AGENDA

1. Call to Order, Chairperson Dave Smith
2. Public Comment – Agenda Items
3. Approval of the April 9, 2018 Minutes  Action Required
4. Policy Approvals  Action Required
   a. WMW 18-XX: Quality Assurance Policy, Brittany Lenertz, Talent Solutions Director
   b. WMW 18-XX: Service Animal Policy, Melanie White, Staff Attorney
5. Career Educational Advisory Council (CEAC): Approval of Chair and Vice Chairperson  Action Required
   Angie Barksdale, Chief Operating Officer
6. General Updates  Information Item
   a. Talent Solutions Updates, Brittany Lenertz
   b. Business Solutions Updates, Deb Lyzenga, Business Solutions Director
      i. MiCareerQuest 2018 Outcomes and video presentation
   c. New Projects and Initiatives, Angie Barksdale
   d. Medicaid Work Search Requirements, Jacob Maas, Chief Executive Officer
7. WMW WDB Subcommittees Updates  Information Item
   a. Executive Committee, Dave Smith
      i. WDB Terms of Office
      ii. Subcommittee Rosters
   b. Talent Solutions, Shana Welch
   c. Employer Solutions, Sherry White
   d. Strategic Partnerships, Heather Gluszewski
   e. Outreach and Communications, Mark Bergsma
   f. Career Educational Advisory Council (CEAC), Cindy Brown
8. Other Business  Information Item
   a. Michigan Works! Association (MWA) 2018 Annual Conference
      September 9th - 11th (Amway Hotel, GR)
9. Public Comment
10. Adjournment

Next Scheduled Workforce Development Board Meeting:
    August 13, 2018 located at:
    Westside Service Center, 215 Straight Ave N.W. Grand Rapids, MI 49504
West Michigan Works! (WMW) Workforce Development Board (WDB) Meeting  
Westside Service Center  
215 Straight Ave. N.W.  
Grand Rapids, MI 49504 
Monday, April 9, 2018  
Lunch 11:30 A.M. • Meeting 12:00 P.M.

MINUTES

Workforce Board Members Present: Dave Smith (Chairperson), Cindy Brown (Vice-Chairperson), Travis Alden, Mark Bergsma, Randy Boss, Norm Brady, Kenyatta Brame, Cathy Cronick, Jay Dunwell, Bob Ferrentino, Heather Gluszewski, Kiesha Guy, Rebecca Herrington, Jon Hofman, Angela Huesman, David Kitchen, Dan Rinsema-Sybenga, Michelle Seigo, Samantha Semrau, Jonas Talbott, Dan TenHoopen, Therese Thill, Bob Thompson, Darryl Todd, Shana Welch, Sherry White, Pat VerDuin

Workforce Board Members Absent: John Buchan, Tom Freeland, Jim Fisher, Scott McLean, Bill Pink, Val Putnam, Mark Thomas

Staff Present: Angie Barksdale, Brenda Isenhart, Jane Kreha, Brittany Lenertz, Deb Lyzenga, Jacob Maas, Janette Monroe, Melanie White, Nancy Wiest

Guests Present: Kevin Stotts (Talent 2025), Kyle Wilter (Youth Build, Bethany Christian Services)

1. Call to Order, Chairperson Dave Smith at 12:00 p.m.
2. Public Comment- Agenda Items- None
3. Approval of the February 12, 2018 Minutes Action Required
   Motion – Mark Bergsma
   Second – Sherry White
   Item Approved by Vote – Motion carried
4. Approval of Policy: WMW 18-XX WIOA Follow-Up Services Action Required
   Brittany Lenertz, WMW Regional Service Center Director, reported that the Workforce Innovation and Opportunity Act (WIOA) manual requires local policy for follow-up services. Follow-up services ensures positive outcomes by maintaining a connection with the participant as assistance may be needed to help retain employment.
   Motion – Jon Hofman
   Second – Mark Bergsma
   Item Approved by Vote – Motion carried
5. Career Educational Advisory Council (CEAC) Roster Action Required
   Angie Barksdale, WMW Chief Operating Officer (COO), reported that the official policy from the State of Michigan for replacing all existing Educational Advisory Groups (EAG’s) and Talent District Career Councils (TDCC’s) for all 16 Michigan Works! Agencies (MWA’s) in Michigan has been established. Angie reviewed the required member representation and reported that WMW extensively vetted applications to ensure diverse representation across region 4B. Angie reported that WMW WDB Vice-Chair Cindy Brown has been appointed to serve as the WDB member, noting that the roster now meets all the requirements of the State policy. Angie reviewed the memorandum noting how the CEAC will further assist the local workforce development board in establishing collaborative partnerships between employers, labor, workforce development
development advocates, local school districts, postsecondary institutions, and training centers to identify, develop, and implement training strategies that address West Michigan employers’ talent needs. Angie stated that the Executive Committee supported the slate of nominations for the CEAC committee.

Dave Smith requested approval from the Workforce Development Board as a whole.

Item Approved by Vote – Motion carried. All 27 members in attendance voted affirmatively.

6. Medicaid Work Search Requirements  
   **Discussion Item**
   Jacob Maas, WMW Chief Executive Director, provided board members with the handout titled “Substitute for Senate Bill No. 857”, noting that the bill may be further enacted in the future for individuals receiving Medicaid for “the purpose of adding work requirements to the medical assistance program.” Jacob indicated the Michigan Works! Association (MWA) has been discussing these work search requirements with the Department of Health and Human Services (DHHS) staff as well as lawmakers to further flexibility in the requirements and to assist in shaping the actual requirements, financial impacts and ensure that education is an allowable activity. Jacob provided board members a handout outlining the bill. Discussion took place.

