



A proud partner of the American Job Center network.

**South Central Prosperity Region 7  
MWA 17**

**Workforce Innovation and Opportunity Act**

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**Four-Year Regional and Local Plan  
Modification 1**

**Program Years 2016 through 2019  
July 1, 2016 – June 30, 2020**

## 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!) was one of the two regions that were not affected by the transitioning of local regions in Michigan. The plan was created by CAMW! based on current relationships and collaborations and shared with community stakeholders for their comments, suggestions, etc. The tri-county region of Clinton, Eaton, and Ingham Counties, Michigan have a 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) will have the opportunity to review and approve the plan, and any subsequent modification, as will our community partners and others 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 Talent Investment Agency, State of Michigan (TIA).

- 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). Bob Tresize, 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). CAMW! business services team members attend 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 in 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 team leader 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 and will be available in the community. This information can then be shared with job seekers and those seeking more intensive assistance with CAMW! to ensure that individuals seeking tuition and support service assistance know the occupations that CAMW! can provide financial assistance for. It also helps individuals make better choices with careers that will move them to self-sufficiency.

The capital region 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! also had a Manufacturing Council which in May 2018 successfully transitioned to becoming a 501(c)(6) entity through the support offered by CAMW! to start and grow this council during the duration it was a part of CAMW!. It is anticipated that relationships cultivated with this council and it's employer members will be maintained through services the business services team will continue to offer to the employers engaged with the council.

Based on information provided to business services team members, CAMW! knows that the five high growth, in-demand sectors are:

- Manufacturing
- Healthcare
- Information Technology (IT)
- Insurance and Finance
- Emerging Technologies

We note that these sectors of growth and demand have remained consistent to date for our region since the inception of this plan. Also see Section II 1. A. for additional information 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! is playing a vital role as a key regional partner. Our 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](http://micapitalregion.org) dashboard that highlights strategies and metrics developed by regional partners. These regional partners spearheaded the *Catalyst* event from which the dashboard was created. In addition, the CEO has a leadership role with the T3 CEAC, which focuses on setting the strategy for a collaborative approach to education, training and employer engagement in Prosperity Region 7.

**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 council has employer members who are actively engaged within the council and who are dedicated to maintaining/growing their companies within our region. The executive director is also a staff member of CAMW!, however, works for the council members. The executive director is a member of the CAMW! business services team. 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, nothing has been definitively decided. 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. There may be further opportunities and/or possibilities for other industry sector councils in our region in the future, should the demand from employers in the region necessitate this need and direction. It should be noted that the Capital Area Healthcare and Employment Council 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 our in-demand sectors, is connected to the healthcare affiliations and recently formed 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. CAMW! will be doing more research and analysis on 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!. We will continue to consider these types of arrangements as they become available and are in alignment with our mission.

**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 monthly as both are on the leadership team of Prosperity Region 7. The CEO is also on the executive committee 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).

**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. As mentioned previously, CAMW! business services team staff attend 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 executive committee of LEAP. Both are members of the leadership committee of Prosperity Region 7 and both also are in leadership roles with T3. LEAP staff also participate in activities with the councils as do staff from Lansing Community College. 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 is mentioned repeatedly in press conferences held by companies that have opened facilities in our region.

T3 advisory members will work to identify the emerging sectors/industries through their analysis of data, as well as through input from T3 members. As a list is developed and refined, a small number of regional companies may be asked to join the business council of T3 and a strategy will be created to engage these employers to help us prepare the workforce for those jobs.

**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.**

TIA will determine performance metrics for each region, which will be reviewed by CAMW!. 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 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 estimates from the U.S. Census Bureau, the population of South Central Michigan in 2017 was 477,700 residents, which was a population increase of 1.4 percent since 2015. The region also saw a 2.4 percent increase in its population from 2011 to 2017, which should be noted as being a larger percentage rise than the state overall which gained 0.9 percent over the same period. Per census date, the growth amounted to 11,700 more residents for the region in 2017 than in 2011. Each county in the local and planning region experienced population gains during the 2011-2017 period, with the largest percentage gain in population occurring in Clinton county at 3.3 percent (2,600 additional residents) while Ingham county had the largest numeric growth in population with 7,900 additional residents (2.7 percent growth). South Central Michigan's share of the population between 15-24 years of age made up 20 percent of the population compared to the statewide percent for this age group at 14 percent. The region also has a higher percentage of older workers aged 55 years or older amount its residents at 38 percent, which is slightly higher than the Michigan rate of 33 percent. The ethnic makeup in the South Central region was noted at between 79-81 percent among whites, similar to the makeup of Michigan at large. Black or African American constitute 8.4 percent of residents compared with 14 percent in Michigan overall.

