



West Michigan Works! (WMW) Workforce Development Board (WDB) Meeting
Westside Service Center
215 Straight Ave. N.W.
Grand Rapids, MI 49504
Monday, February 10, 2020
Lunch 11:30 A.M. ▪ Meeting 12:00 p.m. – 1:30 p.m.

AGENDA

1. Call to Order
2. Public Comment – Agenda Items
3. Approval of the December 9, 2019 Minutes **Action Required**
4. Policy Approvals **Action Required**
 - a. WMW 15-02c3 Service Center and Program Rules of Conduct
Melanie White, Staff Attorney
 - b. Draft WMW 15-11c3: Workforce Innovation and Opportunity Act (WIOA) Youth Incentive Policy
Tasha Evans, Policy Manager
 - c. Draft WMW 15-06c3: WIOA Support Services Policy
Tasha Evans
 - d. Draft WMW 16-03c3: Welfare Supportive Services Policy
Tasha Evans
5. WMW WDB Dashboard **Information Item**
Tasha Evans
6. WMW WDB Member Roster and Contact Information **Information Item**
WMW Staff
7. Strategic Plan **Action Required**
Janie McNabb, Strategic Policy Consultants
8. Solutions Driven Updates **Information Item**
WMW Staff
9. WMW WDB Subcommittees Updates **Information Item**
 - a. Executive Committee, *Mark Bergsma, WDB Chairperson*
 - b. Talent Solutions, *Shana Lewis, Subcommittee Chairperson*
 - c. Employer Solutions, *Sherry White, Subcommittee Chairperson*
 - d. Strategic Partnerships, *Heather Gluszewski, WDB Vice-Chairperson*
 - e. Outreach and Communications, *Mark Bergsma, WDB and Subcommittee Chairperson*
 - f. Career Educational Advisory Council (CEAC), *Cindy Brown, Council Chairperson*
 - g. Legislative Subcommittee, *Jim Fisher, Subcommittee Chairperson*
10. Other Business **Information Item**
11. Public Comment
12. Adjournment

Next Scheduled Workforce Development Board Meeting: April 13, 2020
located at: Westside Service Center, 215 Straight Ave N.W., Grand Rapids, MI 49504



**West Michigan Works! (WMW) Workforce Development Board (WDB) Annual Meeting
 Frederik Meijer Gardens (Huizenga Grand Room North)
 1000 East Beltline NE • Grand Rapids, MI 49525
 Monday, December 9, 2019
 11:30 a.m. – 1:30 p.m.
 (Lunch begins at 11:45 a.m.)**

MINUTES

Workforce Board Members Present: Mark Bergsma (Chairperson), Heather Gluszewski (Vice-Chairperson), Jessica Babcock, Nora Balgoyen, Ryan Bennett, Randy Boss, Norm Brady, Kenyatta Brame, Cindy Brown, Jordan Clark, Cathy Cronick, Paul David, Jay Dunwell, Jim Fisher, Jon Hofman, David Kitchen, Bill Pink, Val Putnam, Dan Rinsema-Sybenga, Michelle Seigo, Samantha Semrau, Dan TenHoopen, Mark Thomas, Pat VerDuin

Workforce Board Members Absent: Travis Alden, John Buchan, Robert Ferrentino, Kiesha Guy, Mike Helsel, Rebecca Herrington, Angela Huesman, Scott McLean, Dave Smith, Darryl Todd, Shana Lewis-Welch, Sherry White

Governing Board Members Present: Commissioners Mark De Young, Jim Storey, Larry Tiejema, Monica Sparks, Robert Womack, Ken Mahoney, Senita Leneer, Kurt Reppart

Governing Board Members Absent: Stan Stek, Susie Hughes, Greg DeJong, Frank Garcia, Ben Geiger

Staff Present: Jacob Maas, Angie Barksdale, Janette Monroe, Tory Bol, Tawana Brown, Stacy Bush, Tasha Evans, Emily Gary, Jody Haagsma, Jerry Hill, Brenda Isenhardt, Jane Kreha, Laura Krist, Amy Lebednick, Brittany Lenertz, Jennifer Mitchell, Abby Monterusso, Ryan Nykamp, Jessica Reinsch, Kathy Rohlman, Juan Rosario, Abby Stalker, Lisa Tabaczka, Joe Thiry, Nina Vizard, Melanie White, Nancy Wiest, Allise Wilkerson

Guests Present: Stephanie Agard, Ron Baker, Janet Balice, Tony Calcagno, Tonia Castillo, Tracie Coffman, Rhonda DeBoer, Amy Eady, Sarah Garner, Steve Heethuis, Aruna Khadka, Kim Kohloff, Megan Koorndyk, David Lovell, Luis Lugo, Janie McNabb, Jerry Merrell, Michael O'Connor, Julie Parks, Ted Paton, Andrew Portko, Kat Reed, Dianne Smit, Cary Stamas, Therese Thill, Pat Walstra, Kelly Wilczak, Daniel Williams, Kate Wood, Milinda Ysasi, Emilio Zamarripa

1. Welcome and Call to Order, Chairperson Mark Bergsma at 12:20 p.m.

2. Public Comment- Agenda Items- None

3. Approval of the October 14, 2019 Minutes

Action Required

Motion – Mark Thomas

Second – Cindy Brown

Item Approved by Vote – Motion carried

4. Presentation and Recognitions

Information Item

a. Talent Solutions and Partner of the Year

Brittany Lenertz, Talent Solutions Director, reviewed results from the Talent Solutions programs. Some of the highlights included the number of job seekers served, WorkReady, Youth Solutions, 100 Day Challenge, Talent Network of West Michigan, R.I.S.E. UP, Integrated Education and Training (IET) Programs, Partner Engagements, and America's Promise Grant.