7. General Updates  
   **Information Item**
   a. Service Center Updates
      Brittany Lenertz reported that as required by the Workforce Innovation and Opportunity Act (WIOA), the Michigan Talent Investment Agency (TIA) must certify Michigan Works! Service centers every three years using criteria developed in consultation with the Governor’s Talent Investment Board (GTIB), local Chief Elected Officials (CEO’s), and local Workforce Development Board (WDB) Chairs, which covers effectiveness, programmatic and physical accessibility, and continuous improvement. Brittany reported that in February, TIA staff visited all eight WMW service centers for the first Service Center certification visit since WMW was formed. In addition to passing the visit with no concerns or recommendations, TIA recognized several areas of best practices, including the standardization of services across the region, use of data by the board for developing services, and the professional staff development occurring within the organization. Brittany noted that the Employability Skills Curriculum information will be presented with the Subcommittee updates.

   b. Business Solutions Updates
      Deb Lyzenga, WMW Regional Business Solutions Director, reported that staff from the Business Solutions department presented at the National Association of Workforce Boards (NAWB) in collaboration with local and national partners on Industry Sectors and Apprenticeships. Deb further reported that in partnership with the West Michigan Coalition and Grand Rapids Chamber Public Policy, WMW provided public testimony to the Appropriations Committee on a key budget issue with the Skilled Trades Training Funds (STTF), with the purpose or goal for the committee to recommend to Governor Snyder that STTF remain in the budget at current or increased levels. Deb reviewed the top obstacles the Chamber outlined in the memo with board members. Dave Smith further added that prior to NAWB, he attended an Employers’ Association conference in Washington, D.C., and West Michigan Works! was commended on the work being done and recognized across the nation.

8. WMW WDB Subcommittees Updates  
   **Information Item**
   a. Talent Solutions; Shana Welch, WDB Member commended WMW staff, employers, and partners for their hard work across the region. Shana reported that the Employability Skills Curriculum Request for Proposal (RFP) was recently awarded to the “Talent Triangle” which consists of representatives from Kent Intermediate School District (ISD), Muskegon ISD, and Talent 2025. Shana noted that this is a three-phase plan consisting of validating the needs with employers, conducting a scan of existing curriculum and assessments, and developing curriculum for WMW.
Kevin Stotts of Talent 2025 also commented on the partnerships across the region that have been developing foundations relating to the employability skills curriculum.

b. **Employer Solutions:** Sherry White, WDB Member, reported that there are still responses being received from the employer surveys which have been sent out. The next meeting is scheduled for April 11th. Deb Lyzenga noted that the committee is still on schedule and may be looking at other items outside of the strategic plan, but pertinent to the committee’s goals.

c. **Strategic Partnerships:** Heather Gluszewski, WDB Member, reported that the last committee meeting was canceled, but it should be rescheduled for the end of April or early May. Heather stated that the subcommittee is collaborating with Strategic Policy Consultants and Talent 2025 to further develop a partnership ecosystem map.

d. **Outreach and Communications:** Mark Bergsma, WDB Member, reported that since the last meeting, his committee has made progress with the Econ Club of Grand Rapids and partnering with them during the yearly Essential Service Awards event as was discussed at the meeting in February. Mark noted that there are a few vacancies on the subcommittee, including in Health Care and IT. A replacement is also needed for Cindy Brown who was appointed to serve on the CEAC committee.

9. **General Updates**

a. Jacob Maas provided board members with a handout titled “Marshall Plan for Talent, Closing the Talent Gap”. Jacob noted that the plan seems to be incorporating a lot of work that is already going on with the exception of almost $100 million that could be issued on a competitive basis. The goals of the Marshall Plan include program creation and expansion, career navigation for students, further investment in teachers and students, and the development of robust partnerships between employers and the education system to help transform the talent needs and gaps throughout the State of Michigan. Brief discussion took place. Jacob indicated that as more information regarding the plan becomes available, WMW staff will continue to keep board members updated.

b. Dave Smith noted that a few board members, partners and WMW staff attended the annual National Association of Workforce Boards (NAWB) Forum 2018 in Washington, D.C. Cindy Brown noted that this was her first time attending NAWB and reflected on some of the industry panels that she observed. Jacob thanked the board members who attended.

c. Jacob Maas reminded board members that MiCareerQuest 2018 takes place on Wednesday, April 25th at DeVos Place in Grand Rapids. WMW is expecting approximately 9,000 students at this year’s event. Jacob stated that there is a volunteer orientation on April 11, 2018 and WMW can still take volunteers even if unavailable to attend the orientation.

10. **Other Business- Angie Barksdale reviewed that the first quarter West Michigan Works! Service Summary Dashboard metrics for October 1, 2017 through December 31, 2017 has been provided in the board packet.

11. **Public Comment- None**

12. **Adjournment at 1:02 p.m. by Chairperson Dave Smith.**
MEMORANDUM

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

FROM: Brittany Lenertz, Talent Solutions Director

DATE: June 11, 2018

RE: Draft WMW 18-XX: Quality Assurance Policy

Background

Local areas must establish an internal controls policy disallowing manipulation of data for performance or reporting benefit.

West Michigan Works! is responsible for ensuring that programs and services are provided in compliance with federal and state regulations. It is also essential to the integrity of the organization that programs be delivered with high quality and conscientious effort towards continuous improvement. This policy outlines the ways in which quality assurance systems in place at West Michigan Works! ensure both compliance and quality for all programs.

Requested Action

WMW staff is requesting that the WDB approve Draft WMW 18-XX Quality Assurance Policy.
Title: Draft WMW 18-XX Quality Assurance Policy

Effective Date: XX/XX/XXXX

Approved by: West Michigan Works! Workforce Development Board on XX/XX/XXXX
Area Community Services Employment and Training (ACSET) Governing Board on XX/XX/XXXX

Programs Affected: All federally-funded workforce programs administered by WMW

Supersedes: N/A

Reference: WIOA Manual

Background: Local areas must establish an internal controls policy disallowing manipulation of data for performance or reporting benefit.

Policy: West Michigan Works! is responsible for ensuring that programs and services are provided in compliance with federal and state regulations. It is also essential to the integrity of the organization that programs be delivered with high quality and conscientious effort towards continuous improvement. The Quality Assurance systems in place at West Michigan Works! ensure both compliance and quality for all programs.

Quality Assurance System

The purpose of Quality Assurance activities at West Michigan Works! is to proactively address areas of concern before they impact performance, quality, and efficiency. In addition, Quality Assurance looks for opportunities to improve service delivery and streamline operations.

Components of the Quality Assurance System shall include, at a minimum, the following:

- **Performance Tracking**: conducted by service delivery managers, policy managers, and performance analysts on a continuous basis;
- **Documentation Processes**: all staff are charged with ensuring proper documentation, which is controlled by quality assurance coordinators;
• **Approval Processes**: all program expenditures are reviewed and approved by management, with documentation assurance by the fiscal team;

• **Internal Monitoring**: all programs are reviewed using qualitative and quantitative methodologies (see Monitoring below);

• **Fiscal Monitoring**: internal checks and balances are appropriate, Generally Accepted Accounting Practices are followed, and a single audit is completed each year as per federal law;

• **Subcontractor Monitoring**: all subcontractors are monitored for administrative, programmatic, and fiscal compliance on an annual basis.

