AGENDA

1. Call to Order, Chairperson Dave Smith
2. Public Comment – Agenda Items
3. Approval of the September 20, 2017 Minutes                      Action Required
   Brenda Isenhart, Chief Financial Officer
5. WMW WDB Member Application- Darryl Todd                      Action Required
   Jacob Maas, Chief Executive Officer
6. One-Stop-Operator (OSO) Analysis & Recommendation  Discussion Item
   Angie Barksdale, Chief Operating Officer
   Janie McNabb, Strategic Policy Consultants (call-in)
7. WMW Dashboard Report                                           Information Item
   Angie Barksdale
8. Executive Committee Meeting: March 12, 2018- need a host        Action Required
9. WMW WDB Subcommittee Updates                                 Discussion Item
   a. Talent Solutions
   b. Employer Solutions
   c. Strategic Partnerships
   d. Outreach and Communications
10. Industry Councils- Updates at Meetings                       Discussion Item
    Jacob Maas
11. General Updates                                               Information Item
12. Other Business
13. Public Comment
14. Adjournment

Next Scheduled Executive Committee Meeting:
January 8, 2018
Westside Service Center
West Michigan Works! (WMW) Workforce Development Board (WDB)
Executive Committee Meeting
Westside Service Center
215 Straight Ave. NW
Grand Rapids, MI 49504
Wednesday, September 20, 2017 • Meeting 11:30 a.m.

MINUTES

MEMBERS/ALTERNATES PRESENT: Dave Smith, Jim Fisher, Mark Bergsma, Jay Dunwell, Heather Gluszewski, Jon Hofman

MEMBERS/ALTERNATES ABSENT: John Buchan, Rebecca Herrington, Scott McLean, Shana Welch, Sherry White

STAFF PRESENT: Jacob Maas, Angie Barksdale, Jane Kreha, Laura Krist, Brittany Lenertz, Janette Monroe, Melanie White

GUESTS PRESENT: None

1. Call to Order, Chairperson Dave Smith at 11:38 a.m.

2. Public Comment- Agenda Items- None

3. Approval of the July 10, 2017 Minutes

   Action Required

   Dave Smith reviewed the memo with board members regarding the correction that will be made on the published minutes relating to Item #5 from the July 10, 2017 meeting minutes.

   Motion – Jim Fisher
   Second – Jon Hofman
   Item Approved by Vote – Motion carried


   Information Item

   Jacob Maas, WMW Chief Executive Officer (CEO), reviewed WMW’s 2017 Board Financials, Statement of Revenue and Expenditures by program for the first month ending July 31, 2017. Discussion took place, and Jacob and Angie Barksdale, WMW Chief Operating Officer (COO), answered board members’ questions.

   Angie commented that Infrastructure Agreements (IFA’s) pursuant to the Workforce Innovation and Opportunity Act (WIOA) require that WMW partners contribute monetarily to the costs of the WMW Service Centers. Angie stated that some WMW partners have stated that these financial contributions are burdensome to them. Dave Smith requested that a presentation and overview of IFA’s be given at the next WDB meeting.

5. CEO 360° Survey

   Information Item

   Laura Krist, WMW Human Resource Director, reported that as part of the ACSET CEO’s Annual performance evaluation, ACSET has partnered with HR Collaborative to create a 360° review of Mr. Maas’ performance which will contain both qualitative and quantitative information. Laura reported the evaluation consists of Core Values, Leadership competencies, key objectives and open-ended questions.

   The CEO will be evaluated by the following groups: 1.) self-evaluation, 2.) direct reports from staff
members who directly report to the CEO (and additional staff), 3.) Community stakeholders, 4.) members of the Workforce Development Board and ACSET Governing Board, and 5.) ACSET Board Chairs. Laura reported that Jacob intends to send an email to all the recipients prior to HR Collaborative sending out the survey. Brief discussion took place, and Laura and Jacob answered committee members’ questions.

6. WMW WDB Member Applications

Angie Barksdale, WMW Chief Operating Officer, reported that eighteen (18) instead of seventeen (17) board members’ term limits expire effective October 31, 2017. Mr. Travis Alden’s term limit expiration date was overlooked initially. WMW has received a new application from Mr. Alden. WMW is requesting approval from the Nomination Committee and the Executive Committee to support the appointment of Mr. Alden to continue serving as the Economic Development Representative from Barry County for the term dates of November 1, 2017 through October 31, 2019. Once the Executive Committee approves, the board member recommendations will be brought to the ACSET Governing Board for final approval.

Motion – Jim Fisher
Second – Mark Bergsma
Item Approved by Vote – Motion carried

WMW also has been notified of a few upcoming changes with our board membership. Nora Balgoyen-Williams has taken a new position and will no longer represent an Economic Development agency in Allegan County. The county is still reviewing how the position will be filled, and WMW will review the need to fill the vacant seat at that time. Ed Garner has also taken a new position and will no longer represent an Economic Development agency in Muskegon County. WMW is working on his replacement and should have an update to the Executive Committee by November. Angie noted that WMW is still looking to fill the vacant Community-Based Organization seat (preferably from Ottawa County).

Applications can be found on at http://westmiworks.org/public-information and are due September 25, 2017.