- In addition, Brittany presented Montcalm Community College (MCC) with the Partner of the Year Award. MCC has provided outstanding support for WMW participants by participating in the IET programs for the Corrections Officers and investing in the success of the program from the grant process to logistics to student engagement. Amy Eady accepted the award.
- b. Employer Solutions and Employer of the Year
Amy Lebednick, Business Solutions Director, reviewed results from the Business Solutions programs. Some of the highlights included the number of employers served, talent fund distributions, number of apprenticeships, industry council initiatives, and MiCareerQuest™. Amy also presented NN Mobile Solutions (Autocam) with the Employer of the Year Award. NN Mobile Solutions has been committed to closing the skills gap in the advanced manufacturing workforce. NN Mobile Solutions has offered talent development programs for nearly 30 years and a robust apprenticeship program since 2018. NN Mobile Solutions is also instrumental in participating in MiCareerQuest™ and showcasing Manufacturing Week in Barry County. NN Mobile Solutions also engages in multiple youth opportunities and various work-based learning programs. Steve Heethuis accepted the award.
 - c. Retention Solutions and HireReach
Angie Barksdale, Chief Operating Officer, reported that in the past year, WMW has worked to establish systems, processes and procedures for the new Retention Solutions Network division. Angie reported that WMW has signed four companies and will be onboarding a 5th member in January. Further, Angie reported that HireReach launched last year and is completing cohort 1 with eleven (11) employers representing six (6) industries. Angie reported that initial evaluation information should be forthcoming in the next few months
 - d. What's Ahead
Angie Barksdale reported that next year, WMW will be focusing efforts on the following: (1) Skills First, which is an online platform that helps streamline and automate the Evidence Based Career Pathways model; (2) MiCareer Launch, which will be a pilot of multi-industry employment readiness program for youth, ages 18-24, and will focus primarily on a cohort-style training for 15 high school seniors leading them through a career path that will result in employment or post-secondary training in a high-demand industry; and (3) further engagement in the National Equity Project (NEP)/Racial Equity in Action Leadership Center, which over the past year, approximately 50 staff members participated in a 6-month learning and networking program to better understand diversity, equity and inclusion. WMW will continue further work with NEP to develop and establish a diversity, equity & inclusion team.
 - e. Impact Award – Aruna Khadka, Medilodge of Holland, Grand Rapids Community College, Thompson M-Tec Ottawa Area Intermediate School District (OAISD)
Angie Barksdale reviewed that each year, West Michigan Works! submits nominations for the Impact Awards to the Michigan Works! Association. Angie reviewed that the award is given by the Association to honor those that have built economic results by creating jobs and developing fresh talent in their community. The awards are given in Lansing in the presence of local State legislators. Jacob presented the awards to Medilodge of Holland, Grand Rapids Community College (GRCC), Thompson M-Tec (OAISD) and Aruna Khadka.
 - f. Potential Risks/Opportunities for 2020
Jacob Maas reviewed local impacts such as federal funding, Workforce Innovation and Opportunity Act (WIOA) Reauthorization, Temporary Assistance for Needy Families Reauthorization (TANF), Trade Act Reforms, Higher Education Reauthorization, Apprenticeships, and the Supplemental Nutritional Assistance Program (SNAP) Reforms.

Jacob also reported updates on the Going Pro Talent Fund (GPTF) and the work being done to ensure that the program funding is included in the Governor's supplemental budget in 2020. Jacob reported that Michigan Works! agencies are staying involved in conversations on the Michigan Reconnect Program. Lastly, Jacob stated that with respect to the Healthy Michigan Plan Medicaid Work Search requirements, staff have been engaged with the Department of Health and Human Services (DHHS) and the Department of Labor and Economic Opportunity (LEO) to help ensure that individuals maintain some level of health benefit either through compliance with work requirements or getting a job that has health coverage. Jacob stated that West Michigan Works! will be prepared for the potential requirement that may take effect as soon as January 2020.

5. Public Comment- None
6. Adjournment at 1:12 p.m. by Jacob Maas.

Recorded by: _____ Received by: _____

**ADMINISTRATIVE OFFICE**

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MEMORANDUM

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

FROM: Melanie White, Staff Attorney

DATE: February 3, 2020

RE: Draft WMW 15-02c3 Service Center Rules and Program Rules of Conduct

Background

Changes are proposed to the West Michigan Works! Service Center Rules of Conduct to include the Rules being applicable to persons who receive WMW program services from WMW staff members at a location other than a WMW Service Center. For example, off-site contact may include WMW staff members meeting with program participants at their place of employment rather than at a WMW Service Center.

