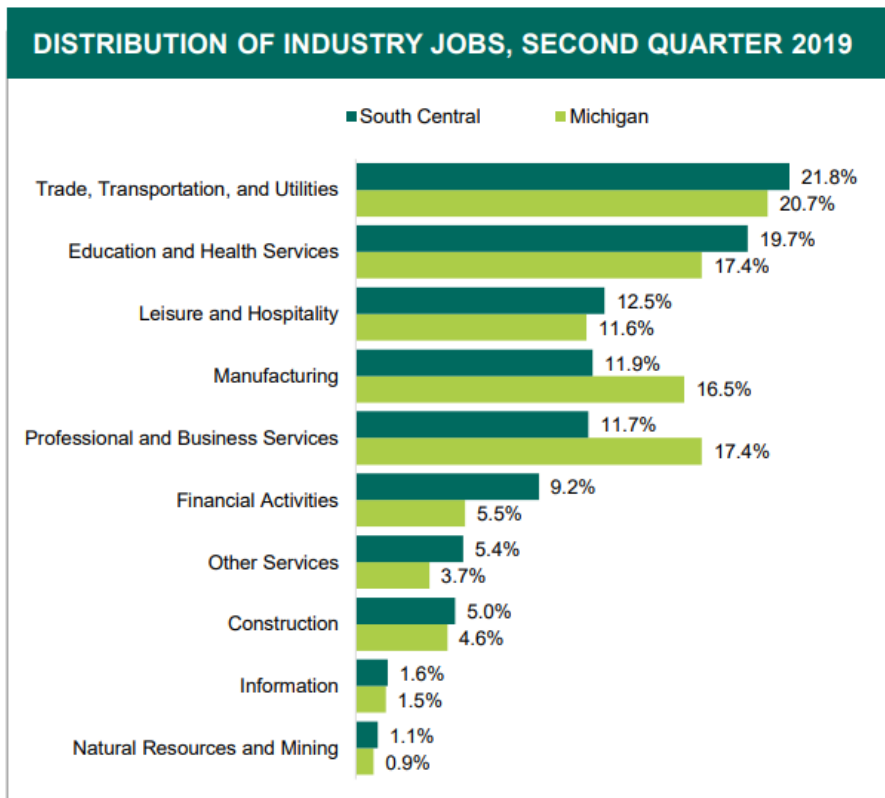
Unemployment rates based on sex, age, and race/ethnicity decreased as the unemployment rate continued to decline. The regional South Central Michigan jobless rates for Whites, Blacks, and Native American populations was lower than the state level but higher percentages were noted among the Asian, Hispanic, and Two or More Races groups. Unemployment rates declined but remain high for those ages 16 to 19, according to the Workforce Analysis Report. As seen in the statewide averages, the jobless rate for individuals age 16 to 19 is the highest in the region and continues to decline as individuals get older. In general, the unemployment rates by sex, age, and race/ethnicity have continued to decline over time. According to the U.S. Census Bureau, there were more males in South Central Michigan than there were females. Males had a higher unemployment rate than females by more than one percentage point.



Source: U.S. Census Bureau, 2014-2018 American Community Survey Five-Year Estimates

As noted within the Regional Plan previously, the recent impact of the COVID-19 pandemic has caused the decreasing unemployment trend to be significantly impacted for 2020. The April 2020 data from the Department of Technology, Management and Budget indicated that the unemployment rate for Clinton County was at 18.8 percent, Eaton County at 21.6 percent and Ingham County at 18.3 percent. The most recent data for May 2020 unemployment rate indicated a slight improvement from April 2020 data with Clinton County at 15.7%, Eaton County at 18.4% and Ingham County at 16.2% yet this local overall unemployment rate of 16.7 percent continues to be 9.7 percent higher than at the highest rate of unemployment from the period of 2013 to 2019. While the long term impact of the pandemic is unknown for the jobless rate throughout this plan, CAMW! stands ready to provide support to both employers and job seekers through the services outlined within this plan.

South Central Michigan has a diverse landscape of employment opportunities with many regional industries sharing similar levels of distribution to the statewide average. According to the Workforce Analysis Report, many of South Central Michigan’s industry rankings have remained unchanged since the 2nd quarter of 2017. Both Manufacturing and Professional and business services experienced small drops in their share of jobs, while Leisure and Hospitality saw growth. Michigan shares similar levels of distribution among its industries. The Manufacturing sector is one industry that is much more prominent at the statewide level, making up nearly 17 percent of statewide jobs, while only accounting for 12 percent of the region’s jobs.



Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives, Quarterly Census of Employment and Wages (QCEW)

As stated in the Regional Plan, projections through 2026 provided through the Michigan Department of Technology, Management, and Budget, South Central Michigan's total employment is projected to grow 8.3 percent from 2016 through 2026, which translates to 18,700 additional jobs. Among broad occupational groups, the largest projected job gains are in Professional (+7,200 jobs), Service (+3,500 jobs), and Health care (+2,200 jobs) occupations. There will be a continued need for educational attainment levels to align with these employment projections in the region, as it is expected that current and future demand will require a skilled and educated workforce to meet the employment needs across the referenced industries.

CAMW! will take a comprehensive approach to addressing employment projections and trends to ensure that services are provided to meet projected gaps in employer needs. The business service team and IT Council will provide focused services to employers in identifying employee shortages in these fields locally, marketing job openings, locating candidates that qualify for high-demand openings, and ensuring that the In-Demand Occupation List is reflective of the South Central Michigan occupational trends. Training opportunities for eligible candidates will be directly tied to the CAMW! local In-Demand Occupation List as well as to the needs of the employer in high growth occupational field. CAMW! programmatic sub-recipients will be strategic in assisting program participants in exploring two and four-year post-secondary education, as well as vocational and skilled trades training programs, at local educational providers that will allow for credential obtainment and the ability to pursue high-growth demand occupation openings that align with successful training completion. For example, an eligible enrolled program participant interested in becoming a Registered Nurse would be assisted in identifying a local educational program to obtain a nursing credential, supported through training program completion with tuition and supportive service resources and then referred and aided to apply to community employers with posted openings in this industry. This inclusive and holistic approach to addressing the projected local trends and high-priority industries will assist local employers as well as program participants in greater economic success.

B. A description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment).

In today's economy, communities must be able to offer a quality workforce to retain and expand business. Understanding the current status and future demands for the workforce could be a catalyst for changes in education and training. Goals developed as a result of the most recent CAMW! Strategic Plan include:

- **Serve as the primary source of seamless and customer-oriented jobs and recruiting help for our community.** Strategies under this goal are: (1) Empower staff and partners to educate the community about CAMW! services for job search and business recruiting at all education and skill levels; (2) Focus communications efforts around helping job seekers to understand how to access services and resources; and (3) Streamline serves and access to CAMW! job search and recruiting programs focusing on an enhanced customer experience.
- **Increase the number of business working with Capital Area Michigan Works! as a recruiting partner, supporting businesses in growing the economy and**

job market at all education and skill levels. Strategies under this goal are (1) Increase connectivity between business services team and highly educated, high-skill job seekers; and (2) Increase outreach to business for business services team partnership.

- **Prepare a diverse and inclusive workforce for the jobs of tomorrow at all education and skill levels.** Strategies under this goal are: (1) Increase and enhance services to highly educated, high-skill job seekers; and (2) Create an inclusive environment that encourages diversity in the people and business served.

CAMW! will actively analyze local and regional labor market intelligence to assess the ever-changing economic landscape. Utilizing the demand-driven workforce development model, we will identify the business sectors and clusters that have the most significant impact on our local and regional economy and will primarily target those sectors. We will work hand-in-hand with business to identify workforce needs, skills gaps, and other services needed by local business. Decisions regarding the training to be provided will result from a combination of general labor market projections along with specific needs expressed by employers. This is in contrast to training decisions made based on schools having certain programs already available or job seekers walking in the door vocalizing that they want training in a particular occupation. CAMW! will continually review and update our In-Demand Occupation List to be reflective of employment needs in our local and regional communities, while targeting education and training opportunities for customers that meet the needs of these identified industries.

The CAMW! Workforce Development Board (WDB) and Administrative Board support the Strategic Vision described in the Michigan WIOA Plan and are committed to working with partners in the core programs to ensure goals outlined by the State WIOA Plan are successfully incorporated within the local area and region. Specific activities and strategies are discussed in this plan with the expectation that the plan will be modified and adapted as modified WIOA guidance may be released throughout the duration of this plan and core program partners develop further coordination throughout the life of the plan.

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

CAMW! recognizes the need for performance goals to reflect the transition from the Workforce Investment Act (WIA) to the WIOA. We are committed to being a high performing area. CAMW! was initially granted two-year designation for Program Years (PYs) 2015 and 2016 and then received extensions through LEO until a process for submitting requests for subsequent designation was established. The subsequent designation process for local workforce development areas was data-driven and included the following activities: 1.) Analysis of the required workforce activities under the WIOA and criteria for a local workforce development area; 2.) Assessment of the current local workforce investment area as previously designated under the WIOA and surrounding areas with regards to regionalization. On February 11, 2020, CAMW! received formal notice from LEO of subsequent four-year local area designation approval under WIOA, indicating that Program Year 2017 and 2018 performance metrics were met or exceeded for all WIOA programs implemented.

CAMW! has structures in place to continually monitor and evaluate performance of program measurements and sub-recipient contract agreements to ensure performance metric achievement is a priority. CAMW! previously had an established Accountability Committee made up of four WDB Board members due to the number of programmatic sub-recipients in place within the system. This committee convened quarterly to monitor performance of our sub-recipients through the review of state and local sub-recipient contract reports. Due to CAMW! only having two current sub-recipients, the Accountability Committee has been disbanded. Instead, CAMW! administration reviews programmatic performance, as well as contractual performance, on a quarterly basis. In the event that a sub-recipient performance is of concern, the sub-recipient will be notified in writing of the specific performance related issues and a corrective action plan required in response to address the performance issues. If performance does not improve, the sub-recipient will be recommended to be put on a probationary period. This recommendation is taken to the WDB by CAMW! administration for approval. In the event performance improves, the probationary status will be removed. Should performance not improve, a recommendation would go to the board to not approve a subsequent agreement. These performance reviews are taken into consideration should a sub-recipient choose to respond to local Requests for Proposal (RFP) for future bid cycles and performance concerns may impact the ability to be selected to receive funding in future RFP cycles.

The WIOA regulations reflected a shift in performance measurements in multiple metrics within workforce development program outcome metrics. Under WIOA, performance metrics for employment rate will be measured at the second and fourth quarters after exit. Earnings under WIOA also will be measured by median versus average earnings as under WIA. CAMW! has consistently required program sub-recipients to enter data for a full four quarters after exit during program implementation so the WIOA metrics that capture performance up to a full four quarters after exit does not modify local data entry expectations or processes.

The emphasis on serving an Out-of-School population and continual priority to those who are economically disadvantaged will likely increase the population with barriers served through WIOA and may impact performance metrics, especially as WIOA regulations have a wider application of standards across programming and core programs. There will be a need for performance metrics under WIOA to be strategically aligned across core programs with the changed definitions for performance metrics as WIOA performance related guidance continues to be released.

Measurable Skills Gains (MSG), a more recently implemented performance category, measures interim progress of all In-School Youth and WIOA participants enrolled in education or training services. Unlike other performance measures, MSG is not exit-based. Instead, it monitors the progress active participants have made toward a credential or employment. Calculated over a rolling four quarter timeline, MSG is reviewed locally on a quarterly basis to ensure participants are receiving the services they need and making documented, satisfactory progress toward their goal.