7. October WDB Meeting: Election of WMW WDB Officers

Jacob Maas, WMW Chief Executive Officer, reported that WMW has collected nominations for WDB Officers. WMW staff is requesting that a couple of members of the Nomination Committee contact the nominated individuals to ensure those members are willing and able to serve as Chairperson and Vice-Chairperson of the board. Mark Bergsma and Heather Gluszewski volunteered to reach out to the nominees. Jacob further reported that WMW would like nominees to provide a brief biography and be prepared to speak prior to the formal vote for Officers that will take place at the October WDB meeting. Committee members discussed the layout of the meeting in that they would prefer an agenda with the following order: 1.) any action items, 2.) Officer nominees’ presentations, 3.) Voting of Officers, 4.) Discussion, General updates (including Manufacturing Week) and Committee reports, and 4.) Cast of Ballots and announcement of Chairperson and Vice-Chairperson.

8. 2018 “tentative” WMW WDB Meeting Calendars

Jacob reviewed with committee members the tentative 2018 meeting calendars and requested any objections to the dates. Committee members agreed to post November 5, 2018 as the projected meeting date due to observance of Veteran’s Day. Jacob stated that the calendar will be presented to the board for final approval in October.


Jacob reported that the December meeting will be a joint meeting of the ACSET Governing Board and the WMW WDB. Jacob stated the meeting should consist mostly of highlights of the year and the work going on with Discover Manufacturing, Apprenticeships, and MiCareerQuest. Jacob asked committee members
for additional suggestions on what they would like on the agenda at the meeting. Jacob also asked committee members what recognitions the board is interested in continuing such as the Advocate award, Employer/Partner of the Year, etc.

10. WMW WDB Subcommittees  
   a. **Quarterly Reports and Tracking:** Angie Barksdale provided committee members a draft print out of the reporting tool that will be used to measure the goals and metrics of the strategic plan on a quarterly basis. This tool will help identify the trends, percentage completed, due dates, and baselines for each subcommittee. Discussion took place, and committee members requested a line for “historical trend/benchmarks” to keep on target. Angie also noted WMW is working on an output infographic summary of our WMW system.
   
   b. **Challenges:** Angie reported that defining the ecosystem map and the goals/metrics tracking processes have posed some challenges in identifying the most pertinent outputs, partners, etc. as they relate to the strategies of the board and committees.
   
   c. **Talent Solutions:** Brittany Lenertz, WMW Regional Service Center Director, reported that the committee is working on prioritizing goals mostly with soft skills and what is “happening in the region”. Brittany stated that the committee included a few questions on the Employer Solutions’ survey to gauge the audience.
   
   d. **Employer Solutions:** WMW WDB Member Jon Hofman reported that the committee is laying out the foundation and purpose of what MI Works! is to new committee members.
   
   e. **Strategic Partnerships:** Heather Gluszewski reported that the next meeting to further discuss the ecosystem mapping is scheduled for October 6th. Heather reported the committee is collaborating with Talent 2025 in developing a workable map and identifying gaps. The committee is hoping to provide a report in the next couple months.
   
   f. **Outreach and Communications:** Mark Bergsma reported that the committee has met twice and has also collaborated with the Employer Solutions committee in working and developing community groups to connect with representatives from targeted employers, especially those employers in Industry Sectors.

11. General Updates-  
   **Information Item**
   Jacob reviewed that a letter is being sent to Congress regarding the 2018 Budget and how the budget cuts impact the work we do. Jacob is requesting that our Business Sector representatives visit our website [http://www.westmiworks.org/2018-budget](http://www.westmiworks.org/2018-budget), sign their name and organization so that one (1) letter can be sent.

12. Other Business  
   **Discussion Item**
   a. Jacob reported that on August 21, 2017, Governor Snyder and USDOL Secretary Acosta made visits to West Michigan to meet, discuss and highlight our Medical Apprenticeship programs at Grand Rapids, Montcalm, and Muskegon Community Colleges. They visited Spectrum Health, Mercy Health and Grand Rapids Community College. Jacob further reported that on August 30, 2017, he Angie, and a few other WDB members attended a round table discussion with Senator Debbie Stabenow and West Michigan business, education and labor leaders on how to better meet the challenges that employers have finding skilled workers to fill positions. Dave Smith noted that at a recent conference he attended, he encouraged other attendees to engage with their local workforce development boards.
b. Jacob reported that the Michigan Works! Association Annual Conference was held September 10-12th in Mt. Pleasant, MI. Jacob thanked board members Heather Gluszewski, Cindy Brown and Shana Welch for attending. Jacob reported that WMW provided 5 presentations and that Shana Welch and Mercy Health were recognized as Employer of the Year at the Conference.

c. Jacob stated that on September 11th, District Director Greg VanWoerkom from State Representative Huizenga’s office toured the West Michigan Works! Service Center in Holland to learn more about Michigan Works! and Telamon services.

d. Lastly, Jacob reported that he attended and Deb Lyzenga presented at National Association of Workforce Boards (NAWB) Jobs for the Future (JFF) Apprenticeship Accelerator Meeting on September 19 in Chicago, Illinois.

e. Dave Smith stated that he recently attended an Employers’ Association Conference about the dynamic work that West Michigan Works! is doing locally, state-wide and nationally.