Requested Action

WMW requests that the WDB approve Draft WMW 15-02c3 Service Center Rules and Program Rules of Conduct.



Title: West Michigan Works! 15-02c3 Service Center and Program Rules of Conduct

Effective Date: XXX, 2020

Approved By: West Michigan Works! Workforce Development Board on XXX, 2020

Program Affected: All West Michigan Works! Programs

Scope: West Michigan Works! makes its service centers available to members of the public and provides employment and training services for the purpose of assisting job seekers to find employment, acquire employment-seeking skills and seek training, and enabling employers to fill openings and retain employees in their workforce. Persons who utilize the Service Centers, or who receive WMW program services from WMW staff members at a location other than a Service Center, in any way, including, but not limited to, visiting the center or communicating with staff in person or by telephone, electronic media, or postal service must abide by the following rules of conduct while using the Center.

Supersedes: WMW 15-02, and 15-02c1 and 15-02c2

Reference: N/A

Policy:

A. Communication

West Michigan Works! requires that customers communicate with each other and members of the staff in a polite and courteous manner. Prohibited behavior includes, but is not limited to:

- Shouting, yelling and loud talk that disturbs members of the staff or other customers;
- Use of vulgar, profane, obscene or sexually explicit language;
- Use of racial, ethnic or sexual epithets;
- Making threats of harm against members of the staff, other customers, the customer himself or herself, or threats of harm to personal property;
- Making sexual propositions or suggestions directed toward members of the staff or other customers;

WMW 15-02c3 Service Center Rules of Conduct

- Making sexually explicit or racially or ethnically demeaning remarks or jokes.

B. Conduct

West Michigan Works! requires that customers visiting its Service Centers or receiving services from a WMW staff member at a location other than a Service Center conduct themselves in a respectful and professional manner. Prohibited behavior includes, but is not limited to:

Service Centers and other locations:

- Assaultive or threatening actions or behavior toward members of the staff, the customer himself or herself, or other customers;
- Intentional destruction of or damage to property or equipment;
- Unwelcome non-consensual touching of members of the staff or other customers;
- Display of sexually explicit or racially or ethnically insulting written material or images;
- Making obscene gestures;
- Possession of firearms, explosives, knives or other weapons;
- Being under the influence of illegal substances, marijuana or alcohol;
- Theft or attempted theft of any item from the Service Center, a member of the staff, or another customer;

Service Centers:

- The use of computers, printers or other equipment for any purpose other than a purpose that is related to seeking employment or hiring employees or related to a Michigan Works! program;
- Possession of marijuana, alcoholic beverages or illegal substances in the service center;
- Unauthorized solicitation for any purpose by a non-employee of West Michigan Works!, including the selling of commercial products or services;
- Bringing any animal into a Service Center, except a service animal, as defined by the West Michigan Works! Service Animal Policy. An animal that accompanies an individual solely to provide emotional support and comfort to the individual is not a service animal.

Customers who visit a Service Center must be wearing at least a shirt, blouse or similar garment on their upper body and slacks, shorts or skirt; a dress or similar garment; and boots, shoes or sandals. Customers wearing less clothing will be required to leave the Service Center.

WMW 15-02c³ Service Center Rules of Conduct

The smoking of any substance, including e-cigarettes, cigarettes or marijuana, is prohibited in the Service Centers.

C. Violation of Service Center and Program Rules

A customer who engages in prohibited communication or conduct will be asked by a member of the staff to cease. If the customer refuses to do so, the staff member will report the prohibited behavior to management. If the prohibited behavior occurs while the customer is visiting the center, the customer will be told to leave the building if the prohibited behavior does not cease. If the Staff member is providing services at a location other than a Service Center, the Staff member will discontinue the contact with the client and notify the manager in charge of the WMW program and the appropriate person at the site where the Staff member is assigned of the violation(s). Depending upon the severity of the prohibited communication or conduct, the customer may be told by a member of the staff to leave a Service Center immediately without first being asked to stop the behavior. The staff may enlist the assistance of a law enforcement agency to remove a customer who refuses to leave a Service Center or to provide protection from a client who poses a threat of physical harm at any other location where a Staff member is assigned. and West Michigan Works! may bar a customer who has violated the above rules from entering the Service Center(s) and/or contacting staff members for a period of time to be determined by West Michigan Works!.

A customer who has been removed from or barred from contacting staff and/or entering a Service Center operated by West Michigan Works! may appeal that action by sending a written appeal to the West Michigan Works! Complaint Officer within 5 business days after receipt of the notice barring him or her from a service center, or from contacting staff member(s). The written appeal must explain why the customer feels that West Michigan Works! should not have taken the action. The appeal will be decided at a meeting of the West Michigan Works! Complaint Officer, the West Michigan Works! Talent Solutions Manager or the West Michigan Works! manager in charge of the program, if the involved Staff member was assigned to a location other than a Service Center, the West Michigan Works! staff member who requested that the action be taken, and the customer, following the proper steps as indicated in the *Procedure for Enforcement of West Michigan Works! Service Center and Program Rules of Conduct*.