**Monitoring**

Monitoring of programs and subcontractors will be conducted using the following types of reviews:

• **Quality Review**: Each program will be reviewed for quality of service delivery on a continuous basis.

• **Compliance Review**: Documentation for eligibility and participation in programs, EEO, and worksite monitoring for OJT and WEP, will be reviewed on an annual basis, at a minimum. This includes all file review, Data Validation, and Data Verification.

• **Fiscal Review**: A single audit will be conducted of the organization, as required by law, to ensure fiscal integrity. In addition, fiscal and administrative monitoring of subcontractors will be conducted at least annually.

For each of the above reviews, a framework will be established that provides a systematic approach for continuity and accountability. The framework will include a schedule that assigns reviews on a calendar year basis.

**Quality Assurance Approach**

*Review of programs* shall focus on quality, using a continuous improvement approach. The quality assurance staff members will work collaboratively with managers and service delivery teams to examine program and service elements and determine the best approach for improvement. Effectiveness will be tracked and analyzed. Best practices will be identified and shared across the region. A qualitative methodology for review will be utilized.
Review of files shall focus on compliance, ensuring that all documentation is appropriate, thorough, and accurate. A quantitative methodology for review will be utilized.

Fiscal and administrative review of subcontractors shall focus on compliance at the organizational, program, and service delivery levels. A quantitative methodology for review will be utilized.

Separation of Duties

The structure of the organization will be such that those individuals responsible for quality assurance are not also tasked with delivering services, and have no management responsibilities over those who are delivering services.

Addressing Areas of Concern

When an issue of compliance is discovered during a review, corrective action shall be required. The quality assurance staff shall ensure that corrective action is appropriate and complete.

When an issue of quality is discovered during a review, quality assurance staff shall work with program staff to address the issue in a manner that is appropriate and feasible. These may include development of new processes, training and coaching, or other relevant interventions.

If an area of concern occurs repeatedly, corrective action shall be required, regardless of whether it is an issue of compliance or of quality. A formal improvement plan and technical assistance may also be required. Additional consequences for failure to address compliance issues or improve quality will be dependent upon the severity of the issue and determined by the Michigan Works! Director.

Documentation

All reviews, regardless of approach or methodology, shall be documented in a working file and finalized when appropriate. Documentation will be accessible to quality assurance management, the regional service center director, and administrative staff.
MEMORANDUM

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

FROM: Melanie White, Staff Attorney

DATE: June 11, 2018

RE: WMW 18-XX: Service Animal Policy

Background
West Michigan Works! is required to serve qualified persons with disabilities, including those who utilize service animals that assist them in their activities. The purpose of the attached proposed policy is to clarify, for the benefit of staff members at service centers, the type of animals that may be service animals (only dogs and miniature horses) and that animals that are solely “emotional support” animals are not allowed in a service center. The proposed policy also specifies the inquiries that are allowed by law to be made about an animal brought into a service center, the circumstances under which a service animal may be excluded, and the proper staff members who may make the inquiries and exclude the animal. The policy includes the requirement that staff members document actions relating to excluding or inquiring about service animals.

Requested Action
WMW requests that the WDB approve WMW 18-XX: Service Animal Policy.
Title: WMW 18-XX Service Animal Policy

Effective Date: XX, XX 2018

Approved by: West Michigan Works! Workforce Development Board on XX/XX/2018

Scope: This policy provides guidelines applicable to the presence of service animals in One-Stop Centers operated by West Michigan Works!.

Supersedes: N/A

References: Section 188 of Workforce Innovation and Opportunity Act (WIOA), P. L. 113–128; Americans with Disabilities Act (ADA), P. L. 101-36; 28 CFR 35.104; 28 CFR 35.136 29 CFR 38.4; 29 CFR 38.16; MCL 750.50a; MCL 37.1101 et seq.

Background: Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits any recipient of federal funds under WIOA from discriminating against any qualified person with a disability who applies for or participates in any employment and training program funded with WIOA funds, including the use of a One-Stop Center, on the basis of his or her disability. Title II of the Americans with Disabilities Act (ADA) also prohibits a public entity, such as West Michigan Works!, from excluding any qualified individual with a disability from participation in or denying the benefits of the services, programs, or activities that it offers, or discriminating against that person, on the basis of his or her disability. The federal regulations that implement both of these statutes include rules specifically applicable to service animals. Section 504 of the Rehabilitation Act of 1973 also prohibits recipients of federal funds from illegal discrimination on the basis of disability, but neither that statute nor its implementing regulations deal specifically with service animals.

Title III of the Michigan Persons with Disabilities Civil Rights Act prohibits a public entity from denying an individual the full and equal enjoyment of a public service because of a disability that is unrelated to the individual’s ability to utilize and benefit from such service, but it is silent concerning the use of service animals. However, section 50a of the Michigan penal code provides that no individual may “willfully and maliciously impede or interfere with, or attempt to impede or interfere with, duties performed by a service animal that he or she knows or has reason to believe is a service animal used by a person with a disability.”

Policy: It is the policy of West Michigan Works! (WMW) to provide any qualified individual with a disability, including any such individual who uses a service animal, the opportunity to take full advantage of any appropriate aid, benefit, service or training available at any service center included in the one-stop system that it administers.

West Michigan Works! is a division of ACSET, an Equal Opportunity Employer/Program & a proud partner of the American Job Center network. Auxiliary aids and services are available upon request to individuals with disabilities.
**Definitions:**

1. Section 29 CFR 38.4(fff) of the USDOL regulations that implement Section 188 of WIOA define a “service animal” as

Any **dog** that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are **not** service animals for the purposes of this definition. The work or tasks performed by a service animal must be directly related to the individual's disability.

This language is identical to the definition of a service animal contained in the regulations that implement Title II of the ADA.

The ADA Title II regulations, as well as the Michigan law, indicate that a **miniature horse** may also be a service animal. A miniature horse is one that

- has been individually trained to do work or perform tasks for a person with a disability who seeks to utilize any of the aids, benefits or services available in the service center;
- Weighs no more than 100 pounds; and
- Stands less than 26 inches in height at the withers.