13. Public Comment- None

14. Adjournment at 1:19 p.m. by Chairperson Dave Smith

Recorded by: _______________________________ Received by: ________________________________
MEMORANDUM

TO: West Michigan Works! (WMW)
    Workforce Development (WDB) Executive Committee

FROM: Brenda Isenhart, WMW Chief Financial Officer

DATE: November 6, 2017

RE: September 2017 Michigan Works! Board Financials

____________________________________________________________

Revenue

Year to date earned revenues total $6,470,076 for the first three months of our fiscal year. This amount is 2.37% under the proposed budgeted revenues. This compares to $7,230,454 from the previous year. The decrease in revenue is a net of reduced funding or utilization of funding and additional funding. Significant changes are as follows:

Decrease in Funding Sources:

- Offender Success $492,000 No longer administering this program
- WIOA Funds 543,000 Reduction of funds and timing of expenses
- PATH 287,000 Timing of expenses – 5th quarter allowed
- Summer Learning 300,000 Grantor paying subcontractors directly
- Trade 138,000 Reduction in need for funding
- RESEA Training 103,000 Reduction of funds and timing of expenses
- Foster Care 50,000 Reduction of funds

Increase in Funding Sources:

- STTF $1,027,000 Additional awards granted to our region
- Apprenticeships 136,000 New funding
- FAE&T 55,000 Additional funding for Pilot
- Am. Promise Grant 50,000 New funding
Expenditures

To better reflect the anticipated timing of Wages, Fringe Benefits, Other Expenses, Training, and Direct Expenses, the budget for these categories are no longer presented as equal throughout the year. Instead, each month’s budget has been adjusted for large known fluctuations that are anticipated throughout the year.

Operating expenses are under the proposed budget by 6.9%. Wages and Fringe continue to be under budget. Transportation is over budget by $4,401. During September certain employees and employers attended the Michigan Works! Annual conference. Travel and Lodging expenses caused this overage. Subcontractor’s expense is underspent by 19.02%. At the time the reports were created not all of our subcontractor September invoices had been received.

Training is over budget by $90,368. Budget adjustments were made to reflect the anticipated timing of the Skilled Trades Training Funds. However, more 2017 STTF trainings were completed than were budgeted. The State STTF awards are adequate to cover all of these trainings. The 2017 STTF budget was created less than the award balances. Historically we de-obligate training funds with the state as a result of employers not able to fulfil the requirements of the award. The budget will be modified once we receive notification of the 2018 STTF awards. Other program budgets have not been adjusted at this time for timing. Individual annual training budgets for each funding source that provides training funds is tracked by county to ensure that our training funding is not over expended for the year. These amounts are accessible to our staff on a real time basis.

Administration Expenses represent 9.9% of the total Operating Expenses. ACSET continues to operate within the limits of the administration funding allowed. Most funding sources allow any administration expenses not used for administration purposes to be used for program purposes. Generally this provides additional funding to be used toward training and direct client expenses.

Balance Sheet

A combined balance sheet is presented for your review. At the end of September, the State switched over to a new software system to handle the payment of grant funds. As a result, the State requested that funds be drawn in excess of the current need in order to cover the 10 day period when draws would not be allowed. The larger than normal cash balance and Unearned Grant Revenue and smaller Accounts Receivable are reflective of this additional draw.
Area Community Services Employment and Training Council  
Michigan Works! Agency Programs  
Statement of Revenue & Expenses  
For the Three Months Ending September 30, 2017

<table>
<thead>
<tr>
<th></th>
<th>YTD Thru Sept 2017 Actual</th>
<th>YTD Thru Sept 2016 Actual</th>
<th>YTD 2017/2018 Budget</th>
<th>Budget Variance</th>
<th>Budget Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$ 6,470,076</td>
<td>$ 7,230,454</td>
<td>$ 6,685,095</td>
<td>$ (215,019)</td>
<td>-3.22%</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Wages</td>
<td>$ 1,888,598</td>
<td>$ 1,743,266</td>
<td>$ 1,959,125</td>
<td>$ 70,527</td>
<td>3.60%</td>
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<tr>
<td>Fringe Benefits</td>
<td>693,067</td>
<td>648,946</td>
<td>772,456</td>
<td>79,389</td>
<td>10.28%</td>
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<tr>
<td>Consumable supplies</td>
<td>162,328</td>
<td>265,822</td>
<td>162,500</td>
<td>172</td>
<td>0.11%</td>
</tr>
<tr>
<td>Transportation</td>
<td>54,401</td>
<td>45,491</td>
<td>50,000</td>
<td>(4,401)</td>
<td>-8.80%</td>
</tr>
<tr>
<td>Outside services</td>
<td>57,408</td>
<td>101,116</td>
<td>75,000</td>
<td>17,592</td>
<td>23.46%</td>
</tr>
<tr>
<td>Space and communications</td>
<td>368,098</td>
<td>334,240</td>
<td>402,000</td>
<td>33,902</td>
<td>8.43%</td>
</tr>
<tr>
<td>Equipment rent and maint</td>
<td>18,960</td>
<td>16,564</td>
<td>25,000</td>
<td>6,401</td>
<td>-8.80%</td>
</tr>
<tr>
<td>Equipment purchases</td>
<td>11,893</td>
<td>169,406</td>
<td>68,750</td>
<td>56,857</td>
<td>82.70%</td>
</tr>
<tr>
<td>Other expense</td>
<td>192,415</td>
<td>275,245</td>
<td>187,668</td>
<td>(4,747)</td>
<td>-2.53%</td>
</tr>
<tr>
<td><strong>Total operating expense</strong></td>
<td>3,447,168</td>
<td>3,600,096</td>
<td>3,702,499</td>
<td>255,331</td>
<td>6.90%</td>
</tr>
<tr>
<td>Subcontractors</td>
<td>$ 219,655</td>
<td>$ 1,168,862</td>
<td>$ 271,250</td>
<td>$ 51,595</td>
<td>19.02%</td>
</tr>
<tr>
<td>Training</td>
<td>$ 2,385,270</td>
<td>$ 1,792,315</td>
<td>$ 2,294,902</td>
<td>$ (90,368)</td>
<td>-3.94%</td>
</tr>
<tr>
<td>Direct Client Expenses</td>
<td>$ 417,983</td>
<td>$ 669,181</td>
<td>$ 416,444</td>
<td>$ (1,539)</td>
<td>-0.37%</td>
</tr>
<tr>
<td></td>
<td>$ 3,022,908</td>
<td>$ 3,630,358</td>
<td>$ 2,982,596</td>
<td>$ (40,312)</td>
<td>-1.35%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>6,470,076</td>
<td>7,230,454</td>
<td>6,685,095</td>
<td>215,019</td>
<td>3.22%</td>
</tr>
<tr>
<td><strong>Excess of Revenue over Expense</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Unaudited
### Area Community Services Employment Training
#### Michigan Works! Agency Programs
#### Actual expenses by cost category
#### For the Three Months Ending September 30, 2017