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MEMORANDUM

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

FROM: Brittany Lenertz, Talent Solutions Director

DATE: February 3, 2020

RE: Draft WMW 15-11c3 WIOA Youth Incentive Policy

Background

In June of 2016, the Workforce Development Board approved the Workforce Innovation and Opportunity Act (WIOA) Youth Incentive policy, allowing West Michigan Works! to provide incentives to WIOA youth participants for recognition and achievement upon completion of specific performance-related outcomes and/or goal attainment.

This policy update seeks to increase the incentive values, as well as add the following new incentives: Attainment of Industry Recognized Credential, Attendance at a Job Shadow or Talent Tour, Secondary or Post-Secondary Transcript and Successful Completion of a Work Readiness Curriculum. We believe these changes will better support the Opportunity Youth we serve to ensure they can successfully complete their program activities, training, and ultimately employment. Additionally, our WIOA Youth budget can support these changes.

Requested Action

WMW staff is requesting that the WDB approve WMW 15-11c3 to reflect these changes.



Title: WMW 15-11c3 Workforce Innovation and Opportunity Act (WIOA) Youth Incentive Policy

Effective Date: February 10, 2020

Approved by: West Michigan Works! Workforce Development Board on February 10, 2020

Programs Affected: Workforce Innovation and Opportunity Act (WIOA) Youth

Reference: Workforce Innovation and Opportunity Act; Federal Register, Notice of Proposed Rulemaking 681.640; 2 CFR part 200; WIOA Manual

Policy: Incentives under the WIOA youth program are allowed to youth participants for recognition and achievement directly tied to training activities and work experiences and must align with the goals of the program. Although incentive payments are allowable under WIOA, the incentives must be in compliance with the requirements in Office of Management and Budget (OMB) 2 CFR part 200. Federal funds cannot be spent on entertainment costs. Therefore, incentives may not include entertainment, such as movie or sporting event tickets or gift cards to movie theaters or other venues whose sole purpose is entertainment. This Youth Incentive Policy does not create an entitlement and incentives are dependent on the availability of funding.

Procedure:

- Incentives may be earned by enrolled Youth upon completion of specific, performance-related outcomes and/or goal attainment (see chart below);
- Enrolled Youth must also be in compliance with program requirements (maintaining required contact, progress, etc.);
- WIOA enrolled Youth are eligible to receive up to \$1,000 (per enrollment) in performance incentives;
- Incentives will be presented in the form of prepaid debit cards or gift cards;
- Incentives may be awarded at any time during programming, including the 12-month follow-up period;
- All incentive awards will be documented on the WIOA Youth Performance Incentive Receipt Form and the Individual Service Strategy. Incentives will also be case noted. Supportive documentation, as indicated, will be maintained in the jobseeker file.

PERFORMANCE GOAL	SUPPORT DOCUMENTATION	INCENTIVE AMOUNT
Attainment of High School Diploma or High School Equivalent	Transcript, diploma, GED or letter from school (must include attainment date)	\$150
Attainment of an Industry Recognized Credential	Proof of an industry recognized credential, certificate or licensure during program participation or follow up.	\$100
Entered Employment/Post-Secondary Education or Military	One of the following: Employer verification, Work Number record, pay stubs, school enrollment, military service verification	\$75
Retained Employment or Continued Post-Secondary Education for six consecutive months after exit	One of the following: Employer verification, Work Number record, pay stub, school attendance	\$75
Successful Completion of a Work Experience Activity	Fulfilling the scheduled work experience activity (hours/weeks), unless prematurely terminating activity for unsubsidized employment	\$150
Successful Attendance at a Job Shadow or Talent Tour	Attendance and engagement at a scheduled job shadow or Talent Tour opportunity arranged by WMW	\$25
GED or Remediation Tutoring Sessions	Attendance documentation from tutor/teacher	\$25/2 sessions \$25/4 sessions \$25/6 sessions \$25/8 sessions \$25/10 sessions \$25/12 sessions
Secondary or Post-secondary Transcript	Passing semester report card for those attending school OR Passing transcript for those attending post-secondary education programs	\$50
Completion of Official GED Subject Test (4 subject areas)	Passing test scores/confirmation from GED.com or testing site	\$50/test (4 total)
Successful Completion of a Work Readiness Curriculum, Including JMG Competencies	Pre and Post Assessment of Work Readiness and/or the Mastery of Work Readiness Skills, (level 3 mastery of the 36 JMG work ready competencies)	\$75
WIOA Approved Objective Academic Assessment Post-Test with Education Functioning Level gain (for those scored as basic skills deficient)	Pre and post-test scores demonstrating at least one EFL gain	\$75

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MEMORANDUM

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

FROM: Brittany Lenertz, Talent Solutions Director

DATE: February 3, 2020

RE: Draft WMW 15-06c3 WIOA Support Services Policy

Background

In April of 2016, the Workforce Development Board approved the Workforce Innovation and Opportunity Act (WIOA) Support Services Policy, allowing West Michigan Works! to provide guidance for providing supportive services to job seekers enrolled in West Michigan Works! WIOA programs. This policy seeks to clarify some allowed services and requirements for staff, increased some support services for Out-of-School Youth to better support this population, and removed process language that is better handled through staff process guides.