Any such miniature horse is subject to the same rules as any other service animal as provided in this policy.

2. "Person with a disability" means a person who has a disability as defined in section 12102 of the ADA of 1990, 42 USC 12102, and the regulations that implement Section 188 of WIOA at 29 CFR 38.104.

3. “Work or tasks” that a service animal is trained to perform for a person with a disability include, but are not limited to, assisting individuals who are blind or have low vision with navigation and other tasks, alerting individuals who are deaf or hard of hearing to the presence of people or sounds, providing non-violent protection or rescue work, pulling a wheelchair, assisting an individual during a seizure, alerting individuals to the presence of allergens, retrieving items such as medicine or the telephone, providing physical support and assistance with balance and stability to individuals with mobility disabilities, and helping persons with psychiatric and neurological disabilities by preventing or interrupting impulsive or destructive behaviors. **However, the crime deterrent effects of an animal’s presence and the provision of emotional support, well-being, comfort, or companionship, without more, do not constitute work or tasks for the purposes of this definition.** 29 CFR 38.4(fff); 28 CFR 35.104;

**Rules:**

1. No person may bring any animal into a One-Stop Center unless the animal is a service animal brought in by a person with a disability. Any animal that is:
   a. Not a dog or a miniature horse; or
   b. Solely an emotional support animal that performs no work or tasks for the disabled person; is **not** a service animal that is allowed in a service center.

2. Any service animal that is brought into a service center by a person with a disability must be
   a. Housebroken and
   b. Under control of its handler. A service animal shall have a harness, leash, or other tether, unless either the handler is unable because of a disability to use a harness, leash, or other tether, or the use of a harness, leash, or other tether would interfere with the service animal's safe, effective performance of work or tasks, in which case the service animal must be otherwise under the handler's control (e.g., voice control, signals, or other effective means).
3. A Service Center Manager, an Assistant Manager, or a WMW employee designated by a Service Center Manager may require that a person remove an animal, including a service animal, from a one-stop center if
   - The animal is out of control and the animal's handler does not take effective action to control it;
   - The animal is not housebroken; or
   - The animal is not a service animal as defined in this Policy.

4. If WMW staff properly excludes a service animal pursuant to this policy, WMW must give the individual with a disability the opportunity to return to the service center and participate in the service, program, or activity without having the service animal on the premises.

5. If a Service Center Manager, Assistant Manager, or designated employee requires that a person remove an animal from a service center, that person shall document that incident on the WMW Service Animal Report attached hereto.

6. WMW is not responsible for the care or supervision of a service animal.

7. Individuals with disabilities must be permitted to be accompanied by their service animals in all areas of a service center where members of the public, participants in services, programs or activities, beneficiaries, registrants, applicants, eligible applicants/registrants, applicants for employment and employees, or invitees, as relevant, are allowed to go.

8. WMW must not ask or require an individual with a disability to pay a surcharge because of the individual's service animal.

9. WMW may charge an individual for damage caused by an animal, including a service animal, brought into a service center by the individual.

Inquiries:

1. If a person brings an animal into a service center, no member of the WMW staff may ask the person about the nature or extent of the person’s disability.

2. No member of the WMW staff may require documentation, such as proof that the animal has been certified, trained or licensed as a service animal.

3. If a question arises about whether an animal is a service animal, a WMW Service Center Manager, Assistant Manager, or other WMW employee designated by the Service Center Manager, may only ask the individual the following two questions:
   - If the animal is required because of a disability, and
   - What work or task the animal has been trained to perform.

4. No WMW employee may make the above inquiries about a service animal when it is readily apparent that an animal is trained to do work or perform tasks for an individual with a disability (for example, the dog is observed guiding an individual who is blind or has low vision, pulling a person’s wheelchair, or providing assistance with stability or balance to an individual with an observable mobility disability; or the animal is wearing an official patch or vest that identifies it as a service animal).

5. Whenever a proper member of the WMW staff makes any inquiry about a service animal, as provided in Section 3, he or she shall document the inquiry and response by completing the appropriate portion of the WMW Service Animal Report attached hereto.
WEST MICHIGAN WORKS! (WMW)
SERVICE ANIMAL REPORT

This report must be completed (1) when an animal is excluded from the service center, or (2) when inquiries are made about an animal, regardless of whether it is excluded from the service center. The report must be sent to the WMW Equal Opportunity Officer within 24 hours after the exclusion or inquiries.

A service animal is any dog or miniature horse that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not service animals for the purposes of this definition. The work or tasks performed by a service animal must be directly related to the individual's disability.

A miniature horse is a service animal if

- it has been individually trained to do work or perform tasks for a person with a disability who seeks to utilize any of the aids, benefits or services available in the service center;
- Weighs no more than 100 pounds; and
- Stands no more than 26 inches in height at the withers.

Any animal that is:
- Not a dog or a miniature horse; or
- Solely an emotional support animal that performs no work or tasks for the disabled person;

is not a service animal that is allowed in a service center.

Work or tasks that a service animal is trained to perform for a person with a disability include, but are not limited to, assisting individuals who are blind or have low vision with navigation and other tasks, alerting individuals who are deaf or hard of hearing to the presence of people or sounds, providing non-violent protection or rescue work, pulling a wheelchair, assisting an individual during a seizure, alerting individuals to the presence of allergens, retrieving items such as medicine or the telephone, providing physical support and assistance with balance and stability to individuals with mobility disabilities, and helping persons with psychiatric and neurological disabilities by preventing or interrupting impulsive or destructive behaviors. However, the crime deterrent effects of an animal's presence and the provision of emotional support, well-being, comfort, or companionship, without more, do not constitute work or tasks for the purposes of this definition.

A person with a disability means a person who has a disability as defined in section 12102 of the Americans With Disabilities Act of 1990, 42 USC 12102, and the regulations that implement Section 188 of WIOA at 29 CFR 38.104.

I. A Service Center Manager, an Assistant Manager, or a WMW employee designated by a Service Center Manager may require that a person remove an animal, including a service animal, from a one-stop center. Any time that an animal is brought into a service center and that animal is excluded from the center, this form must be completed by the person who determined that the animal must be excluded.