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, 68 percent of the residents have some college education or higher compared to the 60 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.

The Bureau of Technology, Management and Budget Labor Market Information (LMI) reported that the unemployment rate for South Central Michigan followed the State and national trends of reducing between 2011 and 2017. Since 2011, the jobless rate fell 4.1 percentage points and the count of unemployed individuals dropped by 9,500, or 47 percent, in South Central Michigan. The South Central Michigan unemployment rate of 4.2 percent remains below the state and national rates of 4.6 and 4.4 percent respectfully. Unemployment rates based on sex, age, and race/ethnicity have decreased as the unemployment rate has continued to decline. The regional 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. Additionally, while there are more males than females that participated in the labor market in the region, males experienced a higher rate of unemployment at 8.7 percent compared to 7.8 percent for females in the labor market.

South Central Michigan has a diverse landscape of employment opportunities but nearly 94 percent of the region's jobs are concentrated in five major industries. Construction, and Trade, Transportation, and Utilities reported the highest number of jobs with Manufacturing, Natural Resources and Mining, and Financial Activities following in employment concentration regionally. Employment opportunities in the Construction industry captured the largest growth in the region, expanding by 40 percent between 2011 and 2017, as well as having a 13 percent increase from 2015 to 2017. Professional business services held a significant difference compared to the statewide average, with only a 1.1 change noted between 2011 and 2017 against the state-wide more dramatic growth of 18.1 percent.

LMI projections through 2024 in South Central Michigan are expected to see the largest numeric increase in jobs in three major occupational groups of Professional occupations (27 percent growth), Administrative Support jobs (16 percent growth) followed by Service jobs (15 percent growth), with the Professional group projected to be the largest occupational category in terms of expected total employment opportunities. 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.

Employment Projections for Industry Sectors 2014 to 2024 for Michigan

Sector	2014 Base	2024 Projection	Number Change	Percentage Change
<b>Total, All Industries</b>	<b>4,438,820</b>	<b>4,765,850</b>	<b>327,030</b>	<b>7.4</b>
Natural Resources and Mining	63,610	64,260	650	1.0
Construction	141,330	157,650	16,320	11.5
Manufacturing	566,520	601,610	35,090	6.2
Trade, Transportation and Utilities	756,120	797,680	41,560	5.5
Information	57,090	57,910	820	1.4
Financial Activities	204,220	221,460	17,240	8.4
Professional and Business Services	620,990	699,990	79,000	12.7

Source: Michigan Department of Technology, Management and Budget  
Michigan Bureau of Labor Market Information and Strategic Initiatives

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 CAMW! 2017 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 Capital Area Michigan Works! 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 services and access to Capital Area Michigan Works! 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 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 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 WIOA guidance is 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, as evident by having exceeded all performance metrics for Program Year 2013 and 2014. 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! has an established Accountability Committee that is made up of four WDB Board members. This committee convenes quarterly to monitor performance of our sub-recipients through the review of state and local sub-recipient contract reports. As WIOA and ES state reports are not currently being released quarterly as under WIA, CAMW! sub-recipient contract reviews will be shared until state reports are available as well. Should a sub-recipient fail to meet expected performance metrics, they are required to provide a written action plan to address performance metrics that were not exceeded. In an instance where a sub-recipient has performance concerns for multiple quarters, they will be required to speak directly with the Accountability Committee in follow-up to address performance. 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 current WIOA regulations reflect a shift in performance measurements in multiple metrics. Whereas in WIA the job placement and retention measures were applied to one quarter after placement and three quarters after placement respectfully, under WIOA the new 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 required sub-recipients to enter data for a full four quarters after exit during WIA implementation so the new 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. The current negotiated CAMW! performance levels for WIOA and Wagner-Peyser Employment Services (ES) are as follows:

<u>WIOA Adult</u>	<u>PY2016/2017</u>
Employment Rate 2 <sup>nd</sup> Quarter After Exit	84.0%
Employment Rate 4 <sup>th</sup> Quarter After Exit	74.0%
Median Earning 2 <sup>nd</sup> Quarter After Exit	\$7,700
Credential Attainment within 4 Quarters After Exit	70.0%

<u>WIOA Dislocated Worker</u>	<u>PY2016/2017</u>
Employment Rate 2 <sup>nd</sup> Quarter After Exit	86.0%
Employment Rate 4 <sup>th</sup> Quarter After Exit	80.0%
Median Earning 2 <sup>nd</sup> Quarter After Exit	\$5,600
Credential Attainment within 4 Quarters After Exit	70.0%

<u>WIOA Youth</u>	<u>PY2016/2017</u>
Employment Rate 2 <sup>nd</sup> Quarter After Exit	77.0%
Employment Rate 4 <sup>th</sup> Quarter After Exit	67.0%
Credential Attainment within 4 Quarters After Exit	55.0%

<u>WIOA Youth</u>	<u>PY2016/2017</u>
Employment Rate 2 <sup>nd</sup> Quarter After Exit	71.0%
Employment Rate 4 <sup>th</sup> Quarter After Exit	64.0%
Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$7,070

**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 developed and defined in detail throughout the life of this plan.