Requested Action

WMW staff is requesting that the WDB approve Draft WMW 15-06c3 WIOA Support Services Policy.



Title:	WMW 15-06c3 WIOA Support Services Policy, including Needs-Related Payments
Effective Date:	February 10, 2019
Approved by:	West Michigan Works! Workforce Development Board on February 10, 2020 Area Community Services Employment & Training (ACSET) Governing Board on XX-XX-XXXX
Programs Affected:	All Workforce Innovation and Opportunity Act (WIOA) Programs.
Scope:	This policy provides guidance for providing supportive services to job seekers enrolled in West Michigan Works! WIOA programs.
Supersedes:	WMW 15-06c2
References:	WIOA Section 3(2); WIOA Section 3(15); WIOA Section 3(59); WIOA Section 129(c)(2)(G); WIOA Section 134(d)(2) and (3); WIOA Rules 680.120; 680.130; 680.900 et. seq. and 681.570; State of Michigan WIOA Manual; Code of Federal Regulations (CFR), Title 48 – Federal Acquisition Regulations; CFR, Title 2 – Grants and Agreements; U.S. Department of Labor, Employment and Training Administration; One-Stop Comprehensive Financial Management Technical Assistance Guide; and State of Michigan Workforce Development Agency Policy Issuance 15-12; Food Assistance Employment and Training (FAE&T) Program Plan Instructions.
Background:	The Workforce Innovation and Opportunity Act of 2014 (WIOA), provides program guidelines for supportive services and needs-related payments for adults, dislocated workers and youth. All WIOA enrolled adults, dislocated workers and youth may be eligible for supportive services as defined in WIOA Section 3(59). Local Workforce Development Boards, in consultation with one-stop partners and other community service providers, must develop a policy on supportive services that ensures resource and service coordination in the local area.

Policy:

This policy provides guidance on the provision of supportive services for eligible program participants. Supportive services may be made available to those in need of additional assistance in order to secure employment, participate in education/training, and/or overcome barriers to full participation. Information regarding the availability of supportive services in the region and referral to those services must be provided to all adults, dislocated workers and youth. Program staff are responsible for verifying the participant's need for supportive services. Supportive services are not entitlement payments and are provided at the discretion of West Michigan Works! staff. Supportive services are provided based on individual circumstances; thus payment made on behalf of one participant may not necessarily be made on behalf of another.

Supportive Service Categories and Conditions**Supportive Service Procurement**

Purchase and procurement of all supportive services must follow ACSET's Procurement Policy.

Cap: \$1,000 per participant in a rolling 12-month period.

Supportive services including, but not limited to the below categories may be provided to program participants when:

1. They are an allowable (authorized) program expense;
2. They are necessary to enable an individual to participate in program (employment and training) activities; and
3. Job Seekers are unable to obtain supportive services through other community programs and resources.
4. YOUTH ONLY: May be provided supportive services during the 12 months of follow up to ensure successful transition to employment or postsecondary education.

Non-reoccurring Work-Related

- Equipment or tools necessary for employment are eligible with verification of employment and documentation from employer stating the need and list of necessary equipment or tools.

Employment and Training Related Medical

- Immunizations
- Physicals
- Mental health assessments
- Optical (including eyeglasses)

- Dental services

Clothing (\$300 max)

- Interview clothing
- Uniforms
- Boots/shoes
- Other work/training-related clothing

Automobile

Allowable vehicle expenses may be provided when the vehicle is registered to the participant or the participant's family, as defined in the WIOA Manual definition of "family".

- Vehicle repairs
- Inspection costs
- Auto insurance
 - A new auto insurance policy will not be provided for longer than three (3) months.
- Plates and registration.

NOTE: Penalty-related fees and fines are not allowable expenses.

Childcare (\$120 per week max)

Allowable childcare costs may be provided to those who are employed or in an approved training. Costs must be paid to a licensed daycare provider or MDHHS License Exempt provider. The Job seeker must apply for childcare assistance through MDHHS to be eligible for this support service. Regardless of the assistance determination, WIOA funding may either support the childcare costs or supplement MDHHS funded childcare up to the cap amount, if necessary.

Transportation (\$100 per week max)

Allowable transportation includes:

- Mileage reimbursement
- Bus passes
- Taxi or other transportation services (i.e. Uber, Lyft, etc.)

Transportation support may be provided to participants traveling to and from:

- An approved training program – up to participant cap
- Work experience – up to participant cap
- Unsubsidized Employment – ONLY first 6 weeks – up to participant cap
- YOUTH ONLY: Transportation support may be provided to assist with travel to job search, workshops/event attendance or Career Coach meetings – up to participant cap

When found reasonable and necessary, participants who are dual-enrolled with the FAE&T program may also receive transportation when traveling to and from assigned activities.