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Administration Expenses</th>
<th>Program Expenses</th>
<th>Total YTD Sept 2017 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>$161,487</td>
<td>$1,727,111</td>
<td>$1,888,598</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>59,772</td>
<td>633,295</td>
<td>693,067</td>
</tr>
<tr>
<td>Consumables</td>
<td>17,961</td>
<td>144,367</td>
<td>162,328</td>
</tr>
<tr>
<td>Transportation</td>
<td>5,956</td>
<td>48,445</td>
<td>54,401</td>
</tr>
<tr>
<td>Outside services</td>
<td>29,247</td>
<td>28,161</td>
<td>57,408</td>
</tr>
<tr>
<td>Space and communications</td>
<td>41,192</td>
<td>326,906</td>
<td>368,098</td>
</tr>
<tr>
<td>Equipment rent and maintenance</td>
<td>2,439</td>
<td>16,521</td>
<td>18,960</td>
</tr>
<tr>
<td>Equipment purchases</td>
<td>286</td>
<td>11,607</td>
<td>11,893</td>
</tr>
<tr>
<td>Other expense</td>
<td>21,590</td>
<td>170,825</td>
<td>192,415</td>
</tr>
<tr>
<td><strong>Total operating expense</strong></td>
<td><strong>339,930</strong></td>
<td><strong>3,107,238</strong></td>
<td><strong>3,447,168</strong></td>
</tr>
</tbody>
</table>

9.9% 90.1%
# Area Community Services Employment and Training Council

## Balance Sheet

### Governmental Activities

<table>
<thead>
<tr>
<th></th>
<th>Unaudited 9/30/17</th>
<th>Unaudited 6/30/17</th>
<th>Audited 6/30/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$2,318,285</td>
<td>$984,591</td>
<td>$617,357</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>1,335,399</td>
<td>2,673,002</td>
<td>2,923,954</td>
</tr>
<tr>
<td>Inventory (at Cost)</td>
<td>377,880</td>
<td>552,658</td>
<td>415,323</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>331,478</td>
<td>295,873</td>
<td>265,690</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>4,363,042</td>
<td>4,506,125</td>
<td>4,222,324</td>
</tr>
<tr>
<td><strong>Long-term Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property &amp; Equipment</td>
<td>740,845</td>
<td>752,862</td>
<td>490,048</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$5,103,887</strong></td>
<td><strong>$5,258,986</strong></td>
<td><strong>$4,712,372</strong></td>
</tr>
</tbody>
</table>

|                     |                   |                   |                 |
| **Liabilities**     |                   |                   |                 |
| **Short-term Liabilities** |             |                   |                 |
| Accounts Payable    | $1,815,255        | $2,339,490        | $1,914,424      |
| Unearned Revenue    | 1,087,416         | 739,444           | 912,308         |
| C/P Compensated Absences | 475,000          | 475,000           | 475,000         |
| **Total Short Term Liabilities** | 3,377,671      | 3,553,934         | 3,301,732       |
| LT Compensated Absences | 228,709          | 259,051           | 184,131         |
| **Total Liabilities** | 3,606,380        | 3,812,985         | 3,485,863       |

|                     |                   |                   |                 |
| **Net Assets**      |                   |                   |                 |
| Total Net Assets    | 1,497,507         | 1,446,001         | 1,226,509       |

| **Total Liabilities and Net Assets** | **$5,103,887** | **$5,258,986** | **$4,712,372** |

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Date: 11/6/2017, 11:45 AM

Page: 1
MEMORANDUM

TO: West Michigan Works! (WMW)
Workforce Development Board (WDB) Executive Committee

FROM: West Michigan Works! Staff

DATE: November 6, 2017

RE: WMW WDB Member Application: Darryl Todd

In October 2017, WMW staff was notified that Mr. Ed Garner was leaving his position with Muskegon Area First and would no longer represent an Economic Development Agency, thus leaving a vacant seat on the workforce board. WMW has since received an application from Mr. Darryl Todd who is serving as the Interim President at Muskegon Area First.

Darryl has experience serving on multiple boards, including Pathfinders, which a Muskegon area program focused on at-risk youth. He is a past board member of the Muskegon Public School Academy where he served as secretary and has served on several advisory boards and a church board. Darryl currently serves as an administrator for the board of directors of a Muskegon based tool and die coalition.

WMW staff is requesting approval from the Executive Committee to support nomination of Darryl Todd, Interim President for Muskegon Area First (representing Muskegon County, Michigan) to the Governing Board for appointment to serve on the Workforce Development Board as and Economic Development member. The term dates for this vacant seat expire October 2018.
Analysis and Recommendations of Service Alignment and Coordination at West Michigan Works! American Job Centers

Prepared and Presented by the One-Stop Operator for Program Year 2017

To: West Michigan Works!
From: Strategic Policy Consultants

The goal of the One-Stop Operator (OSO) is to assist West Michigan Works! in coordinating services from multiple partners so that both quality and efficiency are achieved. The One-Stop Operator’s role is to facilitate connections among programs and partners so that services are integrated as much as possible and the customer experience is streamlined. Continuous improvement is an important component of high quality service delivery, and the One-Stop Operator supports ongoing review, adjustment, and testing of new strategies.