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 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), which is a part of the Department of Health and Human Services (DHHS). The MRS District Manager is a member of the WDB and at least one MRS staff member attends our monthly American Job Center partner meetings held at our office to assist in supporting cross-referrals to resources across programs. Adult Education funding is approved and has oversight monitored through our CEAC. CAMW!'s Chief Operating Officer (COO) 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 these 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 our Lansing and Charlotte 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 partner meetings to encourage core program collaboration.

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.

## **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! received approval from the state to provide direct delivery of ES at this location and supervises this site. Co-located programs 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. Two State of Michigan Veterans Representative staff members are also located at this site. The following private sector partners are also located at this location: New Horizons, Career Quest, International Truck 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. Clinton County is the Wagner-Peyser ES sub-recipient that operates this site. Programs that are co-located at this site include Clinton County Cares and Michigan Veterans Trust Fund. Clinton Task Force on Employment (CTFE) is the CAMW! sub-recipient who operates WIOA Adult, DW, and Youth programs, as well as the PATH and FAE&T programs. This center currently has a State of Michigan Veterans representative 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 as 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!, the direct delivery ES sub-recipient, supervises this site which is co-located at the Peckham, Inc. facility. Peckham, Inc. operates the WIOA Adult, DW and Youth programs, as well as the PATH and FAE&T programs. 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 representative 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 Memorandums of Understandings (MOUs) 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.

### **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](http://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! Chief Executive Officer (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. 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.

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 2017 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! recently upgraded our website. 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. Slight modifications to the website are currently in the works to ensure ADA compliance is 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 and MRS 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 are already happening in the region, with increased formal strategies expected to be developed throughout the life of this plan.

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.

LMI data projects that by 2022, 27.5 percent of the employment positions locally will require a Bachelor's degree or more, which is over 5.0 percentage points higher than Michigan overall. Both training through Associate's degree and Bachelor's degree educational levels are expected to grow more rapidly than the region's overall growth rate, with careers that require a high school diploma or less expected to grow below the average pace. 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 transferrable education opportunities that will assist individuals with obtaining and maintaining self-sufficiency. An example of how this may work in the region would be that an individual who is currently enrolled in Adult Education or MRS services would be referred to WIOA services at our office. This individual could explore and enter an in-demand training activity resulting in a credential that would then assist in entry to employment that provides a self-supporting wage.

The region is fortunate to have a number of educational providers located 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 Horizon Learning Center, International 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 credential. 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 team leader, two full-time business services liaisons, two staff representatives from Clinton and Eaton County, as well as the IT Council executive director. The business services team leader and business services liaisons 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 (CAITC) 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 Skilled Trades Training 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 and LCC designated staff, that may have been contacted or in contact with the business in question. The ability for workforce development, economic development and an educational partner 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.
- 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 Skilled Trades Training 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 Executive Board of LEAP and one of our business services liaison focused on the manufacturing sector 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.

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. A member of the business services team also typically attends Rapid Response meetings when they are necessary to offer resources from within our local system. 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.

CAMW! has been instrumental in previous WIA 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.

## **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 also are operated in each American Job Center location. A representative of the State of Michigan's Veterans Employment Services is housed primarily in the Lansing American Job Center location but also has 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 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 contract 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. As referenced previously, our Accountability Committee will also meet on a quarterly basis to evaluate and monitor sub-recipient performance to ensure compliance of program performance and contractual requirements.

**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.**

Memorandums of Understanding (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 will 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 TIA and through webinars to ensure compliance in the event of updates to ADA provisions.

#### **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 in Ingham and Eaton counties as responses were not received for these counties through the formal RFP process. WIOA and ES Clinton County core 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 attainment 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 designed to assist with employment, are available and posted on our website for reference. 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 counselling including provision of information on in-demand industry sectors and occupations and provision of information on 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. 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, initiate 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 spouse 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 In-Demand Occupation List and to the employment opportunities either 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 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-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 TIA 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 Lansing School District's Woodcreek Achievement Center as well as in the Waverly School District Alternative program and 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) and activities under the T3 CEAC are coordinated by a CAMW! contracted facilitator. 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 determining metrics 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](http://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. According to On the Map data, nearly 51,260 workers commute to our region for employment, including those from Wayne, Oakland, Genesee, Kent, Macomb, Jackson and Shiawassee counties. For those attempting to use public transportation for employment purposes, transportation can be even more challenging. 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. Currently, a Coordinated Mobility Plan for Prosperity Region 7 is in development to identify barriers and envision strategic methods to successfully address these challenges as a region. The plan development has been fostered through the joint efforts of community partners in all three counties, as well as each county's own individual public transportation entity.