Testing & Document Fees

- Birth Certificate and Identification Card
- ICHAT and Drug Screening
- Application, testing (academic and occupational), permits and license fees when not included in an Individual Training Account (ITA)
- Driver's training, testing and licensing

NOTE: Penalty-related fees and fines are not allowable expenses.

Needs-Related Payments

Needs-Related Payments (NRPs) are defined as financial assistance in a stipend form provided to participants for the purpose of enabling unemployed participants to participate in training. Needs-Related Payments will only be available if required by a program or funding source.

Documentation

Supportive service provision must follow the WMW Support Service Staff Guide which provides guidance regarding documentation, justification, Individual Employment Plan/Individual Service Strategy (IEP/ISS) coordination, data entry and case noting.

Waivers or Exceptions

In cases with unique circumstances, when a Career Coach determines it would be beneficial to exceed a cap amount or provide support services not categorized in the local policy, a waiver request may be made on a case-by-case basis, per WMW Staff Guide procedures.

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MEMORANDUM

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

FROM: Brittany Lenertz, Talent Solutions Director

DATE: February 3, 2020

RE: Draft WMW 16-03c3 Welfare Reform Supportive Services Policy

Background

In October of 2017, the Workforce Development Board approved a Supportive Services Policy for Welfare Reform programs to provide guidance for providing supportive services to job seekers enrolled in the PATH and FAE&T program. This policy seeks to include changes to align with the State Policy Issuance from January 2020. The changes to this policy include an increase to the caps for clothing supports, auto insurance and vehicle purchase amounts, which are changes West Michigan Works! has been advocating for.

Requested Action

WMW staff is requesting that the WDB approve WMW 16-03c3 Welfare Reform Support Service Policy to reflect these changes.



Title: WMW 16-03c~~23~~ Welfare Reform Supportive Services

Effective Date: ~~February 25, 2019~~ XX-XX-XXXX

Approved by: West Michigan Works! Workforce Development Board on ~~2/11/2019~~ XX-XX-XXXX
XXXX
Area Community Services Employment and Training (ACSET) Governing Board on ~~2/25/2019~~ XX-XX-XXXX

Programs Affected: Partnership. Accountability. Training. Hope. (PATH)
Food Assistance, Employment & Training (FAE&T)

Supersedes: WMW 16-03c~~1~~2

Background: Michigan Works! Areas (MWA) are charged with managing payment of supportive services and are responsible for ensuring that the provision of supportive services are appropriate, with proper documentation on file. Supportive services are to be provided as appropriate through the first 180 days of a participant's employment (the 180-day job retention period). MWAs shall respond in a timely manner when supportive services are requested.

Policy:

Support services need to be authorized by the West Michigan Works! Staff. The need and rationale for service provision must be documented in the job seeker's Individual Service Strategy (ISS). Vehicle purchase and all supportive services are dependent upon fund availability and are provided on an individually determined basis for all eligible PATH job seekers. This Support Service Policy does not create an entitlement.

I. Eligibility

- A. Welfare Reform Program guidelines allow for the provision of support services for Welfare Reform job seekers at any time during their participation.

WMW 16-03c23 Welfare Reform Supportive Services

- B. ~~Except with respect to transportation services, allowances for public transportation or private automobile mileage may be provided until the job seeker completes the 180-day retention period. After the 180-day retention period, transportation assistance may only continue to be provided to job seekers who are enrolled in education and training activities.~~
- C. In an emergency situation, in which a job seeker would lose his or her employment without immediate action, West Michigan Works! (WMW) Staff will respond within 24 hours to a request for supportive services to prevent the loss of employment.
- D. A job seeker who requests a supportive service must provide documentation of his or her eligibility and need for the service, according to the criteria described below. Staff will evaluate the supportive service request and request approval.

Supportive services do not constitute entitlements.

II. PATH Support Service Types:

Listed below are the Supportive Services that may be provided to PATH job seekers (subject to amendment by the Workforce Development Agency and approval of the West Michigan Works! Chief Executive Officer).

A. Clothing (~~\$250~~ \$500 limit within a 12 month period)

Clothing as required for job seekers assigned to activities or needed for employment. Allowable items include:

- Clothing needed for interviews.
- Work gloves, work boots, work shoes, hard hats, and personal safety items.
- Other protective/special clothing, personal safety items, uniforms, or other clothing needed for training and employment.
- Appropriate clothing needed to successfully participate with PATH or other employment-related activity.

A maximum of ~~\$250~~ \$500 in clothing supportive services may be provided to each job seeker per 12 month period. In a two-parent family, each parent who is contributing toward meeting the case's participation requirement is eligible.

B. Vehicle Repair

Vehicle repairs are authorized for a job seeker for a vehicle that is their primary means of transportation, even if public transit is available. The total MDHHS/PATH program cost of repair

WMW 16-03c23 Welfare Reform Supportive Services

may not exceed \$900.00 including any repair in the previous 12-months. Job seekers may contribute any amount over \$900 prior to WMW payment. In a two-parent family, each parent who is contributing towards meeting the case's work participation requirement may be eligible to receive up to \$900 towards the repair of an automobile, if the funding is directed towards separate automobiles for each parent, and the automobiles are used as the primary means of transportation for employment-related activities. With the repairs authorized, the vehicle must be determined to be safe and roadworthy.