During the first quarter of the 2017 program year (July through August), the One-Stop Operator conducted an overview assessment of the eight comprehensive American Job Centers in the workforce service area. This assessment consisted of on-site visits as well as follow-up questions via phone and email, and review of administrative documents such as the strategic plan and WIOA Plans. Status reports were submitted that specify these activities by month, and include both material observations and preliminary recommendations. In this report, the observations are analyzed and official recommendations are offered.

This report is organized by key themes, as follows:
1. Integration of Programs
2. Access to Resources/Partnerships
3. Customer Service
4. Use of Data
5. Technology Utilization
6. Other

The key themes selected for this analysis are integral to effective service delivery. They indicate levels of alignment and coordination across the system, and provide a robust framework for assessing efficiency and quality. They emphasize the “Characteristics of a High Quality One-Stop” defined by the US Department of Labor.* These key themes also serve the purpose of assisting the One-Stop Operator in determining readiness for Michigan Works! Service Center Certification review.

* TEGL 4-15, “Vision for the One-Stop Delivery System Under the Workforce Innovation and Opportunity Act (WIOA)”
An assessment, analysis, and rating of each theme is provided below. The rating level shows the status of West Michigan Works along a continuum for each theme. Throughout this report, surveys utilized during the 2016 Strategic Planning process are referenced. It should be noted that many efforts have been implemented to address the issues revealed in those surveys. Taking this into consideration, we offer Areas for Improvement and Recommendations† to build on those efforts and to support ongoing, continuous improvement. Appendix A provides all Areas for Improvement and Recommendations in summary form. The One-Stop Operator's quarterly work plan, submitted separately, addresses several of the recommendations.

† Most of the Recommended action steps are included in the One-Stop Operator's Work Plan, submitted as part of the September 2017 Status Report.
Integration of Programs

Throughout the state and nation, integration of programs and services is occurring at various levels. While many states are struggling to co-locate Wagner-Peyser services and are just starting to develop connections to TANF, Michigan is at the forefront of the next phase of integration. The state is in a position to help the country define what next-level integration looks like. West Michigan Works! is poised to be a model, with a service delivery system that provides comprehensive integration across multiple programs.

Structure of Integration

In order to better understand the structure of integration in West Michigan, we have identified service delivery elements that enable integration, and were used for review and assessment purposes. These include: use of common services across multiple programs, critical connection points between programs, and cross-functional teams.

Use of Common Services across Multiple Programs: The Business Solutions Unit works on behalf of all programs, and connects with programs that are starting to focus on employers (MRS and Veterans). Workshops are available to the general public, but are also used as part of case management by multiple programs. They are marketed to and accessed by partner agencies as well. The Talent Development Specialist and the Lean Board (see below for description) are available to all programs. While these common services are typically used extensively by the programs internal to West Michigan Works, their use could be improved by youth services, when applicable. They could also be extended to connect with other programs, particularly those provided by WIOA Core Partners.

Critical Connection Points: These connection points are intentional in their aim to integrate multiple programs under one system. The Talent Development Specialist (TDS) position serves as a connection between Talent Services and Business Solutions. The TDS works with job-ready talent, and connects to the Business Solutions Representative, who advocates to employers on behalf of these candidates. The Lean Board is a system for tracking job-ready candidates, regardless of their program eligibility. Performance Analysts are focused on a single program, but provide data to multiple areas within the system, including service center managers, policy managers, and administration.

Cross-functional Teams: When a new initiative or process is needed, a cross-functional team is developed. The team consists of staff from various areas within the system, including relevant programs, administration, and support staff. The team provides input on the problem, brainstorms solutions, and works together to champion its implementation. This model was used during the merger with great success (the Lean Board is an example). With input from multiple programs and from across the system, integration is present at the planning, policy, and strategic solutions level as well as the frontline.

Other: Another service delivery element that indicates integration is the use of a Career Coaching Model. This was developed in-house and is based on successful career development training programs. The Career Coaching model helps to unify staff and align services provided to Adults, Dislocated Workers (both WIOA and Trade Act eligible), and PATH program participants.
A "fully integrated system" (highest level) will look different in different areas, depending on the situation of the workforce area. In small, rural and sparsely populated area, full integration typically involves no separation of program staff: all service delivery staff provide services for all programs -- Employment Services, WIOA, Trade Act, PATH, and more. This type of integration is necessary for small workforce systems, especially when American Job Centers have only one or two staff on-site. This model is used in the upper peninsula of Michigan.

In very large, metropolitan areas, integration is more of a challenge: there is a tendency to further separate programs into divisions, including multiple subcontractors for a single program (such as WIOA Adult). This allows for specialization to serve significant groups in need, but makes connections across programs difficult. Therefore, a fully integrated system in a large area requires a lot of administrative coordination, constant monitoring of intentional connections, and additional resources. This model is used in Boston, where each American Job Center has a full-time One-Stop Operator to provide the necessary coordination.