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.

**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](http://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 partner meetings with all sub-recipients 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)**

Carrie Rosingana  
Chief Operating Officer  
Capital Area Michigan Works!  
2110 South Cedar Street  
Lansing, Michigan 48910  
Telephone: (517) 492-5506  
Fax: (517) 487-0113  
Email: [crosingana@camw.net](mailto:crosingana@camw.net)

**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 Ingham and Eaton counties. Clinton County, a local unit of government and merit based entity, is the employment services sub-recipient in Clinton County.

**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 TIA.

The American Job Center in Lansing has 41 workstations and uses a fiber optic connection. One workstation is equipped with adaptive technology. Approximately 1,000 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.

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.

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. All workstations are equipped with JAWS for use by the visually impaired. There are 12 additional client workstations available during peak periods.

**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 three full-time employees (120 hours per week total) and one part-time employee (20 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 TIA 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 designed 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 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 his or her RESEA appointment, the designated CAMW! staff members at each location will review the customer's OSMIS registration and take action in accordance with TIA 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 his or her 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 TIA 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 he/she is a veteran or eligible spouse, then proceed to assist the individual in conducting the business he/she came to do. Following providing the service(s), if the individual has stated that he/she is looking for employment and would like to meet with a veteran's employment representative, staff will direct the individual to complete the TIA Military Service Questionnaire Application Form to determine eligibility.

If the TIA 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 TIA Veterans Service Division. Customers will be referred only after receiving initial services from the ES staff and upon eligibility determination. 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 Capital Area Michigan Works! 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 staff that are bilingual to assist this population. MSWs needing more assistance than we can provide are referred to the 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! does not have any other services or activities planned at this time to utilize Wagner-Peyser funding.

**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.**

T3 is the branded name of the CEAC in our region. T3 meets at least quarterly and will act as an advisory group to our WDB regarding issues related to education, including Career Technical Education and Adult Education. T3 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.

T3 includes representation from the region's ISDs and RESAs that are dedicated to aligning educational programming with local employer demand. A subcommittee from this group, including the CAMW! CEO and COO, will utilize the Adult Education performance metrics in alignment with the TIA Adult Education program requirements 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. Recommendations for funding of applicants will be approved through T3 CEAC before these recommendations are shared with the larger WDB.

Potterville Public Schools is the WIOA Title II awarded provider of Adult Education in our region currently. Potterville Public School also operates Adult Education programs in our Ingham and Eaton County 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 "Memorandum of Understanding" (MOU) agreements have been submitted to TIA and are currently in the process of being modified to align with IFA requirements outlined by the TIA that must be in place by June of 2018. 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.

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 TIA 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 a American Job Center in each of its three counties and is a direct service provider of the ES program in Ingham and Eaton County 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](http://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. Information on successful program bidders will be issued in a press release. Contracts will also be available for review at our Administrative Office during office hours.

**17. 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 negotiate 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 Workforce Investment Act (WIA) program metrics having been exceeded for Program Year 2013 and 2014. 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 every 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. 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 TIA WIOA Performance Measure Reports annually, with a subcommittee of members sitting on the Accountability Committee who review performance and contract agreements quarterly for compliance. Should a sub-recipient be in noncompliance of their agreement or set performance metrics, they may be called in 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 TIA 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](http://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 TIA 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. TIA 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! receives access to an employer tracking data system, Salesforce, through our local economic development partner, LEAP. The business services team uses 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 TIA guidelines as this system is further developed.

CAMW! administrative staff members will take part in TIA 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 TIA 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 TIA 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! COO will coordinate with our TIA Rapid Response Coordinator to arrange for an initial meeting with the employer. Appropriate sub-recipient staff from our programs including WIOA DW, Employment Services, 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!, TIA, 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 TIA 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 Skilled Trades Training 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 TIA to address actual or potential dislocation events.**

CAMW! currently has a draft local policy that is in the review and comment period in our local system that describes how the local WDB will coordinate Rapid Response activities to address actual and potential dislocations events. This policy will include the information outlined in this plan under Section 24 Rapid Response Items A-E and ensure compliance with the WIOA, Section 134(2)(A) and 20 CFR 682.300 to 682.330. Upon being finalized, this policy will be available on the CAMW! website for reference at [www.camw.org](http://www.camw.org).

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

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