The job seeker must provide the following information:

1. Registration showing the vehicle is registered in the name of an eligible family member. A member of the eligible family is defined as any adult who is receiving assistance and is included in the household FIP grant.
2. Verify that the vehicle was not purchased by PATH in the last 60 calendar days.
3. Proof of insurance for the vehicle showing it is insured in an eligible family member's name. A member of the eligible family is defined as any adult who is receiving assistance and is included in the FIP grant.
4. One (1) estimate for repair by a licensed mechanic.

C. Vehicle Insurance

~~Vehicle insurance is limited to once in the job seeker's lifetime. Vehicle insurance coverage is for the period in which the job seeker is establishing income to allow for their ongoing payment of the insurance, up to 3 months maximum, not to exceed \$900. If the job seeker requires high risk-vehicle insurance that is higher than \$300 per month, the payment is limited to one month.~~

Assistance with vehicle insurance is limited to a \$2,000 maximum lifetime cap. Vehicle insurance coverage is limited to the time period in which the client is establishing income to allow for their ongoing payment of the insurance up to 90 days at one time.

The job seeker must provide the following information:

1. Registration showing the vehicle is registered in the name of a member of the eligible family. A member of the eligible family is defined as any adult who is receiving assistance and is included in the FIP grant.
2. One (1) estimate for vehicle insurance.

D. Vehicle Purchase

PATH staff may authorize payment of up to \$2000 \$4,000 toward the purchase of a vehicle if the vehicle will be used for a job seeker's primary means of transportation for employment-related

WMW 16-03c23 Welfare Reform Supportive Services

activities and the job seeker does not already own a safe and roadworthy vehicle. The purchase must be approved in advance, and only one PATH Vehicle Purchase payment may be made to a job seeker during the job seeker's lifetime. In a two-parent family, if both parents are required to participate and need separate vehicles, an exception may be made prior to approving a vehicle purchase for a second parent. Before authorizing the purchase, all of the following conditions must be met:

1. Public Transportation is not reasonably available (such as considering the location and hours of employment, child care, or long commute) and the job seeker has no other means to reach the job site reliably as defined in the MDHHS Bridges Eligibility Manual 233A.
2. The job seeker can afford payments, insurance and other expenses associated with owning the vehicle.
3. The job seeker is active in employment-related activities. The job seeker must either be employed or in PATH activity for his/her required number of hours per week.
4. The job seeker must possess a valid driver's license.
5. ~~Verification from the Secretary of State records showing the job seeker does not have a vehicle registered or titled in their name.~~ Verification is obtained from the Secretary of State records that the client does not own an unusable vehicle.
6. The vehicle will be insured and registered in the job seeker's name or a member of the eligible family. A member of the eligible family is defined as any adult who is receiving assistance and is included in the FIP grant. If needed, PATH will provide the assistance to start up insurance (not to exceed ~~3 months~~ 90 days coverage) and also assist in registering the vehicle in the job seeker's name. Both of these services are already included under support services.
7. The cost of the vehicle will not exceed its retail value, and the vehicle is safe and roadworthy. PATH will check the Kelly Blue Book or NADA appraisal guide. ~~or take a written statement from a mechanic that is not employed by or related to the seller, that the cost of the vehicle does not exceed its retail value.~~ A vehicle inspection by a licensed mechanic, who is not employed by or related to the seller, is required and is to be placed in the job seeker's file. The cost of the vehicle inspection is allowable in addition to the maximum ~~\$2,000~~ \$4,000 purchase price.

~~PATH will also obtain from the same or another licensed mechanic, who is not employed by or related to the seller, a vehicle inspection and a statement certifying that the vehicle is safe and roadworthy for at least 30 days under normal driving conditions. The cost of the vehicle inspection is allowable in addition to the maximum \$2000 purchase price.~~

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E. Moving/Relocation

If a job seeker verifies employment outside of commuting distance, they may relocate and the following services may be provided on a case-by case basis approved by West Michigan Works! The need must be well documented, including actual cost. \$1,500.00 max is allowed per move. In a two-parent family, both parents are eligible if they both obtain employment that requires relocation.

- Trailer or truck rental.
- Compensation for persons assisting in the move.
- Mileage allowance.
- Rental of moving equipment such as dollies.
- Security deposit and payment of the first month's rent at the new location.

F. Medical Exams, Immunizations, and Test

Certain services, which are not defined as medical services by the MDHHS, may be needed to overcome barriers to employment or training, and are allowable supportive service expenses. These services include:

- ~~General physical examinations to determine any employment limitations.~~
- **Employment related photo copies.**
- ~~The completion of DHS Medical Needs form or to obtain an MD or DO statement for a job seeker's work limitations.~~
- **The completion of an MDHHS Medical Needs form by a Medical Doctor (D), or Doctor of Osteopathic Medicine (DO) certifying that based on previous medical records or recent medical examination, the client is able (or unable) to participate in employment-related activities, and whether or not there are limitations or restrictions on the types of activities in which the participant may be engaged.**
- **An employment or training-related general medical or physical examination by an MD or DO (including the completion of an MDHHS Medical Needs form).**
- Immunizations or test when required to obtain, maintain or enhance employment, and cannot be obtained free of charge.