To ensure that the focus of programs continues to be on successful transition of program participants into employment, as well as credential attainment linked a training activity, CAMW! has the following program performance levels in place for Program Years (PY) 2020:

| Performance Measures | PY 2020 Local Performance Level |
|-----------------------------------------------------------------|----------------------------------------|
| WIOA Title I – ADULTS | |
| Employment Rate 2 nd Quarter After Exit | 89.5% |
| Employment Rate 4 th Quarter After Exit | 85.7% |
| Median Earnings – 2 nd Quarter After Exit | \$7,046 |
| Credential Attainment Rate – 4 th Quarter After Exit | 85.6% |
| Measurable Skills Gain | 32.4% |
| WIOA Title I – DISLOCATED WORKER | |
| Employment Rate 2 nd Quarter After Exit | 89.5% |
| Employment Rate 4 th Quarter After Exit | 86.7% |
| Median Earnings – 2 nd Quarter After Exit | \$7,750 |
| Credential Attainment Rate – 4 th Quarter After Exit | 80.0% |
| Measurable Skills Gain | 32.4% |
| WIOA Title I – YOUTH | |
| Employment Rate 2 nd Quarter After Exit | 78.9% |
| Employment Rate 4 th Quarter After Exit | 76.2% |
| Median Earnings- 2 nd Quarter After Exit | \$2,900 |
| Credential Attainment Rate – 4 th Quarter After Exit | 75.1% |
| Measurable Skills Gain | 47.3% |
| WIOA Title III – WAGNER-PEYSER | |
| Employment Rate 2 nd Quarter After Exit | 71% |
| Employment Rate 4 th Quarter After Exit | 69% |
| Median Earnings – 2 nd Quarter After Exit | \$6,100 |

D. A description of the local board’s strategy to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals.

As referenced in the regional planning section, CAMW! is already closely aligned with required partners and entities, as well as local resources, in South Central Michigan. We have an extensive history of working hand-in-hand with partners in the region to leverage resources to support the populations and individuals we serve, as we recognize there is often an overlap of individuals being served by multiple partners locally. Further coordination of regional strategic vision and goals will be reviewed, developed and defined, and refined in detail throughout the life of this plan based on the needs of the regional partners in the region. The collaborations in the region will allow for collective impact by all partners to address where the needs of the region are and strategically align resources accordingly.

The WIOA Adult, Dislocated Worker (DW) and Youth program, as well as Wagner-Peyser Employment Services (ES), are administered by CAMW! and operated by sub-recipients selected through a RFP process. Sub-recipients approved by the WDB and Administrative Board to provide services will be streamlined by having systems in place that identify best practices for providing timely services to program participants and implemented program structures that allow for an organized agency service delivery. Sub-recipients will be strongly encouraged to develop robust linkages with other community partners and entities providing services. Sub-recipients can then utilize these partnerships to assist in referring program participants to community organizations that can assist in removing barriers extending beyond program services. Due to the limited resources that may be available, duplication among programs will be kept to a minimum except when a sub-recipient is providing specialized services for a targeted population (i.e. individuals with disabilities, offenders, etc.).

Sub-recipients in WIOA and ES work closely and frequently together, jointly providing basic services to customers. This is expected to continue throughout the life of the plan and will encourage cross training through the delivery of multiple activities. An example of this American Job Center delivery is that a Reemployment Services and Eligibility Assessment (RESEA) ES service may be provided to an individual identified by the Unemployment Insurance Agency (UIA) as likely to exhaust unemployment insurance. This individual would be connected to other ES services available at our American Job Center location and also provided with information about connecting with the WIOA Adult and DW program, leading to a potential opportunity for enrollment into further intensive career services to address employment and skill gaps. This individual would also be provided with linkages to community resources that may address barriers not able to be addressed under our service umbrella.

Adult Education and Vocational Rehabilitation providers are valued partners in our system already. Vocational Rehabilitation is provided by Michigan Rehabilitation Services (MRS and Bureau of Services for Blind Persons (BSBP). The MRS District Manager is a member of the WDB and at least one MRS staff member attends our monthly American Job Center All-Centers partner meetings to assist in supporting cross-referrals to resources across programs. Regional Adult Education funding applications are reviewed by a small T3 CEAC education sub-committee made up of both WDB representation and the CAMW! CEO and program compliance manager. CAMW!'s CEO attends quarterly Adult Education regional meetings to assist in alignment of programming needs and increase cross-referrals of program participants between CAMW! WIOA programs and Adult Education services. One of the current regional Adult Education sub-recipients, Potterville School District, is also a CAMW! sub-recipient for the Partnership. Accountability. Training. Hope. (PATH) program and offers programming at all three of our tri-county American Job Center locations. They have operating hours specifically dedicated to providing services to the Adult Education population as well as specific hours available to provide required educational activities services to the PATH program population. The Potterville School District director regularly attends CAMW! monthly All-Centers meetings to encourage core program collaboration. Given that new Adult Education awards for the region were recently awarded, CAMW! will be working with newly awarded Adult Education partners, the Refugee Development Center and the Lansing School District, to ensure that participation in monthly All-Centers meeting is included to further collaboration as these

partners begin implementation of services within the region. Adult Education and Vocational Rehabilitation providers have formal Memorandums of Understanding (MOU) with CAMW! to ensure that collaboration expectations are articulated and identified to allow for a clear understanding of partnership opportunities. Continued linkage and expansion of services across program partners and entities will be encouraged to more effectively serve mutual customers in South Central Michigan throughout the life of this plan.

The regional Senior Community Services Employment Program (SCSEP) provider regionally, AARP Foundation, is co-located at the Lansing American Job Center location. The SCSEP regional director is encouraged to attend our monthly American Job Center All-Centers partner meetings to assist in supporting cross-referrals to resources across programs. CAMW! serves as a Host Agency in the AARP Foundation's SCSEP to provide unpaid work experience opportunities in the ES resource room to assist in restoring opportunity to people ages 55 and older who need job training and assistance in finding a job. As part of the participation in the SCSEP, the Department of Labor requires a Host Agency (HA) Agreement that is maintained between CAMW! and the AARP Foundation SCSEP program that details out the connection between the programs. CAMW! typically hosts one SCSEP volunteer at a time in the Lansing AJC in an unpaid work experience within the resource room. This collaboration has been valuable for both CAMW! and the AARP Foundation SCSEP program to further strengthen the core partnerships regionally and support individuals connected to services under both programs. As with our Adult Education and Vocational Rehabilitation providers, CAMW! has a formal MOU with the AARP Foundation to ensure that collaboration expectations are articulated and identified to allow for a clear understanding of partnership opportunities.

Telamon Corporation is the current regional awardee under Title I of the WIOA. While Telamon Corporation is not co-located within the American Job Centers, the engagement between the two agencies have continued to expand since the implementation of the last plan. Telamon Corporation staff are included in meeting notices and typically at least one staff member from their team attends our monthly American Job Center All-Centers partner meetings to assist in supporting cross-referrals to resources across programs. Telamon Corporation's workforce and career services director regularly attends CAMW! board meetings to remain aware of CAMW! relevant information and both CAMW! and Telamon Corporation have staff members that participate in the Capital Area Migrant Resource Council which further provide for opportunities for collaboration. As with our other required core program partners, CAMW! has a formal MOU with Telamon Corporation to ensure that collaboration expectations are articulated and identified to allow for a clear understanding of partnership opportunities.

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

A. The programs that are included in that system.

CAMW! has three American Job Center locations within the three counties we serve. The American Job Centers hours of operation are from 8:00 a.m. to 5:00 p.m. Monday

through Friday. Descriptions and addresses of the centers are listed below, as well as programs operated at each respective location:

Capital Area Michigan Works! American Job Center

2110 South Cedar Street

Lansing, MI 48910

This is our primary site for the tri-county region. The current facility is approximately 31,000 square feet. The center contains 36 workstations in the resource area, a waiting area, six conference rooms, a technology lab with 12 workstations that can accommodate overflow in the American Job Center, a PATH Learn to Earn classroom/lab that is operated by Potterville School District and provides separate hours for Adult Education participants. There is also a phone station for job seekers to call prospective employers and community resources, as well as a dedicated phone line to contact the UIA. CAMW! provides direct delivery of ES at this location and supervises this site. Peckham, Inc. and the Lansing School District are the CAMW! sub-recipients in Ingham County. Co-located programs in the Lansing center include Peckham, Inc.'s WIOA Adult and DW programs, PATH and Food Assistance Employment and Training (FAE&T) programs and Community Work Experience and Supported Employment programs, the Lansing School District's WIOA Youth program, and Lansing Community College. One State of Michigan Veterans Career Advisor staff member is also located at this site, as well as the AARP Foundation's SCSEP offices. The following private sector partners are also located at this location: Career Quest, Driving School, Disability Appeals Advocates, and DRM International Learning Center.

Capital Area Michigan Works! American Job Center

101 West Cass Street

St. Johns, MI 48879

The center is located in the Wilson Center and is approximately 2,486 square feet. The center has 12 client workstations plus one equipped with a large-type monitor, a display area, a waiting area, and a work area for clients, and space for itinerant staff. There is also a phone station for job seekers to call prospective employers and community resources, as well as a dedicated phone line to contact the UIA. CAMW! provides direct delivery of ES at this location while CAMW! sub-recipient Peckham, Inc. operates this site. Peckham, Inc. is the CAMW! sub-recipient in Clinton County who operates WIOA Adult, DW, and Youth programs, as well as the PATH programs. A PATH Learn to Earn classroom/lab that is operated by Potterville School District is located at this center and provides separate hours for Adult Education participants. This center currently has a State of Michigan Veterans Career Advisor staff member and MRS representation on an itinerant basis.

Capital Area Michigan Works! American Job Center

945 Reynolds Road

Charlotte, MI 48813

The center is approximately 2,400 square feet. The center contains 10 workstations that are open all the time and a computer lab that is available for overflow traffic as well workshops. There is a resource area and job leads are posted in the waiting area. There is also a phone station for job seekers to call prospective employers and community resources, as well as a dedicated phone line to contact the UIA. CAMW! provides direct delivery of ES at this location while CAMW! sub-recipient Peckham, Inc.

supervises this site which is co-located at the Peckham, Inc. facility. Peckham, Inc. is the CAMW! sub-recipient in Eaton County that operates the WIOA Adult, DW and Youth programs, as well as the PATH program. A PATH Learn to Earn classroom/lab that is operated by Potterville School District is located at this site and offers separate operating hours for Adult Education participants. This center currently has a State of Michigan Veterans Career Advisor staff member and MRS representation on an itinerant basis.

B. A description of the local board's strategy to work with entities carrying out core programs and other workforce development programs to provide service alignment (including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006).

The CAMW! WDB and Administrative Board are dedicated to providing quality services to residents and employers in the tri-county area. As the Board is comprised of members from all sectors of the community, it is concerned with supplying the areas' current employers with qualified employees and working with employers who are new to the tri-county region. The Boards are kept informed of demand employment openings in the area as well as jobs filled in the system, local forecasted industry growth, and sub-recipient performance to ensure the system is meeting identified needs tied to our Strategic Plan.

Our three American Job Center locations provide seamless delivery of workforce development programs to employers, businesses, youth, veterans, returning citizens, persons with disabilities, public assistance recipients, dislocated workers, unemployed, under employed and employed individuals.

All services and programs are aligned to avoid duplication of services. Agreements and MOUs, as well as Infrastructure Funding Agreements (IFAs) have been developed and implemented with organizations and agencies that operate core programs in the delivery system that will outline responsibilities of each program and services being delivered.

Carl D. Perkins legislation allows for educational funding support for eligible individuals, some of which may be engaged in programs operated through our American Job Centers. The delivery of services across programming is based on individual need and the ongoing alignment of resources, including Perkins funds, is imperative to assisting individuals to overcome their own barriers to successfully achieve their program goals and outcomes. Lansing Community College currently receives the Perkins grants funding regionally. CAMW! and Lansing Community College have an MOU in place that formally outlines connection points between programs and allows for increased opportunities for partnership and collaboration between core programs.

CAMW! encourages required WIOA core program partners to participate in CAMW! monthly All Centers meetings as well as provides an opportunity for partners to participate in statewide in-service training activities hosted by CAMW! three times per year. The monthly All Centers meeting incorporate a resource sharing portion for each meeting which offers opportunities for ensuring service alignment is kept at the forefront of service delivery with WIOA programs that may not be co-located physically at the American Job Center. In addition, staff have built relationships with other WIOA core program partner staff for referral purposes that have strengthened since the

implementation of WIOA began regionally through these purposeful connections on a monthly basis.

3. A description of how the local board, working with the entities carrying out core programs, will:

A. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

To expand access to employment, training, education and other necessary services for eligible individuals, it is critical to utilize strategic outreach methods to engage and share information with this population. CAMW! has an extensive history of having received awards for our Annual Report and workforce development publications that provide a snapshot of system successes. These materials are available in hard copy at our administrative office location in Ingham County as well as being easily assessable on our website at www.camw.org.