Service Center Location: __________________________________________________________

Date: ___________________  Time: ___________________

Type of animal: ________________  Customer’s name: ________________________________

Reason for exclusion: ____________________________________________________________

__________________________________________________________
II. This section of the Report must be completed whenever the following inquiries are made about an animal, regardless of whether it is excluded from the service center. If a question arises about whether an animal is a service animal, a WMW Service Center Manager, Assistant Manager, or other WMW employee designated by the Service Center Manager, may only ask the individual the following two questions:

Is the animal required because of a disability?
Response ("Yes" or "No"): __________

What work or task has the animal been trained to perform?
Response: __________________________________________

No WMW employee may make the above inquiries about a service animal when it is readily apparent that an animal is trained to do work or perform tasks for an individual with a disability (for example, the dog is observed guiding an individual who is blind or has low vision, pulling a person's wheelchair, or providing assistance with stability or balance to an individual with an observable mobility disability; or the animal is wearing an official patch or vest that identifies it as a service animal).

An animal may be excluded without making the above inquiries if:

• The animal is NOT a dog or a miniature horse (as defined above);
• The animal is NOT under the control of its handler; or
• The animal is NOT housebroken.

If a person brings an animal into a service center,

• No member of the WMW staff may ask the person about the nature or extent of the person's disability.
• No member of the WMW staff may require documentation, such as proof that the animal has been certified, trained or licensed as a service animal.

If WMW staff properly excludes a service animal pursuant to this policy, WMW must give the individual with a disability the opportunity to return to the service center and participate in activities without having the service animal on the premises.
MEMORANDUM

TO:        West Michigan Works! (WMW) Workforce Development Board (WDB)
FROM:      WMW Staff
DATE:      June 11, 2018
RE:        Career Educational Advisory Council (CEAC):
            Approval of Chair and Vice-Chairperson

Background
In April 2018, the WDB approved the slate of applicants to serve on the newly-formed CEAC as well as the CEAC staff lead. In accordance with the bylaws of the CEAC, Article III: Membership, Section A,

“The members of the CEAC, as well as its Chairperson and Vice-Chairperson, shall be appointed by the WDB in accordance with law. The WDB shall also appoint the CEAC’s “lead” point of contact for the TIA”.

Action
On May 25, 2018, the CEAC made a motion for Cindy Brown (Hello West Michigan) to serve as Chairperson and Kyle Fiebig (Muskegon Area ISD) to serve as Vice-Chairperson.

WMW staff is requesting approval from the WDB of these nominations.
West Michigan Works! is a division of ACSET, an equal opportunity employer/program and a proud member of the American Job Center network. Auxiliary aids and services are available upon request to individuals with disabilities. TTY 711 Supported by the State of Michigan

MEMORANDUM

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

FROM: Brittany Lenertz, Talent Solutions Director

DATE: June 11, 2018

RE: Talent Solutions Updates

Partnership. Accountability. Training. Hope. (PATH)

In an effort to provide better quality career planning assistance and outcomes for PATH job seekers, WMW! is working to redesign the entrance into PATH services, reducing an emphasis on strictly compliance-based activities and increasing an emphasis on quality services, evidence-based career coaching, and easier access and guidance for training in high demand careers. While it is the goal of the organization to meet the State required outputs, we are shifting focus from compliance outputs to meaningful outcomes for this target population.

Wedge

WMW! is offering an innovative technology for improving presentation and interview skills. “Wedge” is a cloud-based services that allows job seekers to record themselves answering interview questions and work with staff to improve their presentation skills. In addition to freeing up staff time to conduct mock interviews, the interviewee gets to view themselves and help determine the areas in which they can improve. Future uses for this application may also include opening the tool to employers as a first step in the interview process or along with a Career Portfolio submission.

Youth Services

The research, including focus groups and surveys, has been completed by Janie McNabb, WMW’s One-Stop Operator, for the targeted out-of-school youth population. Recommendations include strengthening the leadership of the youth services team to include a regional management-level position to provide direct management across service centers to assist in unifying the team; increasing opportunities for outreach and community partnerships outside of the One-Stop Centers; and increasing targeted training opportunities for youth staff, including Positive Youth Development, Trauma-Informed Care, and Motivational Interviewing.
Analysis of Youth Services at West Michigan Works! and Recommendations for Improvement

PREPARED AND PRESENTED BY THE ONE-STOP OPERATOR, 2018

To: West Michigan Works!
From: Janie McNabb

The goal of the One-Stop Operator (OSO) is to assist West Michigan Works! in coordinating services across multiple programs, with various partners, and with integrated approaches. 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. As such, this review of Youth Services at West Michigan Works! presents analysis and recommendations for strategic improvements that will enhance quality of service delivery.

During the first quarter of Program Year 2017, the OSO conducted an overview assessment of service delivery and alignment in the eight comprehensive American Job Centers of the workforce area. This assessment revealed many strengths among programs and staff, as well as areas for improvement. One recommended improvement was to increase coordination in youth services programs. Since then, the OSO has further explored this issue at West Michigan Works, reviewing and analyzing local youth programming. We also reviewed practices of other Michigan Works! Agencies as well as available research on successful youth programs across the country. In addition, we attempted to better identify the need among current and potential participants, focusing primarily on aspects that will help to improve recruitment and retention of young adults for program enrollment.

This report provides a summary of the process used to conduct the review and analysis of youth services, primary observations, and recommendations for improvement within the West Michigan Works! system.
Process and Observations
The process used to conduct this analysis included reviewing various components of local service delivery, researching external practices, and conducting focus groups and a survey with current and potential participants.

Initial Analysis of Service Alignment
As mentioned above, the OSO conducted a review of services across the West Michigan Works! system. This review indicated the following issues related to youth services programming:
- Frontline youth staff are disconnected from each other and are thus unable to share best practices, learn from each other, and form a cohesive group;
- This lack of connection results in varying levels of understanding among frontline staff regarding the priorities of the programs and their relation to other services;
- Youth services is not readily connected to integrated activities such as Business Solutions, workshops, the LEAN Board, and more.

Youth Services Strategy Workgroup
In order to further explore the issue of youth services coordination, a cross-functional workgroup was convened in early December, 2017. The initial goal of forming the workgroup was to find a common strategy to serve as a unifying element for the disconnected components of the youth services program. Activities at the meeting provided opportunities for review of youth services from a strategic perspective, including correlation to the West Michigan Works Strategic Plan and review of program-specific data. In addition, the workgroup conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the youth services programs. Based on this analysis, the group also explored specific issues and activities, such as Community Resources, Outreach, and Work Experience.