For a workforce system as complex as West Michigan Works!, solely using either model described above would be inefficient and would greatly reduce quality. West Michigan faces the challenge of serving urban areas as well as rural areas. Therefore, it must have a hybrid model that will adapt to the unique needs of each community. In this hybrid model, integration is achieved through common service delivery elements (described above), as well as intentional coordination by management. The model used by West Michigan Works! provides flexibility, efficiency, and high-quality service. The level of integration within the West Michigan system is not only appropriate for the diverse communities it serves but is a strong and innovative approach.

Areas for Improvement
Regardless of how well a system is integrated, there is always room for improvement. This analysis has identified two opportunities for improving program integration at West Michigan Works!:

Rating and Analysis

- Minimal: Programs are operated in silos
- Medium: Some programs are connected, may be haphazard
- Full: All programs are intentionally connected

Minimal
Medium
Full

Item #6
1. **Integration with WIOA Core Partners**: The system should expand integration to include some outside partners. This would be especially applicable for WIOA core partners and could serve to better align services for veterans, individuals with disabilities, and those without a high school diploma.

2. **Coordination of Youth Services**: Youth require specialized services and tend to receive services outside of the centers, in locations such as schools and community centers. This can cause separation from the larger system. In addition, the youth services program in West Michigan Works! is disconnected internally. They appear to have different focus areas at different centers, and are not plugged into the critical connection points or common services. The program lacks coordination across the region and alignment with the system’s strategic vision.

**Recommendations**

In order to address the Areas for Improvement identified above, we recommend the following action items:

1. **Connect WIOA core partners to specific service delivery elements**, such as the Talent Development Specialist and Lean Board. More partners’ clients could be connected to this system if there was a common understanding of what “job ready” means. To improve this integration, we recommend creating a cross-functional team that will explore the best way to do this. (WIOA core partners are: Adult Education, Michigan Rehabilitation Services and Bureau for Services to Blind Persons, and Employment Services available through the State of Michigan (Veterans Services, Migrant and Seasonal Farmworker Services).

2. **Develop strategic, overarching goals for the youth services program** at West Michigan Works. Bring together all staff in youth services, including subcontracted service providers for a facilitated strategy session. The session will allow staff to provide input for developing these goals, and to brainstorm better ways to integrate with the larger system. The strategic goals that result should align with the larger system and also work to ensure coordination within youth services.

3. **Document the service delivery system** and share it as a model for effective integration and efficient use of resources. This documentation could be shared statewide and/or nationally.
Access to Resources/Partnerships

While “Integration of Programs” looked at the connectedness of programs within West Michigan Works, this section looks at how well West Michigan Works is connected to outside resources. Connections are made through partnerships with community service providers, and these partnerships provide access to resources for employers and job seekers.

Partnerships with community resource providers are essential to helping any workforce system meet the diverse needs of its customers. Partners assist by addressing barriers to employment, such as housing or childcare. They assist by supporting employers with various services, such as growth planning or incentives. They are critical to addressing a wide variety of issues and therefore make it possible for the workforce system to be effective.

However, partnerships can provide more than enhanced service delivery. At a systems level, strong partnerships can ensure that West Michigan Works! is included in community-wide discussions and is at the table for important decisions. Strong partnerships, based on meaningful relationships at a systems level, can reduce duplication of services and prevent competition for limited resources. This kind of partnership is critical to implementing a comprehensive, high quality workforce development system.

Rating and Analysis

The American Job Centers in West Michigan have partnerships with multiple agencies at varying levels. Some areas of the region enjoy strong, meaningful relationships with community partners, primarily based on longevity. Other areas have very little connection because staff are new and haven’t had a chance to reach out, or the culture prior to merging prevented them from doing so. These observations are echoed in the staff survey conducted during the strategic planning process. Responses to questions about collaboration with outside entities varied widely and indicated a need for partnership development to be prioritized.

Note that this assessment did not attempt to catalog or take inventory of existing partnerships.
During the strategic planning process, several categories of partners were surveyed, including Community Partners, Education & Training, and Employers/Chambers of Commerce. The partners who responded all identified communication and sharing knowledge with the workforce system as a strength of their current level of partnerships. They saw increased involvement with the system as an opportunity for more meaningful collaboration.

The region uses a model that engages partners through Service Center Managers. This model is effective because they are in a position to identify needs and make connections on a local level.

The depth of relationships in any partnership can make a big difference in terms of access. Some partnerships are formal and “on paper only,” lacking depth. This type of partnership meets the minimum requirement for WIOA’s Memorandum of Understanding: both the workforce development agency and the community service provider agree to refer clients to each other. All areas of the West Michigan Works! region have at least this level of partnerships for needed resources.

**Strong** partnerships involve more than a structure for referring clients back and forth. Partnerships that go beyond “paper only” consist of meaningful relationships between the two agencies. At a frontline staff level, meaningful relationships allow for easier access to services - staff are familiar with contacts at partner agencies, and are more likely to call for information or for a specific referral. At a leadership level, meaningful relationships between two agencies sends a message to the community and to staff that the leaders are committed to collaboration. This level of partnership exists in some, but not all, areas of the West Michigan Works! region.

An example of a strong partnership occurring in West Michigan is the availability of Certified Nurse Aide training on-site at several American Job Centers. The training providers hold classes at labs within the centers. This makes it easier for job seekers to receive training, and gives employers a ready pool of talent. Another example of a strong partnership is the newly developed Medical Assistant Registered Apprenticeship program (MARAP). West Michigan Works! plays a key role in coordinating the program, such as recruiting, screening, enrolling, and funding trainees. Strong partnerships were leveraged (and in some cases, created) throughout the process of developing the program, and ongoing participation in the process is essential to building on this success.