CAMW! believes in taking a diverse approach to outreach and understands the importance of engaging the region through more traditional means, including newspaper articles, as well as through a strong social media presence on Facebook, Twitter, Pinterest, and LinkedIn. CAMW! CEO writes weekly Lansing State Journal columns, as well as regular articles in educational partner newsletters, that speak on a variety of workforce development topics. The CAMW! CEO also has been featured in regional publications, including 517 Magazine and Focus Magazine, related to workforce development topics locally. She also frequently speaks on workforce development efforts in the region on local TV station WLNZ's Coffee Break sessions and the Michigan Business Network show. CAMW! has strong communication messaging that is streamlined through a formal Brand Standards Manual to ensure that the CAMW! brand is consistent across media formats and within publications.

Through a competitive RFP bid process, CAMW! has selected a Communications and Marketing entity, Piper & Gold Public Relations, which assisted in the development of a strategic outreach plan to further target efforts towards engaging the employers in our region as well as the eligible population that could be served through programs offered at CAMW!. Earned media coverage in the region assists in partnership opportunities with community media organizations and allows for us to inform a larger audience of the services and programming available in the region.

CAMW! has a website that was upgraded during the course of the previous plan and has continued to allow for sharing of resources in a digital format. The website redesign incorporated features and increased functionality to better allow community members to more easily learn about the programs offered at our American Job Centers and also provide more information about our local Michigan Works! locations to employers. The competitive RFP bid process identified the vendor, Gravity Works Design and Development, which assisted with making these updates. Modifications to the website were also incorporated to ensure that ADA compliance remains adhered to as well as to adjust the color scheme of the website to correspond with primary and secondary colors identified as part of the 2017 CAMW! rebranding process.

Further expansion of access to employment, training, education and supportive services through working with the entities carrying out core programs will occur through working with our Adult Education, Vocational Rehabilitation, SCSEP, WIOA Title I and Perkins partners to create an effective referral process (both to and from) while also creating joint strategies for outreach to this customer base. Discussions regarding expansion of access to services between core program partners will continue to happen in the region to ensure that current formal strategies are successful while continuing to look for process improvement opportunities in the future to increase linkage between partner agencies.

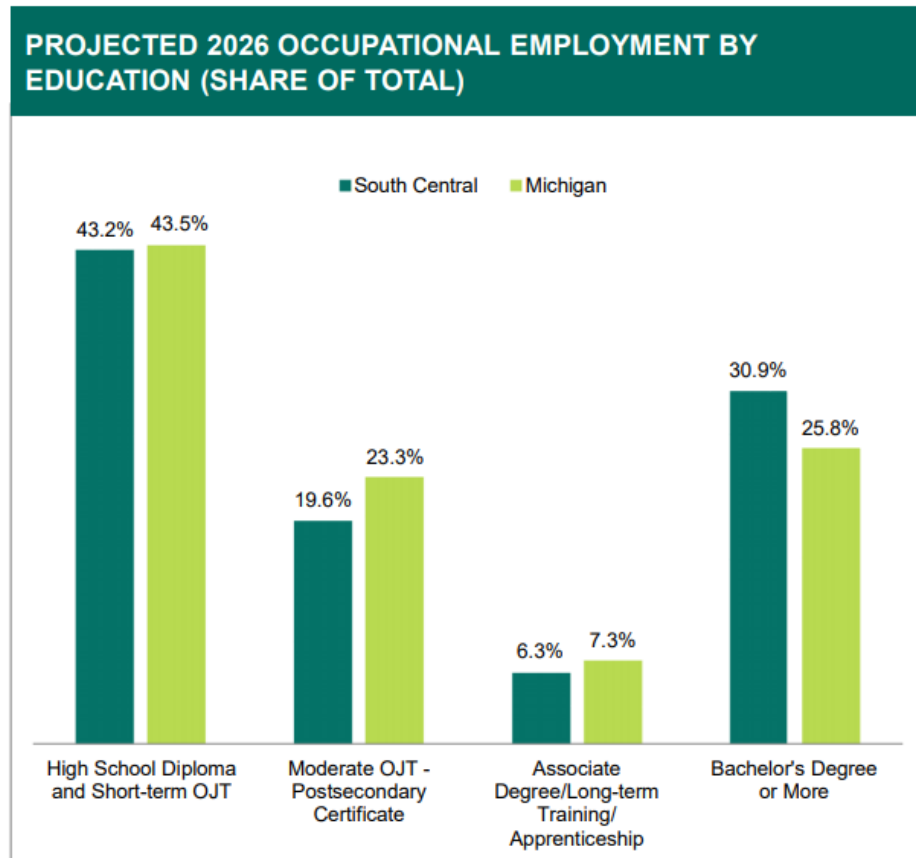
CAMW! has also expanded our outreach efforts by working directly with local community based organizations such as the Tri-County Center for Aging, Capital Area Community Services, Capital Area Public Libraries, Power of We, Volunteers of America, Advent House Ministries, and community homeless shelters operating within the region to ensure community partners are familiar with and aware of CAMW! programs.

B. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

CAMW! recognizes the importance of working with our core program partners to facilitate the development of career pathways locally. In alignment with WIOA regulations, training services provided under WIOA must be part of a career pathway that will lead to self-sufficiency for the enrolled individual. The training program must have supporting evidence that employment at conclusion of training will lead directly to financial independence or result in a portable and stackable credential that further training can be built upon to reach self-sufficiency.

By 2026, it is anticipated that over 43 percent of jobs in Michigan and South Central Michigan will require only a high school diploma or less, with short-term to no on-the-job (OTJ) training, and nearly 20 percent of the region's jobs will require some moderate on-the-job training or a postsecondary certificate. Locally, it is projected to see a greater share of its jobs requiring a higher level of education such as a bachelor's degree or more (31 percent) than the statewide average (26 percent). This information reflects the critical need for core programs to align with developed career pathways locally that will allow for individuals to couple training with credential obtainment while also providing transferable education opportunities that will assist individuals with obtaining and maintaining self-sufficiency. An example of how this works in the region is that an individual who is currently enrolled in Adult Education or MRS services could be referred to WIOA services at our office. Once eligibility is determined, the individual could explore and enter an in-demand training activity resulting in a credential. At the conclusion of training and credential obtainment, the individual would receive additional soft-skill training to update a resume to align with the complete training, assistance with job search and applying for jobs, and preparation for interviewing. This assistance is coupled with supportive services being provided to remove barriers that may still be in place, such as the need for interview related clothing. Upon successfully entering into employment that provides a self-supporting wage, a year of follow-up with the individual

will allow for additional support to address barriers faced in retaining employment as well as assistance to explore the next step within a career pathway for the individual.



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

The region is fortunate to have a number of educational providers locally and we work closely with these entities to increase access to post-secondary credentials associated with occupations that are in-demand. These local training partners include Lansing Community College (LCC), Michigan State University, Davenport University, Career Quest Learning Center, New Horizons Learning Center, Tri-Area Trucking School, DRM International Learning Center and several other smaller proprietary schools. We work with these training partners to assure that occupations in high demand have quality education and training programs to meet employer talent needs. New training programs locally are often developed as a result of conversations and projects between core program partners, employers, and educational partners, ensuring that focus is given to taking a thoughtful approach to program development that will result in an industry recognized, portable and stackable credentials. Decisions regarding training to be provided locally will result from a combination of LMI data and specific hiring needs denoted by local employers.

CAMW! is committed to working directly with core program partners, employers and local training institutions to further develop and create clear pathways to both occupations in greatest demand as well as emerging occupations in the region.

4. A description of the strategies and services that will be used in the local area to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.**
- B. Support a local workforce development system that meets the needs of businesses in the local area.**
- C. Improve coordination between workforce development programs and economic development.**
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.**

CAMW! is a demand-driven system, with employers viewed as our primary customer. This focus allows for all activities and programs operated under our umbrella to support the needs and hiring trends of employers locally. CAMW! will take a comprehensive approach to addressing in-demand industry sectors and occupation needs, including facilitating engagement of employers. Our business services team is composed of a full-time business services manager and two full-time business services officers as well as the IT Council executive director. The business services manager and business services officers are dedicated and assigned to serve specific industry employers in the Manufacturing, Information Technology, Healthcare, and Finance/Insurance sectors. These staff members coordinate with the Capital Area IT Council when employers are looking to engage in a higher level of service and take part in strategic meetings and discussions centered on the needs of this individual sector. The business services team provides focused services to employers in identifying employee shortages in their respective fields, marketing job openings, locating candidates that qualify for in-demand openings, and ensuring that the local high demand occupation list is reflective of occupational trends.

All members of the business services team have been trained or are in the process of being trained as certified “Business Solutions Professionals” and are qualified to work with employers to address their individual needs. The business services team uses a variety of methods to connect with the local business community, including:

- Job Postings – The first point of connection with many employers is through a business services team member assisting them with the posting of the employer’s openings on the Pure Michigan Talent Connect (PMTTC).
- Business Services Outreach Calls – The business services team members regularly call on employers locally to share promotional materials and raise awareness of services offered by our office, including business services. The outreach calls are often coordinated with other community partner staff, including educational partner LCC and our local economic development agency, LEAP. This approach to shared outreach assists in taking a collaborative approach to resource alignment. One example of this collaborative approach is the success of the Going Pro Talent Fund

awards in the region to date that were facilitated through coordinated outreach efforts among community partners.

- Salesforce – CAMW! has Salesforce access provided by LEAP and this is used to track all business services team efforts with employers. The system allows the staff to record all services provided to a local business that can then be viewed by other staff members, as well as LEAP. The ability for workforce development and economic development partners to access and share information across systems has been an essential benefit to help avoid duplication of services.
- Cold Calls – Members of the business services team will often connect with local businesses by finding their job postings on the PMTC as well as other employment database sources. Outreach is also done with businesses that we anticipate would have high wage, high demand or high skill jobs. Efforts are made to build positive relationships with these employers.
- Job Fairs and Community Outreach Events – The business services team members frequently attend job fairs in the region for both community partners as well as employers. This contributes to our outreach and awareness campaign and increases connecting job seekers and employers to our offices for access to our services and programs.
- On-The-Job Training and Apprenticeship Awareness – The business services team actively promotes training opportunities to local employers. These training opportunities include promotion of “on-the-job training” (OJT), where the employer may be eligible to receive reimbursement for a portion of the new hire’s wages during the period of training, as well as Work Experience and Apprenticeship opportunities which allow for employers to train individuals for positions in which they may have a skills gap. The business services team members work with WIOA sub-recipient career coaches directly to identify job seekers that may qualify for these training opportunities and be a fit for the individual employer.
- Incumbent Worker Training – In instances in which local employers request assistance with the training of incumbent workers, members of the business services team will work to identify appropriate resources, such as the State’s Going Pro Talent Funds, which support these training needs.
- Workforce/Economic Development Partnerships – CAMW! has a close working partnership with our local economic development partner, LEAP. The CEO of CAMW! currently sits on the LEAP Board and our business services manager attends weekly LEAP staff meetings so that employer outreach efforts can be well coordinated. Staff members at CAMW! and LEAP meet regularly to share information about businesses each entity is working with and strategize about how the other partner may be able to assist with serving the needs of that employer. Staff from each entity also keep each other informed of initial outreach contacts with employers so that representatives of each organization can approach an employer meeting together and describe the full range of services available locally. For example, when LEAP creates a proposal to engage a business interested in locating

to the region, CAMW! is included immediately to provide workforce development information for the proposal. LEAP also includes CAMW! on its website to assist in educating the economic development community about our regional workforce development resources available to both employers and job seekers. These examples highlight a few examples of the coordination that is already in place regionally between the two entities for business. While there is always more that can be done to increase coordination, CAMW! and LEAP work in concert already to ensure that employers in the region, both new and existing, have the workforce and economic development resources necessary to ensure success.