Discussions at the workgroup meeting indicated the following issue areas:
- Work Experience is difficult to implement due to the current economy, but represents an opportunity to partner with businesses in new and innovative ways;
- Community Resources are lacking in rural areas and overwhelming in urban areas, and both are hard to track;
- Outreach is needed to improve recruitment and engagement;
- Retention is a struggle for various reasons, including the current economy and barriers to participation such as transportation and childcare.

The results of the workgroup’s discussions revealed more evidence that higher levels of coordination are needed in order to improve cohesion in youth services across the system, as well as better integration with other programs and partners. Comprehensive notes and analysis were shared with the Regional Service Center Director and Youth Policy Manager following the workgroup meeting.
A specific outcome of the meeting and its findings included a plan for exploring the need for youth services, especially in areas outside of Grand Rapids. Engagement of participants was a priority concern among those working in youth services, yet there was a lack of thorough understanding about what it takes to target and retain the appropriate youth for the program. Therefore, a plan was developed for conducting focus groups with existing and potential participants (see below).

Quality Assurance Review
Another project of the OSO was to thoroughly review the Quality Assurance systems at West Michigan Works!. While the focus of this review was comprehensive, it provided a significant amount of information about the structure of service delivery for youth programs. Much of the review work was conducted in collaboration with the Youth Policy Manager, who provided insight and support.

Observations of youth services gained from Quality Assurance review included the following:

- The structure of youth service delivery is disconnected and varies across the system – services provided in Kent County are subcontracted, services provided in all other counties are direct delivery, and JMG is provided only in Muskegon;
- Service Center Assistant Managers are charged with management of youth services Career Coaches, yet the youth programs are not effectively integrated and utilizing the career coaching model;
- Services provided to youth participants vary by location, i.e. high levels of GED completion and low usage of work experience in Ottawa, a primary focus on in-school youth and JMG in Muskegon, etc.;
- Lack of connection to subcontracted service providers in Kent County.

Youth Focus Groups
Focus groups were conducted with existing and potential youth participants at the end of March. The focus groups were held in four locations outside of Grand Rapids, in order to narrow the scope and focus on youth services provided through direct delivery. Future focus groups or other research may be needed to integrate subcontracted service providers.

The focus groups were designed to better understand why young adults would enroll and stay in the program. The discussions were intended to answer the following questions, as well as others:

- What is most appealing about the services?
- What makes the difference between those who stay and finish the program versus those who drop out early?
- How can West Michigan Works! create programs that provide the right opportunities for engagement, persistence, and completion?

Comprehensive notes and analysis were shared with the Regional Service Center Director and Policy Coordinator following the focus group sessions. The results of the focus groups can be summarized as follows:
• Young adults are especially interested in belonging to a group and receiving support from fellow participants and their Career Coach;
• Participants want to have a say in how the program is designed and delivered;
• The “end goal” must be clear and compelling enough to overcome barriers to participation;
• Gas cards, food at meetings, and other support services are helpful but do not provide significant incentive to enroll, actively participate, and complete the programs;
• The role of the Career Coach is instrumental in creating the environment that delivers on all of the above.

Young Adult Survey

Based on the findings from the Youth Focus Groups, an online survey was created. This survey was intended to gather additional information that could substantiate or dispute the focus group results. Questions were devised that would reveal the most appealing aspects of service delivery for existing and potential participants. The survey also collected information on what is working well with current service delivery, what could improve the programs, and issues that can get in the way of enrolling and/or completing.

A separate report will detail the results of the survey. In summary, the following significant factors were identified:

• The most important aspects of enrolling in youth programs are...
  o the promise of a better job;
  o learning new skills;
  o encouragement to join.

• The most appealing aspects of participating and staying in youth programs are...
  o the promise of a better future;
  o advice and support from the Career Coach;
  o a listening ear from the Career Coach.

• The program could be improved if...
  o the schedule was more flexible;
  o a (better) job was promised at the end.

• The most significant barriers to participation are...
  o childcare;
  o scheduling;
  o family issues.

The survey provided further evidence to substantiate the findings from the focus groups. This additional input helps to reinforce and verify the conclusions regarding the importance of the Career Coach, as well as the need to cultivate a compelling vision and foster a sense of belonging. Similar to the focus groups, gas cards and other supportive services ranked in the middle to low end of the scale for recruitment and engagement.
Research of Other Youth Programs and Promising Practices

In reviewing the service delivery of other youth programs, we attempted to find the common elements that determined successful outcomes. Much research has been done in this area, and we found many white papers and case studies to draw from. In order to narrow the scope of the review, we focused on publications of the USDOL released within the last two years.

The primary common elements found in successful youth employment and training programs include:

- Common vision / purpose for youth-focused staff;
- Strengths-based approach for helping youth to succeed, instead of addressing weaknesses;
- Staff who are well-trained and highly skilled in behavioral change techniques;
- Long-term commitment to supporting youth through multiple enrollments and disengagements;
- Partnerships with employers and training providers for work experience and career pathway development;
- Financial incentives and supportive services as needed.

While there are many other elements of successful youth programs cited throughout the abundance of research, the list above summarizes the most often-mentioned and those that appear most relevant to West Michigan.

In addition to research of USDOL publications, we interviewed youth program staff in the Northwest and Northeast workforce areas. These locations were selected because of their successful reputation for youth programs throughout the state (Alpena’s JMG program was highly recommended) and because of their rural nature, which aligns with the areas of focus in West Michigan under this review.

The two programs shared the challenges they face, which include the following:

- The Out-of-School and In-School youth populations are very different from each other and require different approaches and strategies;
- Youth have significant anxiety associated with school environments, yet Michigan Works is often associated with school and government;
- The job of Career Coach can be all-consuming – nights, weekends, and the burden of responsibility for helping youth in seemingly impossible situations;
- The transition to higher focus on Out-of-School Youth has been difficult since partner relationships have traditionally been with school systems.

In addition, the programs shared their reasons for success:

- The program is all about the relationship between Career Coach and youth, both individually and as a group – the relationship requires trust on both sides which takes time and energy to build;
- Successful career coaching involves a steady balance between setting high expectations and providing support and encouragement;
• Staff must care passionately about what they are doing in order to maintain the high levels of energy and commitment necessary to do a good job;
• The program must meet youth “where they are,” both in terms of their life situation and where services are provided (i.e. the target audience typically does not come into the centers).