It should also be noted that community partners, and therefore resources, are more prevalent in the urban areas. Service centers in rural areas are limited in the volume of partnerships they can develop because so few resources are available.

**Areas for Improvement**

1. **Tracking what’s available.** With so many partners and so many resources, especially in urban areas, staff have difficulty keeping track of what’s out there. This can prevent them from knowing who to call. And knowing who to call is only the first step; having a thorough
understanding of a partner’s services allows for more accurate referrals.

2. *Strengthened partnerships.* Some partnerships that are currently based only on referral systems could be strengthened through better understanding of service priorities.

3. *Systems context.* Partnerships that currently exist could be strengthened through region-wide connections and systems-level understanding. Because the partnerships are based in the centers, they may exist in a vacuum and lack systems-level context.

**Recommendations**
In order to address the Areas for Improvement identified above, we recommend the following action items:

1. **Continue efforts to catalog partnerships,** both on a Service Center basis and regionally. Efforts are already under way to take stock of resources and potential strategic partnerships, based on the direction of the Strategic Plan and the work of the Strategic Partnerships subcommittee of the Workforce Development Board.

2. **Continue to ensure that Service Center Managers are empowered** and able to make connections within their communities.

3. **Convene center managers to discuss partnerships.** Learn what’s working and what’s not. Discover gaps where resources are needed but don’t exist. Then make a plan for convening partners in a larger scale to provide regional context.
Customer Service

During visits to the centers, the One-Stop Operator observed customer service at every location, especially in the resource rooms. Our experience was positive: staff were friendly, helpful, professional, and knowledgeable. When asked, staff at the centers expressed pride in their customer service – one assistant manager described it as “absolutely excellent!” In addition, many staff responded to the strategic planning staff survey with high confidence in their ability to provide great customer service. However, these observations are subjective and anecdotal, and not based on any measurable standards of customer service.

During the strategic planning process, job seeker customers were surveyed and asked about their experiences in the center. Of the 111 respondents, most rated the services fairly high (“Strongly Agree” or “Agree” with positive statements related to services). However, when asked for suggested ways to improve, many provided negative feedback that indicates lower levels of customer service and inconsistency at different centers.

We asked the administration whether measurable customer service standards have been established. It was explained that no universal standards exist. Some areas of the region have continued to conduct customer surveys that were created prior to the merger. However, even these do not appear to be based on measurable standards and/or goals for improvement. It is unclear how the results of this customer feedback are utilized.

Rating and Analysis

Because we have no standards to measure against, this section does not include a Rating level for Customer Service.

Without system-wide standards and a consistent process for measurement, the region is vulnerable to inconsistency in quality of customer service. There is already inconsistency in the ways in which customer feedback is collected, and in the results of this feedback. Also, without standards that are developed and endorsed by leadership, customer service may not be prioritized and therefore its quality may suffer.

Areas for Improvement

1. Customer Service Standards. Customer service standards will define expectations for levels of customer service.

2. Customer Feedback Process. A methodology for collecting customer feedback will allow the system to measure whether it is meeting the expectations defined by the customer service standards.
**Recommendations**

In order to address the Areas for Improvement identified above, we recommend the following action items:

1. **Develop customer service standards** by utilizing a cross-functional team. The team should include diverse representation from across the region and from frontline, management, and administrative staff.

2. **Create a survey instrument to obtain customer feedback** and establish baseline metrics.

3. **Develop a system for obtaining customer feedback** on an ongoing basis.
Use of Data

The use of data to inform strategic decision-making is seen as a primary tenet of the Workforce Innovation & Opportunities Act and a pillar of a successful workforce system. Data should guide design of service delivery, performance benchmarking, and resource allocation. It should be the impetus for continuous improvement efforts.

Data is used in numerous ways by Michigan Works! Agencies (MWAs) across the state. At a minimum, MWAs look at program enrollment data and use it to ensure that they reach their performance benchmarks. However, most utilize performance and other data at varying levels. Some MWAs focus their data collection and analysis on labor market information, including in-demand industries and occupations. This helps them to focus their business services unit for maximum impact. Other MWAs look at labor market information solely to determine which training programs may be funded. Some MWAs subscribe to data programs that provide up-to-date, real-time data on in-demand jobs and skill sets, training completions, educational attainment, and even economic modeling.

West Michigan Works! does all of the above and more. Its use of data is especially important given the complexity of the system: the size of its staff, the mix of urban and rural communities, and political pressures during and following the merger. Data provides an objective basis for making decisions and solid evidence for setting strategic priorities.

Rating and Analysis

West Michigan Works! uses data at every level of decision-making, from selecting in-demand industries to managing performance of career coaches. The Performance Analyst position is a testament to the system’s commitment to using data effectively. This position exists for each program, and its primary responsibility is to pull data from various systems, analyze it, and share it with appropriate staff. Performance Analysts provide standardized reports on a regular basis (weekly, monthly, quarterly), and can also respond to requests for specific data sets.
Service center managers and staff use data on a regular basis to improve service delivery and ensure compliance with regulations and standards of practice. For example, managers receive a monthly report that shows case management contact with customers. It is required for career coaches to contact customers every 30 days at a minimum; this report is used with frontline staff to prioritize their work so that the requirement is met and customers are served in a timely manner. Another example is managing coverage in the resource rooms based on trends in traffic counts.

Areas for Improvement
The only area where data is not systematically collected and utilized is for customer service. See that section for Areas for Improvement and correlating Recommendations.

Recommendations
The following recommendation is provided as a suggested expansion of the system’s use of data. It will leverage the strength of this theme to improve Integration and Partnerships.