- Strengthen linkages between the On-Stop delivery system and Unemployment Insurance Programs – CAMW! operates Wagner-Peyser Employment Service programs, including administering the Unemployment Insurance (UI) Work Test and Reemployment Service Eligibility Assessment (RESEA) for unemployment program claimants. These services provide an opportunity for unemployment claimants to engage with services available at the CAMW! American Job Centers as outlined within this plan and access programs that are available, including the WIOA Dislocated Worker Program. The CAMW! system also will direct program participants to the Unemployment Insurance Agency to determine eligibility for benefits in an instance in which a career coach may be made aware that an individual has been laid-off from unemployment. Additional information denoting the connection and linkage between the One-Stop delivery system and Unemployment Insurance Program can be found under Section 15 of this plan.

The business services team members are often made aware of potential employee dislocations through their interactions with employers. They can direct employers to the UIA to explore resources that may be available through their programming in these situations. The business services team is also made aware of Rapid Response WARN notices and may be included in Rapid Response meeting preparation and follow-up where necessary. This can be of tremendous benefit, as often the business services team staff can assist in identifying other employment opportunities that may be available in the same industry for those being dislocated.

Recognizing that employee retention supports are needed by regional employers often times as frequently as they may need assistance in onboarding new talent, CAMW! has put a Business Resource Network (BRN) into place for this specific employer focus area. CAMW! has two business resource coaches that work directly with employers to provide program supports to the BRN. Employers are most often connected to the BRN by the business services team when an employer reports challenges with employee retention. From there, the business resource coaches meet with the employer to identify the specific retention challenges that are being faced and to share an overview of the tools that are available through the BRN to help mitigate frequent turnover of staff. An employer can opt to sign onto the BRN through a formal agreement, which has an annual fee, and the business resource coaches would then be located at the employer's place of business weekly. The coaches provide supports to employees that may be facing retention challenges which include, but are not limited to, attendance issues, childcare, transportation and financial budgeting barriers, and housing issues. The business resource coaches work directly with the employees to remove barriers with a goal of increasing the employers' overall employee retention rate. The business

resource coaches also bring the employer members together on a quarterly basis to allow for collaboration within the network between the engaged employers. These meetings may be topic focused or open-ended to allow for process and policy best practice sharing as well as brainstorming to strategically address shared challenges that regional employers may be facing. While the BRN is the most recent program to be added to the CAMW! services umbrella, the value that has been seen by the members has already been noted and it is expected that the program will continue to expand through outreach efforts that are underway with both print and digital materials.

CAMW! has been instrumental in previous local workforce development plans in identifying projected workforce needs as is evidenced in the capital region being awarded five Regional Skills Alliance grants upon submitting applications. CAMW! has also commissioned sector specific reports which have included: "After the Recession: Where are the Workers" issued in June 2009, "Dollars and Sense: Investing in the Capital Area's Insurance and Finance Workforce" issued in April 2008," "Where are the Workers? – A Regional Challenge" issued in 2003, "Manufacturing: Past, Present, and Future" issued in 2004, "Health Care: The Jobs Machine" in 2005, "Construction: Building the Capital Areas Future" issued in 2006, and "Growing IT: Opportunities for the Capital Area" issued in 2007.

It is imperative that business, education, and labor leaders have dialog to examine the startling trends affecting the future workforce of the capital region community. The trends discussed in partnership with business, education, and labor leaders will shape the demands of the region to ensure that appropriate measures are taken to identify current and projected employment opportunities as well as education and training needs necessary to obtain employment.

5. A description of how the local board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services.

As denoted previously, CAMW! has a close working partnership with our local economic development partner, LEAP. The CEO of CAMW! currently sits on the Executive Board of LEAP and our business services manager attends weekly LEAP staff meetings so that employer outreach efforts can be well coordinated, especially in the instance of LEAP working with a business newly moving to the region. Staff members at CAMW! and LEAP meet regularly to share information about businesses each entity is working with and strategize about how the other partner may be able to assist with serving the needs of that employer. Staff from each entity also keep each other informed of initial outreach contacts with employers so that representatives of each organization can approach an employer meeting together and describe the full range of services available locally.

The Lansing region has a strong network of resources for entrepreneurs and microenterprise services through the Lansing Regional SmartZone. LEAP has a staff member that can assist individuals with writing a business plan, exploring incubation space and potential funding sources, and hosts pitch competitions for youth and adult entrepreneurs. LEAP has presented to the CAMW! boards to share information about entrepreneur and microenterprise services resources that are available in the region to ensure the CAMW! system is well-educated in

knowing how to connect with these specific services and resources available in our region. This information is also made available to CAMW! programs in the event an individual expresses an interest in exploring these opportunities as a part of their career pathway.

6. A description of the one-stop delivery system in the local area, including:

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

As noted above, CAMW! operates three American Job Centers, with one center in each county in the region. Each American Job Center includes on-site access to ES, WIOA Adult, DW and Youth programs, business services team resources, a self-service resource area, and a variety of reemployment workshops. The PATH and FAE&T programs operate in each American Job Center location while the FAE&T program operates in the Ingham County American Job Center in alignment with current LEO policy and funding. A State of Michigan's Veterans Career Advisor staff member is housed primarily in the Lansing American Job Center location but also has intermittent availability at the other American Job Centers by appointment.

All residents within our service delivery area will have information about and accessibility to services and programs available through our office. Collaboration with core program and community partners will assist in ensuring that the service delivery community has the ability to access services for which they may qualify. Information available on our website and social media efforts will provide detailed information about the programs and events offered through our local CAMW! system.

CAMW! oversees administration of the three American Job Center locations, though the majority of programs included above are operated by qualified sub-recipients. Sub-recipients are selected and vetted through a RFP process in which the WDB sets up strict parameters that each proposer must meet in order to receive consideration for funding. Those proposals are reviewed and scored by a team of administrators, as well as WDB representation, who then make recommendations to the full WDB which has final approval over the selection process. The WDB recommendations are then shared with the CAMW! Administrative Board for approval. Sub-recipients selected to operate programs through this process sign a formal contract agreement that lists the terms of service delivery as well as performance expectations. Each sub-recipient is monitored throughout the contract cycle to confirm compliance of contractual terms are adhered to. Performance is evaluated on a quarterly basis to monitor sub-recipient performance to ensure compliance of program performance and contractual requirements. In the event that a sub-recipient performance is of concern, the sub-recipient will be notified in writing of the specific performance related issues and a corrective action plan required in response to address the performance issues. If performance does not improve, the sub-recipient will be recommended to be put on a probationary period. The WDB will approve this probation status recommendation that is made by the CAMW! administrative team. In the event performance improves, the probationary status will be removed. Should performance not improve, a recommendation would go to the board to not approve a subsequent agreement or result in not being considered for a new Request for Proposal agreement.

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

Each county in the region has an American Job Center that is open from 8:00 a.m. to 5:00 p.m. Monday through Friday. The Ingham County American Job Center operates in a metropolitan setting while the American Job Centers in Clinton and Eaton Counties operate in a rural setting. All persons entering each center will be encouraged to use the self-service system to the greatest extent possible. Clear and straightforward instructions will be available. All efforts will be made to make the process as user-friendly as possible.

Phone and email contact information will be available for all staff, allowing for job seekers, employers, and program participants to utilize technology to connect with our office. Our website will also assist with facilitating access to services, as it includes contact information for all three American Job Centers, workshop calendars for all American Job Centers, and local policies including, but not limited to, the In-Demand Occupation List, Grievance Procedures, and Equal Employment Opportunity policy. Social media channels, including Facebook and Twitter, will further assist with facilitating access to services, as general questions can be posted and a response provided by CAMW!. Social media has also shown to be an effective tool for program sub-recipients to stay connected with enrolled participants, especially those in the WIOA Youth program.

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with the nondiscrimination provisions of the WIOA (Section 188), if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

MOUs established between partners within the one-stop delivery system include a provision addressing the nondiscrimination provisions of the WIOA (Section 188) along with applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.). Sub-recipient agreements also include these provisions within contract language.

Training specific to Equal Employment Opportunity and working with individuals with disabilities will be provided annually to administrative and sub-recipient staff, with additional training provided as an as needed basis upon sub-recipient request. Core program partners will be invited to attend and participate in CAMW! trainings. CAMW!'s designated Equal Opportunity Officer will attend additional training opportunities offered by the LEO, through webinars, and through face-to-face training to ensure compliance in the event of updates to ADA provisions. Diversity, equity and inclusion best practice

training resources will continually be explored and provided to the system to ensure equitable access to services remains at the forefront of program design and implementation.

D. A description of the roles and resource contributions of the one-stop partners.

As noted throughout this plan, CAMW! has numerous partners housed within the American Job Center locations. CAMW! serves as the administrator of programming and also provides direct ES services within the tri-county region as responses were not received for these counties through the formal RFP process. WIOA programming is operated by awarded sub-recipients with non-core programming in PATH and FAE&T programs also operated by awarded sub-recipients. Educational partners also lease space in the Ingham County American Job Center, thus supporting collaboration efforts tied to training and credential obtainment for program participants. Sub-recipient, Peckham, Inc., which also operates WIOA programming in Ingham and Eaton counties, is also the One-Stop Operator.

MOUs are established between partners within the one-stop delivery system that detail the roles and resource contributions of the one-stop partners formally, as well as through sub-recipient agreements and subleases with non-program core partners. Infrastructure Funding Agreements (IFAs) will be in place by June 2018 that will formally detail resource contributions.

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

CAMW! will closely align WIOA Adult and DW programs, services, and funding with the local demand-driven workforce development model. The WIOA Adult and DW programs will coordinate with the CAMW! business services team and IT Council to strategically identify current and projected employment hiring trajectories locally and structure activities to correspond with meeting the hiring and educational demands of the region.

Job seekers and employers who visit one of our three American Job Center locations will be greeted by ES staff, as well as WIOA Adult or DW career coaches, in the resource room area. These staff members connect job seekers with activities and services available through CAMW! that lead to employment. They also connect employers to the business services team to help with hiring needs.

ES and WIOA career coaches will assist with facilitating self-service to share information and resources that are available to the general public free of charge. These services help people access resources for job-finding efforts, including the use of information and tools, whether on electronic systems, printed or audio-visual in nature, and are preparatory to job search. Examples of these unregistered types of services include outreach and orientation to information and services available through the CAMW! system, LMI data, job listings, and self-help employment activities.

CAMW! American Job Center resource rooms also feature a variety of job seeker tools and resources that include:

- Computer access for online resources in:
 - Career exploration
 - Skills assessment
 - Community resources
 - Training exploration
 - Job readiness tools
 - Free computer skill tutorials
 - Job search tools
 - Veterans resources
- Phone access, with designated direct line to access UIA.

No-cost services offered for job seekers, including workshops and resources designed to assist with employment, are available and posted on our website for reference. Resources are also available on the CAMW! Facebook page for digital access. Workshops are scheduled with varying start times and are updated on a monthly basis to allow for better access for all job seekers, including underemployed and part-time workers.

Basic Career Services

All individuals have access to employment-related information and self-service tools through Basic Career Services without regard to program eligibility or registration. These include:

- WIOA eligibility determination
- Outreach/intake
- Orientation to information and other services available through the One-Stop system
- Initial assessment of skill levels, including literacy, numeracy, and English Language proficiency, as well as aptitudes, abilities (including skill gaps), and supportive service needs
- Labor exchange services including:
 - Job search and placement assistance, and when needed by an individual, career counseling including provision of information on in-demand industry sectors and occupations and nontraditional employment
 - Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system
- Referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development programs
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
 - Job vacancy listings in labor market areas
 - Information on job skills necessary to obtain the vacant jobs listed
 - Information relating to local occupations in-demand and the earnings, skill requirements, and opportunities for advancement for those jobs
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well

as any additional performance information relating to the area's One-Stop delivery system

- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. "Meaningful assistance" means:
 - Providing assistance on-site using staff who are well trained in unemployment compensation claims filing and the rights and responsibilities of claimants, or
 - Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within reasonable time
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs (non-WIOA)

When an individual seeks or is in need of more than Basic Career Services, the individual must be registered and eligibility for services must be determined to move beyond basic services and into Individualized Career Services/Case Management and Training Services.