The structure of these programs and their specific activities were also shared. Some of the promising practices include:
• JMG specialists are stationed at career tech centers and provide the curriculum within a class;
• Career Coaches work within alternative schools (enrolling participants prior to admission in order to capture OSY status – this requires significant coordination and partnership with the school);
• Smaller areas work with schools and adult ed partners but do not attempt a cohort model, as there isn’t a critical mass of participants and/or their schedules don’t align;
• Staff take advantage of resource hours and lunch hours at the career tech and alternative school sites, and after-school times;
• They provide numerous experiential activities – field trips, etc. – to maintain energy and interest.
Analysis and Recommendations

It is clear that there are many challenges facing the youth services program at West Michigan Works! However, it is also worth noting that the program has many strengths, including a team of dedicated staff, solid performance, and strong relationships with community partners.

The various challenges can be summarized as follows:

- The current structure of the youth services program does not support coordination or cohesiveness across the region. Youth services staff are part of the service center team, yet they are not well connected with other programs. This is likely due to the distinct differences between their target customers and the customers who typically come to the centers. They also need cohesion with their program team in order to best understand how they fit with the other components in the workforce system.

- Services are provided primarily to customers via walk-in traffic and referrals from partners. Because youth staff are based within the service centers, they are not actively engaging in the community. Some outreach occurs, but its focus is secondary, so they are not proactive in their efforts to recruit new participants or in seeking new avenues for reaching target customers.

- Staff are trained in the career coaching model but are not actively using it for youth customers. This may be due to a perceived disconnect between the model and its application for youth populations.

The above challenges are not the only ones faced by the program but are the most relevant considering the findings of the focus groups and surveys. It is difficult to cultivate a sense of belonging among participants if the staff do not have a sense of belonging of their own. It is also difficult to engage with youth in a meaningful way if the location is not conducive.

The scope of this review did not include analysis of skill sets among youth career coaches. However, it is worth noting the extreme importance of the career coach’s role. They must be able to coach youth customers in myriad ways, and it takes a highly developed skill set to do so.

**Recommendation #1: Strengthen leadership of the youth services team**

Leadership should provide the team with a common vision and purpose that increases cohesiveness among staff and management within the youth services program. Leadership should also ensure that staff have the relevant skill set, training, and ongoing professional development to address the challenges of working with youth populations.

In order to accomplish this, we recommend a structural change and a facilitated strategic planning process, as follows:

- A management level position should be established to oversee the youth staff. The position will provide the leadership that is needed to unify the team.
• Continue with the facilitated process for establishing a common purpose that will help to prioritize activities and adjust to the structural change. This began with the first workgroup session in early December, and should continue after the new management position has been filled.

**Recommendation #2: Increase opportunities for outreach and community partnerships**

It is essential, both for recruitment and successful engagement, that youth services staff actively connect with youth customers out in the community. Therefore, a long-term strategy should be pursued that places youth career coaches in locations throughout the region. This can be done through co-location agreements with partners who have access to the youth populations.

**Recommendation #3: Enhance skill sets for youth services staff**

Determine additional training opportunities for youth services staff that provide specialized techniques for working with youth populations. These may include Positive Youth Development (PYD), Trauma-Informed Coaching, Motivational Interviewing, or others.
MEMORANDUM

TO: West Michigan Works! (WMW) Workforce Development Board (WDB)
FROM: Deb Lyzenga, Business Solutions Director
DATE: June 11, 2018
RE: Business Solutions Updates

____________________________________________________________

USDOL Registered Apprenticeships

a) Shana Welch and Deb Lyzenga had the opportunity to participate in a press conference with Talent and Economic Development Department of Michigan Director Roger Curtis at the Michigan Educators and Apprenticeship Training Association (MEATA) annual conference in Traverse City. The press conference highlighted the successful work and partnership between Mercy Health and West Michigan Works! and launched the state’s Experience Sooner initiative. Experience Sooner features a streamlined Website that houses all Michigan apprenticeship-related programming information in a single location and is tailored to the needs of students and employers. www.MIAprenticeship.org

b) West Michigan Works! Sponsored Registered Apprenticeship Programs: 16

c) Number of Participating Apprentices and Employers:

<table>
<thead>
<tr>
<th>West Michigan Works! DOL Registered Apprenticeship Programs</th>
<th>FY 2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>Employers</th>
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<tbody>
<tr>
<td>Healthcare Apprentices</td>
<td>26</td>
<td>25</td>
<td>43</td>
<td>6</td>
</tr>
<tr>
<td>24 enrolled</td>
<td>20</td>
<td></td>
<td></td>
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<tr>
<td>24 completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing Apprentices</td>
<td></td>
<td></td>
<td>42</td>
<td>18</td>
</tr>
<tr>
<td>IT Apprentices</td>
<td></td>
<td></td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Construction Apprentices</td>
<td></td>
<td></td>
<td>16</td>
<td>7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>24</td>
<td>20</td>
<td>105</td>
<td>34</td>
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MiCareerQuest: April 25, 2018

<table>
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<tr>
<th># of students registered</th>
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<tbody>
<tr>
<td># of unique employers</td>
<td>109</td>
</tr>
<tr>
<td># of exhibitors</td>
<td>924</td>
</tr>
<tr>
<td># of volunteers</td>
<td>189</td>
</tr>
<tr>
<td># of occupations highlighted</td>
<td>157</td>
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</table>

- Educator: “It is so interactive and exposes students to a ton of options in so many fields. There is something there for every student and every ability and every goal for after high school (some want to work immediately, some want a vocational school, some want 4 years + of college- but there were jobs in every category fitting those goals).”

- Student: “The employers really wanted to engage with the students and they told us how everything works. Taught us how to do the things they do. Then let us try it out. Most often career fairs don’t include civil engineering, architecture, or meteorology, but MiCareerQuest offered a wide range of interesting fields.”