1. Create a system for sharing relevant data with partners. This action item could begin by exploring the types of data they would be interested in receiving. For example, WIOA Core partners may be interested to learn how many customers who come into the center are working with them. Community partners may be interested to learn about work participation rates among PATH customers. When their interest is determined, West Michigan Works! could create standardized reports to share on a regular basis.
Technology Utilization

This theme is another important aspect of WIOA. The *Vision for the One-Stop Delivery System* (TEGL 4-15) cites “Include both virtual and center-based service delivery” as one characteristic of a high quality one-stop. It encourages leveraging technology as a way to increase access to services, reaching more customers from all walks of life, in an efficient manner.

Workforce systems across the state and nation are beginning to explore use of technology for service delivery. There are myriad ways to implement this and many factors to consider. For instance, if a workforce system wants to offer webinar-based workshops, they will need to weigh the potential loss of individualized attention. Rural areas will need to consider availability of broadband if they want to offer skype-based career coaching sessions. Any foray into technology-based services will need to recognize the digital divide, ensuring access to all who can benefit.

Another way to utilize technology is to ensure that assistive technology is available to individuals with disabilities. Most computer screens can be adjusted for larger font sizes and magnified internet browsing. Software can be purchased for screen reading, and ergonomic keyboards can be made available.

**Rating and Analysis**

![Diagram showing technology utilization levels]

All workforce systems in Michigan must use some level of technology, since the state’s labor exchange is web-based. So the “Minimal” level on the rating continuum describes workforce systems who are content with the status quo, and are not exploring the potential of technology-based services. They also do not invest in updating their computers, networks, and internet infrastructure. The workforce systems at the Strong end of the continuum embrace the use of technology at multiple levels, for internal purposes and with customers. They find ways to leverage technology and, where it makes sense, to expand their reach of services.

West Michigan has several examples of Technology Utilization. Computers are up to date and assistive technology is available in all resource rooms. Every center houses a kiosk where customers can search for community resources. The Muskegon center is “paper light,” scanning all
documentation and maintaining only one hard copy of customer files. Staff groups connect with each other through LINK 7.0, a real-time communication tool. The program orientation is available through a video, which can be viewed online by individuals or groups at any time. These and other examples constitute a Strong level of Technology Utilization.

Areas for Improvement
The system’s current use of technology is strong already, but opportunities for increased use are plentiful. While no specific areas for improvement are identified, the recommendation below may reveal potential for expanding services through enhanced use of technology.

Recommendation

1. Convene a group of progressive partners to discuss Technology Utilization that will expand access, reach new and varied customers, and strengthen partnerships. Brainstorm new, innovative options and pilot them in various parts of the region.
## Appendix A – Summary: Areas for Improvement and Recommendations

<table>
<thead>
<tr>
<th>Theme</th>
<th>Areas for Improvement</th>
<th>Recommendations</th>
</tr>
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<tbody>
<tr>
<td>Integration</td>
<td><strong>Integration with WIOA Core Partners</strong></td>
<td>Connect WIOA core partners to specific service delivery elements.</td>
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<tr>
<td></td>
<td><strong>Coordination of Youth Services</strong></td>
<td>Develop strategic, overarching goals for the youth services by bringing together all staff in youth services for a facilitated strategy session.</td>
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<td></td>
<td></td>
<td>Document the service delivery system and share it as a model.</td>
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<tr>
<td>Access to Resources/</td>
<td><strong>Tracking what’s available</strong></td>
<td>Continue cataloging resources.</td>
</tr>
<tr>
<td>Partnerships</td>
<td><strong>Strengthened partnerships</strong></td>
<td>Continue supporting service center managers in strengthening partnerships.</td>
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<td></td>
<td><strong>Systems context</strong></td>
<td>Convene service center managers to discuss partnership best practices and systems context.</td>
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<tr>
<td>Customer Service</td>
<td><strong>Customer Service Standards</strong></td>
<td>Develop regional standards using a cross-functional team.</td>
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<td></td>
<td><strong>Customer Feedback process</strong></td>
<td>Develop and conduct a customer survey to establish baseline metrics.</td>
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<td></td>
<td></td>
<td>Create a system for ongoing customer feedback.</td>
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<tr>
<td>Use of Data</td>
<td>See “Customer Service” above</td>
<td>See “Customer Service” above</td>
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<td></td>
<td></td>
<td>Create a system for sharing relevant data with partners.</td>
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<tr>
<td>Technology Utilization</td>
<td>----</td>
<td>Convene system partners to discuss potential for increasing access to services through innovative use of technology.</td>
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**PUBLIC NOTICE**

**Executive Committee of the West Michigan Works! Workforce Development Board**

**2018 Meeting Schedule**

Meetings are held at 11:30 am on the following dates:

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<th>Location</th>
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<tr>
<td>January 8, 2018</td>
<td>Westside Service Center • Multi-Purpose Room A</td>
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<td></td>
<td>215 Straight Ave NW • Grand Rapids, MI 49504</td>
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<td>November 5, 2018</td>
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**West Michigan Works! Workforce Development Board**

**2018 Meeting Schedule**

Meetings are held on the second Monday of even months at 12:00pm (except December).

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<td>August 13, 2018</td>
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<tr>
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<td>215 Straight Ave NW • Grand Rapids, MI 49504</td>
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<tr>
<td>October 8, 2018 (Columbus Day)</td>
<td>Westside Service Center • Multi-Purpose Room A</td>
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<tr>
<td></td>
<td>215 Straight Ave NW • Grand Rapids, MI 49504</td>
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<td>December 10, 2018</td>
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