Individualized Career Services

Individualized career services are available if appropriate for an individual to obtain or retain employment. These activities require an Adult or DW WIOA eligibility and registration. Priority for individualized career services must be given to recipients of public assistance, and/or other low-income individuals who are basic skills deficient. Services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including a list of, and information about, the eligible training providers
- Group counseling
- Individual counseling
- Career planning
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and paid or unpaid work experiences that are linked to careers; internships and work experiences may be arranged within the private for-profit sector, the non-profit sector, or the public sector
- Transitional jobs training, which:

- a. Are time-limited work experiences that are subsidized and are in the public, private, or non-profit sectors for individuals with barriers to employment who are chronically unemployed and/or have an inconsistent work history;
 - b. Are combined with comprehensive employment and support services; and
 - c. Are designed to assist individuals with barriers to employment to establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry and retention into unsubsidized employment
- Workforce preparation activities, including programs or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training, or employment
- Financial literacy services, including services which
 - Support the ability of participants to create budgets, initial checking and savings accounts at financial institutions, and make informed financial decisions
 - Support participants in learning, credit, debt, including student loans, consumer credit, and credit cards
 - Teach participants about the significance of credit reports and credit scores, what their rights are regarding their credit and financial information, how to determine the accuracy of a credit report and how to correct inaccuracies, and how to improve or maintain good credit
 - Support a participant's ability to understand, evaluate, and compare financial products, services, and opportunities to make informed financial decisions
 - Educate participants about identity theft, ways to protect themselves from identity theft, and how to resolve cases of identity theft, and in other ways understand their rights and protections related to personal identity and financial data
 - Support activities that address the particular financial literacy needs of non-English speakers, including providing the support through the development and distribution of multilingual financial literacy and education materials
 - Provide financial education that is age appropriate, timely, and provides opportunities to put lessons into practice, such as by access to safe and affordable financial products that enable money management and savings, and
 - Implement other approaches to help participants gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high-quality, age-appropriate, and relevant strategies and channels, including where possible, timely and customized information, guidance, tools, and instruction
- Out of area job search assistance and relocation assistance
- Relocation assistance
- English language acquisition and integrated education and training programs

Training Services

Training services are available to targeted populations to support workforce development efforts based on program eligibility and other locally developed criteria. Training services are provided to equip individuals to enter the workforce and retain employment. Training is made available to individuals after an interview, assessment, or evaluation determines that the individual required training to obtain employment or remain employed. Priority for training services is given to recipients of public assistance and/or other low-income individuals who are basic skills deficient.

Eligible veterans and spouses also receive priority for training services. Training services may be made available to employed or unemployed adults:

1. Who are determined after an interview, evaluation, or assessment, and career planning as:
 - a. Unlikely or unable to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
 - b. In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
 - c. Have the skills and qualifications to participate in training services.
2. If the training is directly linked to the In-Demand Occupation List and to the employment opportunities in the local region.
3. When the participant is unable to obtain grant assistance from other sources to pay for the training, including other grants such as State-funded training grants, Trade Adjustment Assistance, and Federal Pell grants, or requires assistance beyond that available for other sources to pay for the cost of training.

The evaluation, assessment and career planning process will contain multiple activities designed to help the customer examine their skills, abilities, and interests and how they relate to opportunities in the local labor market. The development of a career pathway that will lead to self-sufficiency is the goal of these activities.

Self-sufficiency is the amount of income required for working families to meet basic needs at a minimally adequate level, taking into account family composition, ages of children, and geographic differences in cost, without having to rely on any public or private assistance. Determining self-sufficiency supports good career planning and the development of long-term career goals.

Training services may include the following:

- Registered apprenticeships
- Occupational skills training, including training for nontraditional employment
- On-the-Job Training (OJT)
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skills upgrading and retraining
- Entrepreneurial training programs that assist qualified unemployed individuals who are seriously interested in starting a business in Michigan and becoming self-employed
- Job readiness training provided in combination with any of the aforementioned training services with the exception of registered apprenticeships
- Adult education and literacy activities, including activities of English language acquisition, and integrated education and training programs provided concurrently or in combination with any of the aforementioned training services, with the exception of registered apprenticeships and transitional jobs training

- Customized training conducted by a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Training plans through Individual Training Accounts (ITAs) may be approved for up to two years of training to attain a certificate or degree leading to employment identified as in-demand and included on our In-Demand Occupation List. The requested training provider is required to be an Eligible Training Provider (ETP) and the training program and provider must be included on the State's ETP Pure Michigan Training Connect (MiTC) website.

An OJT contract may be offered for a new employee that provides knowledge or skills essential to the full performance of the job. OJT allows the employer to be reimbursed for the cost of providing training and additional supervision. The OJT employer may receive a 50% wage reimbursement for wages paid during the initial training period, which is typically six weeks. An OJT may be coupled with ITA training in some instances if it can be demonstrated that the ITA certification obtainment is not sufficient on its own to meet the needs of a specific employer upon offer of employment. This need must clearly be documented in the OJT training contract.

An Individual Employment Plan (IEP) will be jointly developed by the participant and the WIOA Adult and DW career coach that identifies the participant's employment goals, the appropriate achievement objectives, and the appropriate combination of services including supportive services for the participant to achieve the employment goals. The IEP will be the basis for the overall case management strategy. The career coach will utilize the IEP to update strategies and activities as they occur and to document referral and contact information for service obtained from partner agencies. The participant's progress, activities completed, benchmarks reached, and any other accomplishment will be documented in the IEP.

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

CAMW! is dedicated to preparing young adults in the region for post-secondary education and workforce readiness that will align with in-demand employment opportunities. Preparing WIOA Youth participants through career preparation, academic skill achievement, and occupational skills will assist in an increased opportunity for employment that will lead to sustainable self-sufficiency. Our youth programs will operate in alignment with the CAMW! vision to enhance the quality and productivity of people and business by preparing a competitive and productive workforce.

WIOA Youth funding will be used to provide activities and services to support eligible young adults to achieve the following goals set forth by CAMW!:

- Increase the employment, retention and earnings of customers;
- Increase occupational skill attainment by customers;
- Improve the quality of the workforce; and
- Reduce welfare dependency

With the WIOA priority on serving Out-of-School Youth (OSY), a minimum of 75 percent of local WIOA youth funding will be budgeted on services for OSY. Individuals seeking youth services will be considered for participation in WIOA funded activities if eligibility is determined befitting WIOA requirements.

WIOA legislation outlines and defines barriers for OSY and In-School-Youth (ISY). In addition to these barriers defined under WIOA, CAMW! will define “an individual who needs additional assistance to enter or complete an educational program or to secure or hold employment,” in association with the State plan as:

An Out of School Youth (OSY) (16-24 years old)

- With a high school diploma or equivalent that requires additional education or training in order to obtain or retain employment that leads to self-sufficiency, as demonstrated by:
 - no previous work history **or**
 - work experience is limited to entry level positions **or**
 - lacking marketable skills in a demand occupation **or**
- Has a currently incarcerated parent or guardian
- Has previously been placed in out of home care, i.e. foster care, group home, or kinship care

An In School Youth (ISY) (14-21 years old)

- At least 1.0 credits behind the rate required to graduate from high school on schedule with his or her peer group
- Has been suspended from high school within the last 12 months
- At risk of dropping out of high school as documented by the school
- Currently on academic probation at a post-secondary training institution
- With or without a high school diploma or equivalent that requires additional education or training in order to obtain or retain employment that leads to self-sufficiency, as demonstrated by:
 - no previous work history **or**
 - work experience is limited to entry level positions **or**
 - lacking marketable skills in a demand occupation **or**
- Has a currently incarcerated parent or guardian
- Has previously been placed in out of home care, i.e. foster care, group home, or kinship care

Intentional outreach and recruitment will be utilized to identify potential program participants in need of employment and training services. CAMW! believes in utilizing a “storyteller” approach to sharing Success Stories which showcase the tie between employers, services and participants. CAMW! annually recognizes success stories from the system and creates videos that highlight these stories, clearly depicting the intersection between our program participants, employers, and services. These stories are shared as part of our community outreach, on our website, and through social media to better inform interested individuals of the impact of engaging in CAMW! services. Peer-to-peer and word of mouth outreach has always been shown to successfully engage a large number of youth referrals to our system and this method of outreach is expected to continue under this plan. All marketing activities including but not limited to newsletters, advertisements, direct mailers, brochures, business cards, letterhead,

signs, and promotional materials will be coordinated through and approved by CAMW! prior to distribution.

Open intake and orientation meetings with youth will be available during business operation meetings, as we recognize that it is vital to engage youth immediately when they seek services. At these meetings, interested youth will:

- Be informed about the purpose, structure, services and requirements of the program
- Be informed about their responsibilities and obligations under the program
- Be informed that the program is funded by WIOA
- Be apprised of the requirements for self-sufficiency and the occupational demands within the labor market

When the youth first begins engagement with the program, an objective assessment is utilized. The objective assessment will assess educational functioning levels, as well as identify individual strengths and barriers, goals, interests, hard and soft skills, and the need for supportive services. The objective assessment process includes a review of basic and occupational skills, prior work experience, educational attainment level, employability potential and developmental needs.

If a youth has been assessed for basic skills deficiency in the previous six months, we may use those results in lieu of re-testing. However, the results of the alternate test must be verifiable and documented. In addition, the same test format must be available and administered for post-testing at a later date. Reasonable accommodations must be provided, as applicable, when assessing youth with disabilities. A copy of the test scoring sheet will be maintained in the participant file and will include the participant's name, the date of the test, total scores, and grade levels.

Assessment tools used may include, but are not limited to, the Test of Adult Basic Education (TABE), O*NET Occupational Skill Assessment, and O*NET Interest Assessment. Basic skills deficient WIOA Youth participants who receive services for more than one year will be post-tested prior to the participant's anniversary date (the date of the first youth program service) of each year of engagement.

An Individual Service Strategy (ISS) will be jointly developed by the participant and the WIOA Youth career coach that identifies the participant's employment goals, the appropriate achievement objectives, and the appropriate combination of services including supportive services for the participant to achieve the employment goals. The ISS will be the basis for the overall case management strategy. The career coach will utilize the ISS to update strategies and activities as they occur and to document referral and contact information for service obtained from partner agencies. The participant's progress, activities completed, benchmarks reached, and any other accomplishment will be documented in the ISS.

Upon enrollment into the program, the 14 elements of the WIOA Youth program will be made available. These 14 youth program elements under WIOA section 129(c)(2) are:

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

- Alternative secondary school services, or dropout recovery services, as appropriate;
- Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences: (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities;
- Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations locally;
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
- Supportive services;
- Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;
- Follow-up services for not less than 12 months after the completion of participation;
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
- Financial literacy education;
- Entrepreneurial skills training;
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- Activities that help youth prepare for, and transition to, post-secondary education and training.

WIOA Youth sub-recipients locally will be required to spend at a minimum 25 percent of their funding for paid and unpaid work experience/work based learning activities. Paid work experience will provide wage compensation of at least minimum wage. This activity will help the enrolled participant build occupational knowledge and skills in addition to career exploration and educational obtainment.

WIOA Youth Talent Tours have been a successful way to engage employers and offer career exploration in a hands-on setting for program participants. Career coaches will work with the business services team and Council Executive Director to coordinate Talent Tour opportunities in high demand sectors that link to careers of interest for program participants. A previous example of the success of this activity was when youth participants took part in a tour at the Consumers Energy training facility where they were able to speak directly with Consumers Energy staff to ask questions, try hands-on activities in a variety of energy employment positions, and have lunch provided by the employer to further engage in conversation about company culture. This tour was also coordinated with educational partner LCC who provided a bus to take the students to the visit and included a tour and discussion at the college about education that aligned with the employment opportunities discussed on the Talent Tour. WIOA Youth sub-recipients locally will be required to engage in at least two Talent Tours annually and will be encouraged to leverage other tours that may be happening in the region with their programs to assist in sharing of resources.

9. Information regarding any waivers being utilized by the local area, in accordance with any Michigan Talent Investment Agency/Workforce Development Agency communicated guidelines or requirements regarding the use of the waiver(s).