- Exhibitor: What did you like best?
  - Variety of exhibits
  - Career trees! Lots of “light bulb” moments.
  - Well-organized
  - Opportunities to interact with students and educators
  - Kids’ enthusiasm
  - Interactions with students truly invested and interested in the careers in the sector
MEMORANDUM

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

FROM: Angie Barksdale, Chief Operating Officer

DATE: June 11, 2018

RE: New Projects & Initiatives

Evidence Base Hiring Practices

West Michigan Works! has been funded over $1,022,000 by the WK Kellogg Foundation to implement Evidence-Based Selection Processes (EBSP) over 3 years among five large employers in the Grand Rapids labor market to significantly increase the diversity of their new hires. The project will focus on hiring individuals from the 17 census tracts in the City of Grand Rapids that are part of the WKKF Neighborhoods of Focus (NOF) initiative.

This project will be done in partnership with Talent 2025 Diversity Equity & Inclusion Initiative. In coordination with our work, Talent 2025 will be launching Evidence Based Hiring Practices via a community of practice approach with employers throughout the region.

Career Development Center

In partnership with the SOURCE, the Career Development Center will provide on-site support at Mercy Health to implement a job progression program aimed at career advancement and family stabilization. The focus of this program is to address the hiring, retention and advancement challenges facing the healthcare industry in our city and to support incumbent workers in transitioning to higher wage jobs that support economic mobility for their families. This integrated program will be offered through focusing on 4 activities; stabilization, exploration, progression and financial capacity planning. West MI Works! will assist in the identification of candidates from the Neighborhoods of Focus to reach community wide goals of reducing unemployment in this population. It will support colleagues in transitioning to higher wage jobs to increase economic security for their families and increase retention and advancement at Mercy Health. As part of this three-year project, West Michigan Works will receive over $300,000 for staffing.
Retention Solutions

Business Resource Networks are an innovative, employer based model that pulls together a consortium of small to midsize businesses to provide job retention service, work supports and training opportunities for entry level employees, many of whom are receiving public assistance. With a growing need among our businesses for retention supports and interest from businesses in our region to participate in this model, West MI Works! is hiring a Retentions Solutions Manager to develop and expand this model within our seven county region. This work will be done in partnership with the SOURCE, who will provide technical assistance, and local DHHS offices.

Demand Driven Workgroup

We are a demand driven system, but what does that truly mean? Several years ago, 24 Michigan Works! Directors across all 83 counties came up with and agreed, that the employers are the demand and our job seekers are the supply. It doesn’t mean that one deserves or gets less customer service than another or that in order to serve the business better, it needs to be at the detriment of the job seeker. What it truly means is that we are an integrated system in which all parts need to be working together and in alignment. Feedback from our work with the demand should be easily communicated back to the supply-side, and feedback from the supply-side needs to be acknowledged and communicated back to the demand. This feedback is done to problem solve, identify opportunities, align work, understand limitations and better serve both employers and job seekers.

We have several innovative and amazing things going on now like the LEAN Job Boards in each of our service centers, the job and talent blasts, apprenticeship programs, MiCareerQuest, Hot Jobs List, hiring events, and other great things happening, but there are others that may need improvements. In order to dive deeper into what demand driven means for West Michigan Works! and how we can better implement an integrated system, we have launched a workgroup of staff from various departments, functions and locations. This workgroup, facilitated by our One-Stop Operator, Janie McNabb, will meet over the next several months to dive into this. The goal is for them to provide us with a recommendation on what demand driven means for West MI Works! and recommendation on ways we can operationalize demand driven to enhance our integrated system.
MEMORANDUM

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

FROM: Nomination Committee
       (designated by the WMW WDB Executive Committee)

DATE: June 11, 2018

RE: WDB Terms of Office

Listed below are the board members whose terms of office expire October 31, 2018. WMW staff is encouraging current board members to reapply. Applications will be sent via email to existing board members and will also be available at: http://www.westmiworks.org/public-info/. Applications are due July 31. Applications will be reviewed by a Nominating Committee assigned by the Executive Committee. Applications will be presented to the Workforce Development Board and the ACSET Governing Board for final approval.

<table>
<thead>
<tr>
<th>Business (8):</th>
<th>Higher Ed (2):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bergsma, Boss, Brady, Brame, Brown, Gluszewski, Smith, vacancy</td>
<td>Ferrentino, Rinsema-Sybenga</td>
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| Community-Based Organization (2): |
| Guy, Thomas |

| Organized Labor/Employee rep (1): |
| Dan TenHoopen |

| Economic Development (3): |
| Huesman, Thill, Todd |

| Vocational Rehab (1): |
| Cronick |
MEMORANDUM

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

FROM: Dave Smith, WDB Chairperson

DATE: June 11, 2018

RE: Subcommittee Rosters

Background

With recent board member appointments there appears to be board members that have not yet been assigned to the existing subcommittees. Attached is a description of each subcommittee and current roster.

New Board Members – need to be assigned

Jonas Talbott
David Kitchen
Pat VerDuin
Darryl Todd

Action

Each of the four members listed above shall be placed onto an existing subcommittee of the workforce board.
Workforce Development Board Subcommittees

Outreach and Communications
Key core competencies covered: gathering and disseminating information to the community, outreach and communication.
The outreach and communications subcommittee will play a key role in the West Michigan Works! branding strategy and increasing awareness of services and initiatives of the system. It should be closely tied to the other committees as it will be involved in communicating all of the initiatives that West Michigan Works! undertakes through the strategic plan and otherwise.

Employer Solutions
Key core competencies covered: gathering and disseminating information among employers, assessment, placement and retention.
The employer solutions subcommittee will work on strategies related to strengthening the Board’s relationships with local employers. This committee will focus strongly on the services that are currently available for individual employers and how West Michigan Works! can expand the reach and continue to build the quality of those services that are offered.

Talent Solutions
Key core competencies covered: gathering and disseminating information among jobseekers, career coaching, placement and retention.
The talent solutions subcommittee will focus on the services provided to individuals; monitoring the quality of those services and seeking solutions for improvement. The committee will focus on strategies to expand the talent pool in West Michigan, including targeting youth, underemployed workers, and individuals with barriers to employment.

Strategic Partnerships
Key core competencies covered: convening and connecting, gathering and disseminating information throughout partner network.
The strategic partnerships committee will focus on convening partners and employer customers to gain a better picture of the local workforce development system and workforce needs. This includes the facilitation of regional industry councils. The committee will keep track of an ecosystem map to identify any gaps in the system and seek new connections to fill them. It will also drive system-wide initiatives, like career pathways, promoting innovative solutions and diversifying revenue.