The State of Michigan sought a waiver from the Workforce Innovation and Opportunity Act (WIOA) Section 129(a)(4)(A) and 20 Code of Federal Regulations Part 681.410, which require not less than 75 percent of funds allotted to states under Section 127(b)(1)(C), reserved under Section 128(a), and available for statewide activities under subsection (b), and not less than 75 percent of funds available to local areas under subsection (c), be used to provide youth workforce investment activities for Out-of-School Youth (OSY). The U.S. Department of Labor approved this waiver request from LEO on January 2, 2018, allowing local areas as well to individually lower OSY expenditure targets to a minimum of 50 percent of more. CAMW! will utilize this waiver locally to allow greater flexibility to serve in-school youth that may be at risk, including possible expansion of the Jobs for Michigan's Graduate program model used to help deliver WIOA youth required elements for in-school programming and alternative school programming. This program is currently being implemented in the Waverly School District High School and Alternative Program and was previously implemented in the Lansing School District's Woodcreek Achievement Center. There may be increased opportunities to grow these program models in the region through the use of this waiver moving forward to assist in meeting and exceeding WIOA youth specific performance metrics.

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

CAMW! collaborates with multiple secondary and post-secondary educational partners to coordinate workforce investment activities through various projects. We are called upon by core program partners, as well as community partners, to engage in project planning processes, contribute to regional strategies, enhance services and coordinate resources to avoid duplication of services.

The CEAC in our region has recently been re-branded as Teach. Talent. Thrive. (T3) Council and activities under the T3 CEAC are coordinated by the CAMW! T3 Education Officer staff member. Representation from all regional school districts and RESAs, employers from across sectors, higher education, core program partners, and economic development are a part of this board, allowing for coordinated strategic efforts around secondary and post-secondary education programs to take place from planning to implementation. The T3 CEAC is currently in the process of finalizing a strategic plan that is expected to be finalized by the conclusion of 2020 that will determine priorities and measurable goals that will allow for better analyzing the impact of the council in our region.

WIOA funded secondary school based activities will be linked to work experience and work-based learning activities that will assist career exploration further as well as assist in job readiness preparation. Post-secondary education will focus on preparing program participants for entering employment for in-demand occupation that will lead to self-sufficiency. This activity will be coordinated with other funding opportunities that may be available with other core program partners, as well as other funding mechanisms. One past example of this is that CAMW! previously implemented an USDOL H-1B grant focused on IT and there are individuals

that are co-enrolled in both programs that allow for resources to be leveraged to better serve the needs of the participants.

11. A determination of whether the MWA has elected to provide supportive services and needs related payments.

CAMW! understands that there are situations in which supports are necessary to assist program participants in successfully engaging in and completing program activities. WIOA career coaches are well informed and aware of local community resources so participant referrals to these resources can be made and assist with barrier removal. Career coaches assist participants in identifying community resources that are available and appropriate, including resources to assist individuals in meeting needs for housing, medical care, food, child care, and mental health treatment.

Appropriate program supportive services shall only be provided when they are necessary to enable individuals to successfully participate in WIOA activities and other resources have been evaluated to not provide these services for participants. Supportive service funds will be used to address an identified barrier tied to the participant's ISS or IEP developed in consultation with the career coach. We shall adhere to the limitations established for the provision of supportive services per funding source found in State and local policy. CAMW! supportive services include, but are not limited to, assistance with transportation, occupational testing, licensing, and work-related clothing. The CAMW! local Supportive Service Policy is available on our website at www.camw.org for reference regarding specific allowable supportive services available to enrolled participants.

Supportive service approval must follow the local and State policies on procurement, which in most instances will necessitate a need for three estimates. Supportive service requests from participants must be documented as appropriate by the career coach and considered a necessary expense. Approval determination of supportive service requests will be made on an individual basis and must be tracked. Submission of receipts for purchases or payments made with supportive service funds is required and copies will be maintained in the individual participant file to document provided service.

Supportive Services may be provided in consultation and support of other programs and funding and may be part of a costs sharing for individuals that are co-enrolled in core programs or other grants operated by CAMW!.

CAMW! does not currently offer needs related payments, but this may be developed should a documented and justifiable reason change this position in the future.

12. A description of how the local board will coordinate the WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

Transportation is a barrier for a substantial amount of program participants and job seekers in our region. The Capital Area Transit Authority (CATA) is the major public transportation system in Ingham County. This system provides regularly scheduled bus service throughout the majority of Lansing but some of these routes have limited hours of operation and may not reach all parts of the city limits. Transportation in rural Clinton County provided through Clinton Area

Transit Authority and Eaton County provided by Eaton County Transportation Authority (EATRAN) is further challenging, as these systems are a dial-a-ride service. The needs to address the transportation challenges in the region are recognized by community and core program partners. A Mobility Plan for Prosperity Region 7 is available that identifies barriers and envisions strategic methods to successfully address these challenges as a region. The plan was fostered through the joint efforts of community partners in all three counties, as well as each county's own individual public transportation entity. This plan will be used in the region with partners, including CAMW!, to identify gaps that impact individuals' mobility within our communities and will help drive transportation decisions related to the exploration of additional bus routes, creation of additional bus stops, and improve cross-county transportation coordination. Implementation of transportation recommendations outlined within the plan would ultimately provide increased mobility opportunities for the individuals that reside in our region and are engaged within CAMW! programs, which in turn would cause an upturn in employment opportunities for these individuals and remove a challenging barrier many face removing currently.

Supportive Services are available to assist program participants with transportation barriers during engagement in program services. We provide bus passes to utilize public transportation systems and mileage reimbursement for attendance at approved program activities. CAMW! also provides additional supportive services to program participants with a goal of removing barriers identified on the Individual Service Strategy (ISS) and Individual Employment Plan (IEP). Examples of these supportive services include clothing supplies to assist participants in having appropriate work attire for interviews and employment, automobile repairs to ensure reliable transportation is in place for activity participation, and automobile insurance start-up costs to assist individuals with transportation needs.

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

Although within our supportive services policy there is a cap on the amount a participant can utilize for certain support services, at this time, the WDB and Administrative Board have not established a "total" funding cap on participant services. The aforementioned CAMW! local Supportive Service Policy details the caps in place for participants utilizing the various supportive services. CAMW! will fund ITAs for clients needing training services. A program enrollee can receive up to \$10,000 for up to two years of training to obtain occupational training in a demand area within the region. Sub-recipients supporting training services activities will follow the local ITA Policy and will be required to document that a participant's training is located on MiTC. The local ITA Policy, which includes our In-Demand Occupation List, can be located on our website at www.camw.org. LMI data is evaluated quarterly to substantiate demand occupations locally and the local In-Demand Occupation List is updated as needed to associate with the data and hiring trends.

14. A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

CAMW! is the administrator of programs housed within the three American Job Centers and will ensure that partners and sub-recipients coordinate in providing Wagner-Peyser, WIOA and other services to both job seekers and employers in an efficient and effective approach. Regular monthly All Centers partner meetings with sub-recipients and core partners will be held to

ensure information regarding program updates, success stories, and challenges can be shared, thus encouraging a cohesive and consistent approach to implementing programming within our three American Job Centers. Local program policies will also be developed and provided as necessary to deliver written instruction and information related to process, expectations, and operating parameters. MOUs and RFPs include a description of the responsibilities and expectations of all partners and sub-recipients. Agreements will be monitored at least annually to ensure sub-recipients and partners adhere to written expectations.

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

A. The identification of a point of contact (Name, address, phone number, email)

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B. Information regarding whether the MWA is providing employment services directly in the local area or if service providers are being used. If service providers are being used, please include the name of the provider, the type of entity, and whether or not the provider is merit-based organization.

CAMW!, a special purpose unit of government and merit based entity, is the direct delivery provider in Clinton, Eaton and Ingham counties. The determination to direct deliver services was determined through a formal RFP process for the program years 2019 through 2022. There were no respondents to the RFP for the Wagner-Peyser program; thus, CAMW! exercised the allowable option to direct deliver the program within the tri-county region.

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

Wagner-Peyser funded services will be provided at no cost to employers or job seekers. All American Job Center locations are accessible to persons with disabilities. When WP funds are utilized to conduct testing, the tests will only be those endorsed by the LEO.

The American Job Center in Lansing has 41 workstations and uses a fiber optic connection. One workstation is equipped with adaptive technology. Approximately 800 people access the American Job Center daily. The Technology Center (16 additional computers) is used to assist with peak-periods of computer usage, though is primarily utilized for workshops. JAWS software is available for use by the visually impaired.

The American Job Center in Charlotte has nine workstations and one with adaptive technology. The American Job Center uses a fiber optic connection. Approximately 50 people receive services daily. There is also a computer lab with nine computers that can be used during peak periods. JAWS software is available for use by the visually impaired.

The American Job Center in St. Johns has 12 workstations and one workstation equipped with a large-type monitor and has a fiber optic connection. Approximately 75 people receive services daily. There are 12 additional client workstations available during peak periods. JAWS software is available for use by the visually impaired.

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

All persons entering each American Job Center will be encouraged to use the self-service system to the greatest extent possible. Clear and straightforward instructions will be available to assist all persons utilizing resources. All efforts will be made to make the process as user-friendly as possible.

Facilitated services will be provided to all customers requiring additional assistance. For job seekers unable to use the self-service system, staff will provide facilitated services by entering their resumes on the computer as long as the job seeker is physically present. For employers who need facilitated services, staff will provide assistance with using the PMTC. Employer may call, email, fax or visit in person to facilitate job orders to the American Job Center for the staff to enter into the PMTC. In addition, training will be available for job seekers and employers who require assistance on how to use the PMTC.

Mediated services will be provided to customers requiring intensive staff assistance to obtain jobs or employees. Examples of mediated services for customers include, but are not limited to: mock interviewing, resume writing classes, and interview technique classes. Mediated services for employment may include, but are not limited to: resume screening, making referrals, scheduling interviews, and conducting additional screening as requested by the employer.

All levels of service will be provided at each of the locations. Core and intensive services are provided one-on-one and in group settings. Schedules and/or calendars of group activities are available to the customer both in hard copy as well as on the CAMW! website.

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

Each site has adequate staffing to ensure the availability of these services. The Lansing center has four full-time employees (160 hours per week total). Time is coordinated to provide maximum coverage during peak times. The Charlotte center has one full-time employee (40 hours per week). The St. Johns center has one full-time employee (40 hours per week).

F. A description of how the Unemployment Insurance (UI) Work Test will be administered.

The Unemployment Insurance Agency (UIA) will require unemployment insurance claimants to complete an ES registration. The UIA requires unemployment insurance claimants complete a profile in PMTC to meet the registration requirement. Claimants may enter the registration at any location that can access the PMTC. If a claimant chooses to enter the ES registration at a location other than at a CAMW! American Job Center, the claimant must still come to one of our locations to have the registration verified. ES staff will verify the registration, apply a unique stamp, initial each claimant's verification receipt and electronically log the social security number. The LEO will ensure that the UIA receives a timely certification that the claimant has completed the required ES registration. The UIA will then authorize payment of the claim, if all other requirements are met. If a claimant is in violation of the work test requirements, the non-compliance is reported to the UIA using the appropriate documentation and forms.

G. A description of how the Reemployment Service Eligibility Assessment (RESEA) requirements will be administered.

Each week, a designated ES staff member in each center will pull a list of RESEA eligible claimants from the OSMIS to determine who should be expected to contact the claimant to schedule their RESEA for informational purposes. Upon the claimant contacting the center by the date listed on his or her UIA 6360 letter, an appointment will be scheduled within 21 days of the "Letter Sent Date" at CAMW!. If the claimant fails to contact CAMW! by the date indicated in the UIA 6360, local action will not be required.

When a UI claimant contacts CAMW! to schedule a RESEA appointment, the designated CAMW! staff members at each location will review the customer's OSMIS registration and take action in accordance with LEO policy. After the OSMIS registration is verified by the designated CAMW! staff member, the RESEA scheduling information will be entered in the OSMIS. The appointment will be scheduled by the date that appears on the UIA 6360 letter and held within 21 days of the "Letter Sent Date." Should the claimant need to reschedule the appointment, CAMW! will reschedule according in the OSMIS within the required 21 days of the "Letter Sent Date." The seven mandatory RESEA activities will be completed by CAMW! designated staff members and entered into the OSMIS within 48 hour of the scheduled appointment in accordance with RESEA requirements.

There may be instances in which the claimant and CAMW! ES staff member mutually agree during the first RESEA appointment that a second RESEA appointment would be beneficial to the claimant. A second RESEA appointment will be scheduled during the successfully completed first RESEA appointment. The second RESEA appointment will be completed and entered into the OSMIS within five (5) to ten (10) days from the first RESEA appointment. The claimant will have the ability to reschedule the second RESEA appointment within five (5) days of the originally scheduled second RESEA but should the claimant fail to attend the scheduled second RESEA appointment, an eligibility issue will be noted by the ES staff member in the OSMIS.

CAMW! will track local RESEA individuals and appointments successfully completed in a shared internal spreadsheet that will be reconciled monthly with OSMIS data for the region.

H. An explanation of how the MWA will participate in a system for clearing labor between the states by accepting and processing interstate and intrastate job orders as a component of the National Labor Exchange System.

ES program staff will provide access to PMTC, receive, and forward certain interstate and intrastate job orders to designated LEO staff for processing.

I. An explanation of how the MWA will ensure veterans will be provided access to the same employment services received by the general population.

Upon entering a center, ES staff will ask each customer if they are a veteran or eligible spouse, then proceed to assist the individual in conducting the business they are came to do. Following providing the service(s), if the individual has stated that they are looking for employment and would like to meet with a veteran's employment representative, staff will direct the individual to complete the LEO Military Service Questionnaire Application Form to determine eligibility.

If the LEO Military Service Questionnaire Application Form responses indicate an eligible referral to the Veteran Career Advisor, the referral process and subsequent meeting between the individual and the Veteran Career Advisor will be followed as established by the LEO Veterans Service Division. Individuals not found eligible under the Military Service Questionnaire Application Form will be connected to services as outlined previously under this plan.

Each CAMW! center will ensure that veterans and eligible persons receive priority in vocational guidance, training, and job placement services. Signage will be located in the front of the greeter's desk that asks veterans and eligible persons to identify themselves upon entering the center. When they do, they will receive priority in obtaining services. This may mean that they will move to the front of the line if there are people waiting in front of them. It also includes moving to the front of the class during open registration periods for training programs, workshops, and other activities sponsored by CAMW! It does not entail removing someone from a class/activity that has already begun in order to put the veteran/eligible person in it.

J. An assurance that Migrant and Seasonal Workers (MSWs) will have equitable access to and receive the full range of employment services that are provided to non-MWS customers. An explanation of the services and staffing the MWA will use to ensure that MWS will be provided access to the same employment services, benefits, protections, counseling, testing and job and training referral services received by the general population.

MSWs will be provided the same services as all job seekers who visit one of our centers. While we do not have an Agricultural Employment Specialist located at our centers, we do have one computer set up in Spanish to more effectively assist this population.

MSWs needing more assistance than we can provide are referred to the LEO Agricultural Employment Specialist assigned to the Capital region.

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

CAMW! will utilize a small portion of Wagner-Peyser funding to support the New American Navigator staff member position, recognizing that Ingham County has one of the largest populations of New Americans in Michigan and the value in ensuring that equitable services are available to all job seekers engaged within CAMW!. As of June 30, 2020, the New American Navigator had worked with individuals from 22 unique countries. The New American Navigator assists work-authorized immigrants and New Americans with overcoming barriers to success, including language barrier, lack of a documented education and employment history, and other barriers to employment. The CAMW! New Americans Navigator provides the following supports in the CAMW! system:

- Individualized referral services for work-authorized immigrants
- Active recruitment of non-referred, work-authorized immigrants in the community
- Acquiring necessary translation/interpretation services for work-authorized immigrants
- Outreach and engagement with refugee service agencies and other key community partners. In the Capital region this includes, but is not limited to, the Immigrant and Refugee Resource Collaborative, St. Vincent's Catholic Charities, Samaritas, Refugee Development Center, Michigan State University English Language Center, Cristo Rey Community Center, Capital Area Literacy Coalition, Lansing Community College, Capital Area District Library, ESL and Friends, International Friendship House, University Reformed Church, and the Lansing Public Schools ESL Adult Education programs
- Engagement with the CAMW! Business Services Team or potential employment opportunities for work-authorized immigrants
- Maintaining a comprehensive, current catalog of immigrant and New Americans resources

The CAMW! New Americans Navigator also facilitates basic career services to work-authorized immigrants and New Americans to assist individuals in accessing employment-related information and self-service tools. These basic self-service career services include:

- Outreach/intake
- Orientation to information and other services available through the One-Stop system
- Labor exchange services including job search and placement assistance linkage

- Referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development and community programs
- Job vacancy listings in labor market areas
- Information on job skills necessary to obtain the vacant jobs listed
- Information relating to local occupations in-demand and the earnings, skill requirements, and opportunities for advancement for those jobs
- Provision of information, in usable and understandable formats and languages
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs (non-WIOA)

In the spring of 2020, the local New Americans Navigator informational brochure was redeveloped into a one-page flyer and translated into Arabic, Burmese, French, Spanish, and Swahili languages. During the course of this plan, the informational flyer, New American Navigator Intake Form and CAMW! Equal Opportunity and Grievance Process documents will be shared with regional community partners to encourage further collaboration and connections as well as help to inform the region of services available through this position. The New Americans Navigator has also continued to explore and conduct outreach on virtual service available to new customers while maintaining assistance to current New American clients. The New Americans Navigator developed a monthly “Navigator Newsletter” in April 2020, which is distributed, via email, to provide New American career seekers with information surrounding employment news, frequently asked questions (FAQs), current job leads, resources, and how to schedule an appointment with the New Americans Navigator.

16. A description of how the local board will coordinate the WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II. This description shall include how the local board will carry out the review of local applications submitted under Title II consistent with the WIOA Sections 107(d)(11)(A) and (B)(i) and the WIOA Section 232.

The T3 Council is the branded name of the CEAC in our region. The T3 Council meets at least quarterly and acts as an advisory group to our WDB regarding issues related to education, including Career Technical Education and Adult Education. The T3 Council will assist in the coordination of educational entities in guiding career development and career pathway programs operating across programs in our region, as well as support our WDB’s mission and strategic plan.

The T3 Council includes representation from the region’s ISDs and RESAs that are dedicated to aligning educational programming with local employer demand. An educational subcommittee from this group, including the CAMW! CEO and program compliance manager, will utilize the LEO Adult Education Request for Application guidelines to review and rate proposals for Adult Education applications submitted for these funds in the region. Each applicant will be required to incorporate performance metrics and evidence that all components of Adult Education are adhered to as well as document the connection to CAMW!. Recommendations for funding of applicants will be approved through the T3 Council before these recommendations are shared with the larger WDB.

Potterville Public Schools, the Refugee Development Center, and the Lansing School District are the WIOA Title II awarded provider of Adult Education in our region currently. Potterville Public School also operates Adult Education programs in our Clinton, Eaton and Ingham American Job Center locations.

17. Copies of executed cooperative agreements or MOUs which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop.

All MOU agreements received to date have been submitted to LEO, as well as IFAs. New core partners identified throughout the life of this plan will be contacted by CAMW! to establish an MOU and all MOUs will be reviewed at least annually to ensure the agreements. The MOUs ensure that required parameters of service available through our American Job Centers are available and integrated with partners. Language written into the MOUs will include that services are available to all individuals on an equal basis without regard to race, color, religion, sex, age, national origin, sexual orientation, disability, political affiliation, or belief. The MOUs also incorporate the required CAMW! Equal Employment Opportunity policy and Grievance Procedures.

Sub-recipients awarded through the formal RFP process have agreements in place currently which outline the requirements for operation of their specific program(s). The agreements also incorporate the required Equal Employment Opportunity policy, Grievance Procedures, and Assurances and Certifications.

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

CAMW! is a special purpose unit of government and is the grant recipient and agent for delivering state and federally-funded programs for employment, training, and economic development systems in our region. CAMW! oversees sub-recipients, through a formal bid process, who deliver services authorized for WIOA Adult, DW, and Youth; Wagner-Peyser ES; Partnership, Accountability, Training, and Hope (PATH); Learn to Earn; and Food Assistance Employment & Training (FAE&T).

Sub-recipients are selected for funding by the two governing bodies: a Workforce Development Board (private sector, community-based organizations, labor, human service, education, and economic development representatives) and an Administrative Board (local elected officials).

CAMW! receives funding from LEO and the Michigan Department of Health and Human Services (DHHS). CAMW! also previously operated Michigan Department of Corrections Offender Success programming in the region, a U.S. Department of Labor (USDOL) H-1B grant, and provided case-management for educational partner LCC's USDOL Trade Adjustment Assistance Community College Career Training (TAACCCT) grant.

The geographical boundary for CAMW! is composed of the cities of Lansing and East Lansing and the counties of Clinton, Eaton, and Ingham. CAMW! operates an American Job Center in each of its three counties and is a direct service provider of the ES program in the tri-county region as the formal RFP process did not have any respondents to provide services. The

American Job Center locations operate from 8:00 a.m. until 5:00 p.m., Monday through Friday, exclusive of recognized state holidays.

CAMW! publishes an Annual Report to share with stakeholders, as well as the general public, to provide a narrative of our program successes. Annual Reports are made available in hard copy format as well as posted electronically on our website at www.camw.org.

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

CAMW! will use a RFP process that begins with a newspaper advertisement and ends with the start of the new program year. The advertisement will provide information about the funding title and where to access additional information. In addition, the RFP will be available for download from our website. A bidders list will be maintained of past proposers and anyone interested in receiving notification of upcoming proposal releases. Notification will be sent to those on the bidders list approximately one week prior to the training session. During the training session, the proposal packet will be reviewed and a question and answer period will follow. The proposals will be due approximately one month from the review session. Bidders will be required to provide a Pre-Bid notice that informs CAMW! of their intent to bid as well as identifies potential conflicts of interest or the appearance of conflict by members of the WDB and/or Administrative Board. At that point, review subcommittees will be formed which will include Board member representation. A presentation session will be held to provide subcommittee members the opportunity to hear bidders present their proposal concepts and to ask questions. Following the presentation, the subcommittee and CAMW! staff rank proposals and prepare funding recommendations. These recommendations will be presented to the full WDB for its approval. Then, the Administrative Board receives the WDB recommendations and accepts or rejects them. After the WDB and Administrative Board achieve concurrence, contracts are prepared and signed. Contracts will also be available for review at our Administrative Office during office hours.

20. If available, the local levels of performance negotiated with the Governor and chief elected official(s) to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under the WIOA Title I Subtitle B, and the one-stop delivery system in the local area. Local Boards are not required to provide or negotiated performance levels for those measures designated by USDOL as baseline measures as described in Section II.

Excelling at program performance is of vital importance to CAMW!, as evident by all local WIOA program metrics having been exceeded for Program Year 2017 and 2018 and subsequent local designation being granted by LEO which incorporated requirements for meeting or exceeding all regional WIOA performance metrics. Performance monitoring processes are firmly in place and will be utilized for tracking and scrutinizing performance upon WIOA OSMIS reports being updated and available being released to pull data fields related to these performance metrics. Current negotiated performance levels are noted under 1C above in the local plan. CAMW! will support local training partners on the Eligible Provider List to assist in successfully reporting outcomes for WIOA Title I participants.

21. A description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State board. For this section local boards shall include:

A. Effectiveness and continuous improvement criteria the local board will implement to assess their one-stop centers.

The WDB of CAMW! has a successful history of engagement that has led to high quality services being provided through local programming, as well as performance results that speak to this dedication. The WDB will operate in alignment with factors developed by the State Board and will continually strive to be effective in their oversight of programs in the region. The WDB will meet the first Wednesday of the month at 7:30 a.m. to approve funding, learn about updates in programming, and make recommendations as necessary to improve our system unless there are not enough agenda items to prompt the need for a meeting. WDB monthly meetings may be canceled by the WDB Chair if there is a lack of agenda items to warrant hosting a meeting. Program overviews and educational opportunities will be provided by CAMW! administrative staff as needed, to ensure all WDB members have knowledge of program definitions and performance metrics. The WDB will review LEO WIOA Performance Measure Reports annually. Should a sub-recipient be in noncompliance of their agreement or set performance metrics, the WDB would be made aware of these concerns and the sub-recipient may be called upon to speak directly with the members and address concerns.

WDB members will have the opportunity to attend annual training opportunities, including those offered by the Michigan Works! Association. This will encourage members to engage with and learn from presentations and workshops designed to maximize educational opportunities that directly tie to objectives of a high-performing Board.

B. A description of how the local board will allocate one-stop center infrastructure funds.

One-Stop center infrastructure costs will be allocated to the appropriate program service provider(s) and other partners in accordance with applicable laws, regulations, and State policy. Also, taking into consideration an equitable and efficient cost allocation that results in a reasonable cost allocation methodology where infrastructure costs are charged to each program and/or partner in proportion to relative benefits received, consistent with Federal cost principles.

C. A description of the roles and contributions of one-stop partners, including cost allocation.

The roles and contributions of One-Stop partners and programs will be classified as either "direct" or "shared" costs. Direct costs are those that can be identified specifically with a particular cost objective by identifying each partner(s) or program(s) actual cost. Shared costs that cannot be specifically identified to a particular program service provider or other partner will be allocated based on square footage and number of cubicles utilized in the One-Stop center.

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

A. If contracts for training services will be used.

Contracts for training services will be for work-based learning activities such as On-the-Job training, while an ITA will be established for participants for whom occupational skills training have been determined to be an appropriate training service.

Approval and consideration of an ITA will be based upon an objective assessment of personal abilities, skills, aptitudes and needs tied to the industry the training is requested for, as well as an exploration of career opportunities, labor market information and demand occupations. A thorough review of training institutions and the training program that will best prepare the participant for employment will be built into the process of ITA consideration, as well as if funding is available through other means or in addition to WIOA funding. Each participant seeking ITA support will be required to complete the Free Application for Federal Student Aid (FAFSA) for each year of training as part of the process for exploring other funding opportunities to support the requested training.

B. Coordination between training service contracts and individual training accounts.

Training services are available to targeted populations to support workforce development efforts based on program eligibility and other locally developed criteria. At a minimum, the following customer groups will be afforded access to services that are available within funding constraints and based on eligibility: (1) individuals who have met eligibility requirements and are unable to obtain/retain employment; (2) individuals who after an interview, evaluation, or assessment and case management have been determined to be in need of training services and are capable of successfully participating in the selected program of training services; (3) individuals who have selected programs of training services are directly linked to the employment opportunities in the local area or another area in which the individual receiving such services are willing to relocate; (4) individuals who are unable to obtain other grant assistance for such services; and (5) individuals who have been determined to be eligible in accordance with the WIOA's priority requirements, including veterans. Training services may be available to customers who are included in one of the above-mentioned customer groups. Some customers may not be eligible to receive all training services.

During the process of approving a program participant's ITA request, it must be clearly documented that the completion of the selected training will lead to a credential that meets USDOL credentialing protocol including being industry-recognized, portable, and stackable. Training must be aligned with the local In-Demand Occupation List maintained by CAMW! and updated regularly to meet employment trends.

Program participants are eligible in general to receive one type of training locally as an enrolled participant. There may be times when exceptions are allowable, such as when training activities are related (ITA that corresponds directly to an OJT activity) or when

trainings are stackable (certified nursing assistant to patient care technician) and will lead to higher skill, higher wage employment upon completion.

Approved programs are limited to those that can be completed in a two-year time period, with consideration given to those programs that may extend slightly beyond this time due to curriculum scheduling limitations. A waiver may be requested by a sub-recipient and approved on an individual basis by CAMW! administrative staff if the training being requested extends beyond two years but is less than or equal to the maximum training funds allowable per participant locally by CAMW!. A waiver may also be submitted and approved on an individual basis in the event that training does not align with current demand occupation projects, but there is an offer of employment or supporting data that would show the training will lead to employment upon completion. Both of these waiver request instances would require that supporting documentation be gathered to coincide with the request for waiver.

C. How the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Participants enrolled in WIOA and seeking training services will work directly with their career coach to select a training provider and training program. Training selection will be made and ultimately approved based on informed customer choice.

The career coach will work with the program participant directly to ensure that training correlates to occupations included on the local In-Demand Occupation List or one for which an employment possibility has already been identified. The training must be approved on the MiTC website and also lead to obtainment of a credential. The career coach will assist the participant as needed in considering factors including the cost of training, training availability, training duration and if transportation is available to travel to and from the training. After assessing these factors, the participant will be able to make an informed choice as to the training program they seek to enter.

23. A description of the process used by the local board, consistent with Section III, to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into development of the local plan, particularly for representatives of businesses, labor organizations, and education.

CAMW! will make its local and regional proposed plans, as well as subsequent modifications, available to the public for 30 days before it submits the final plans to LEO to allow members of the public, including representatives of business, labor organization, education and community partners, to submit comments on the proposed plans. The plans will be posted on our website at www.camw.org for a period of 30 days. The proposed plan and modifications will be available for review at the Administrative Office of CAMW! and copies can be obtainable by calling (517) 492-5506. In accordance with the American with Disabilities Act (ADA), the plan will also be made available in alternative formats, such as large print, audiotape, etc. when requested.

Notification of the availability to review the proposed plans will be sent to local business organizations, labor organizations and educational institutions. Comments received during the 30-day public comment period will be submitted and incorporated as necessary into the final

plan. This final plan, and subsequent modifications, will then be submitted to the LEO and also available on our website for future reference.

24. A description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under the WIOA and by one-stop partners.

CAMW! will utilize the State of Michigan's One-Stop Management Information System (OSMIS) to record and monitor required WIOA activities. LEO guidelines regarding the use of this system will be followed to ensure appropriate data tracking for program purposes. CAMW! locally mandates that career coaches must enter at least monthly case-note entry for all program participants to assist in leveraging technology for case-management purposes. CAMW! has a data officer who provides OSMIS related assistance to support sub-recipient required data entry components and who also at least quarterly pulls OSMIS performance reports to compile reports to ensure compliance of contractual and program performance metrics.

CAMW! receives access to an employer tracking data system, Salesforce, through our local economic development partner, LEAP. The business services team and BRN staff use this system to input, track, and manage employer engagement in the region, as well as capture jobs filled directly as a result of business services team assistance. Entry of employer specific data into a new system to meet expected WIOA employer performance metrics will be supported in alignment with LEO guidelines as this system is further developed.

CAMW! administrative staff members have a long history of taking part in LEO workgroup opportunities to explore updates to the current data management system and would support a statewide system that allows all core partners to utilize one integrated tool.

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

CAMW! will adhere to priority of service guidelines defined within WIOA. WIOA Section 3 (36) A & G specifies that priority for individualized career services and training services will be given to individuals that meet the definition of low income individual. Low income individuals are defined under WIOA as being someone who (i) receives or in the past six months received or is a member of a family that receives or in the past six months received public assistance; (ii) is in a family with a total family income that does not exceed the higher of the poverty line or 70% of the lower living standard income level; (iii) is an individual with a disability whose own income meets the income requirements, but who is a member of a family whose income does not meet this requirement. Veterans who meet the income guidelines will be given priority.

Priority of Service will be implanted across programs for veterans and eligible spouses following federal Training and Employment Guidance Letters (TEGLs) as well as LEO state guidance requirements.

26. A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

CAMW! will take an active role in assisting workers when plant closings/layoffs occur. CAMW!, CAMW! sub-recipients and the LEO Rapid Response Unit assisting in rapid response activities will work closely with the UIA in response to WARN Act notices for employers with mass layoffs

or plant closings. Sub-recipients will be selected from the competitive RFP bid process. Services to be included as part of the Rapid Response process are: (1) Initial Rapid Response meeting with the company and union officers (if applicable); (2) Worker orientation meetings with employees; (3) Establishment and organization of a Joint Adjustment Committee (JAC); (4) Layoff Aversion IWT (if applicable); (5) State Adjustment Grants (SAGs) as additional increments to a local area's DW formulate funding award to meet documented funding deficits; (6) National Dislocated Worker Grants (DWGs) as another form of assistance to provide to Dislocated Workers.

27. A description of Rapid Response activities.

A. Initial RR meeting with the company and union officers (if applicable).

When a WARN notice is issued by the employer, CAMW! CEO will coordinate with our LEO Rapid Response Coordinator to arrange for an initial meeting with the employer. Appropriate sub-recipient staff from our programs including WIOA DW and Trade Act (if appropriate) will attend the meeting. Organized union representation will also be invited to be in attendance, if applicable. If the employer has less employees than required by the WARN notification, CAMW! will still contact our Rapid Response Coordinator to ensure these entities have access to services operated under our system to assist displaced workers.

B. Worker orientation meetings for employees.

The Rapid Response team attending the worker orientation meetings will include representatives from CAMW!, LEO, UIA, appropriate CAMW! program sub-recipient staff, and organized labor representation, if applicable. This team will provide an orientation meeting if requested after an initial meeting with the employer has been held. At the orientation meeting, labor market information, job development resources, and job placement services will be provided. CAMW! sub-recipient staff providing WIOA DW services will deliver an overview of the WIOA program and provide assistance so that displaced workers can connect directly with the program, if they so choose to. Trade Act program staff will also be in attendance at these orientations, if appropriate, to offer an overview of services and benefits available through this program.

During the Rapid Response initial employer meeting, members of the Rapid Response Team and employer will assess if it is possible to avert the projected layoffs. This activity will be facilitated in consultation with our LEO Rapid Response Coordinator as well as our local economic development partner, LEAP. If it appears that the projected layoff can be averted, a plan will be composed to assist in avoidance of the layoffs.

Cultivating employer relations between local employers and our business services team will be critical, as this will help our system and the region to be aware of the potential for layoffs so that intervention options can be made available as soon as possible. As denoted previously, the majority of the members of the business services team are BSP certified and are able to proactively assist employers to assess issues that could be of imminent concern to the employer, including layoffs, so that supports and resources can be put in place.

Incumbent Worker Training (IWT) may be identified as an option during the development of a layoff aversion plan. CAMW! will fund incumbent worker training only if it is used as part of an approved local strategic plan. Other incumbent worker training supports will be provided to local employers, including the availability of grant funds through the State's Going Pro Talent Fund.

C. Establishment and organization of a Joint Adjustment Committee (JAC). A JAC is an ad hoc group of workers and managers who organize to provide adjustment services on behalf of the employees who are about to lose their jobs due to a plant closure or a mass layoff. The purpose of a JAC is to help displaced workers make a successful transition to a satisfactory job or training in the shortest possible time (reference BWP Policy Issuance (PI) 06-12, "Establishment of Labor Management Committees, also known as Joint Adjustment Committees (JACs) at Sites of Facility Closures and Mass Layoffs," issued September 26, 2006).

In circumstances where the Rapid Response team has determined that a Joint Adjustment Committee (JAC) is appropriate to establish, CAMW! will designate a WIOA DW sub-recipient staff member to participate as a member of the committee. Assistance will be provided to inform and educate committee members on available dislocated worker reemployment services and to coordinate the delivery and presentation of these services and other resources to the workers. CAMW! previously implemented a JAC in our region and is well-versed in the benefits this committee can offer to an employer and its employees, as well as has a working knowledge of the process for implementing the JAC should this be identified as an appropriate course of action requested by the employer.

D. State Adjustment Grants (SAGs)

CAMW! will request a State Adjustment Grant (SAG) in the event there is a documented need for additional funding resources necessary to serve a significant employer layoff locally. This will only be requested in the event WIOA DW funding will not sufficiently support providing services to those displaced because of the layoff.

E. National Dislocated Worker Grants (DWGs)

In a situation in which CAMW! has requested SAG funding resources that are unavailable, CAMW! may request a National Dislocated Worker Grant (DWG) to serve a significant employer layoff locally. This will only be requested in the event WIOA DW funding will not sufficiently support providing services to those displaced as a result of the layoff.

F. MWAs shall develop a policy describing how the local WDB will coordinate workforce investment activities carried out in the local area with the aforementioned statewide Rapid Response activities provided by the LEO to address actual or potential dislocation events.

CAMW! has a Rapid Response policy that was released on September 21, 2018 which describes how the local WDB will coordinate Rapid Response activities to address

actual and potential dislocations events. This policy is available on the CAMW! website for reference at www.camw.org.

The current local contact person primarily responsible for coordinating (1) JACs, (2) SAGs, and (3) DWGs is:

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