The PATH supportive services may be used for dental services that are not covered under Medicaid, another health insurance plan, or by a community public health agency that normally covers medical and/or dental services for the diagnosis, prevention, and treatment of physical or mental diseases.

G. Employment-Related Expenses Other

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Employment-related expenses must be approved on a case-by-case basis. The need must be well documented, including actual cost.

- One-time work related expenses (license, fees, purchased tools, etc).
- One-time Business start-up expenses.
- Equipment for employment (task/responsibility of employee clearly defined).
- Driver's Training – If driver's training is requested, it will be assessed on a case-by-case basis. The need for the training must be well documented, as well as the cost and period of training. Please include the entity providing the training when requesting approval.
- Any one-time employment related expenses as deemed appropriate by WMW.

H. Identification

The following forms of identification may be purchased for a job seeker based on the need. They may be provided once in a 12 month period. NO fines, penalties or fees, such as those associated with driver's license reinstatement, may be paid as a supportive service.

- Michigan ID
- Birth Certificate
- Driver's License

I. Transportation

PATH job seekers may be provided with transportation assistance to fulfill PATH program requirements, including orientation, or to participate in employment and training activities, or employment. The career coach will determine the need for transportation assistance ~~including referral for public transportation~~ **allowance for public transit, Uber, Lyft or Taxi Service.**

Stipends to job seekers who utilize private transportation will be paid according to the following policy, which gives consideration to the job seeker's geographic location and component assignment.

Stipends for PATH allowable activities.

West Michigan residents may receive a daily transportation allowance based on the total round trip distance miles to and from their home to their assigned allowable activities, which may include the distance to a child care provider, according to the following table:

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12 miles or less	\$3.00 per day
13 miles and up to 24 miles	\$9.00 per day
25 miles and up to 34 miles	\$12.00 per day
35 miles and up to 50 miles	\$17.00 per day
51 miles and up to 69 miles	\$20.00 per day
70 miles and over	\$.40 per mile

An additional stipend in the amount of \$5.00 a day may be provided to those participating in documented outside job search employer contact efforts (submitting applications, resumes and attending job interviews).

Listed below are the possible points for payment:

- To and from Orientation.
- To and from Job Search/Job Readiness Activities.
- To and from Community Service/Work Experience site.
- To and from Job interviews.
- To and from Child Care Provider.
- To and from Employment (up to 180 days of employment).
- To and from Training site.

If a job seeker is requesting a stipend for his or her transportation payment, in order to receive a full stipend, the job seeker must be able to show that:

- The vehicle is registered in his or her name or an eligible family member's name;
- The job seeker obtained a ride with another person; or
- The job seeker is using a vehicle owned by another person with that person's permission. However, no more than one stipend may be issued for a single trip using the same vehicle.
- Valid Driver's License if job seeker is not riding with another job seeker.

If the job seeker cannot document any of the above, he or she may be issued \$3.00 a day, in lieu of payment for public transportation or **in lieu of payment for private mileage reimbursement.**

J. Child Care

The MDHHS is responsible for payment of childcare for all eligible Family Independence Program (FIP) recipients. WMW CANNOT pay any payments related to childcare or fees associated with enrolling a child in daycare.

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K. PATH Program Supportive Services by Category:**Auto Other**

- Plates/Tags.
- Title Transfer.
- Registration.
- Driver's License, including Enhanced.
- Drivers Training/Drivers Permit/Road Test.
- Vehicle Inspections (related to auto purchase).
- Diagnostics.
- Towing.
- Taxes (auto purchase)

Auto Repair – Any Supportive Service-related repair of a vehicle to make it road worthy

- Tires.
- Maintenance.

Auto Purchase – Purchase cost of a vehicle**Car Insurance****Clothing**

- Interview.
- Employment.
- Protective.
- Uniforms.

Other Supportive Services

- State ID, including Enhanced.
- Birth Certificate.
- Tools/Equipment/Registration Fees.

Pre-Employment Exam and Screening – Needed for a specific employment and if medical, not covered by Medicaid.

- Pre-employment physical/immunizations.
- Drug testing.
- Professional Licensure/certifications.
- Background checks

Private Vehicle Mileage – Allowances for transportation

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Public Transportation

- Bus passes.
- Taxi service.
- Uber.
- Lyft.

Relocation – Must be related to an employment offer

- Moving expenses.

III. Food Assistance Employment and Training (FAE&T) TLFA Support Services

Support Services for FAE&T job seekers are designed to assist job seekers in overcoming barriers that prevent them from engaging in employment and training activities. The Support Services must be reasonable and necessary, and directly related to participation in activities, not for supporting job seekers' involvement in unsubsidized employment. Beginning with Orientation and during active participation, a participant may receive a maximum of \$960 of support services in a rolling 12 month period. The monetary limit does not apply to Plus participants served by FAE&T Plus Contractors.

~~A job seeker may receive a maximum of \$960 per calendar year for support services needed to secure employment and maintain employment.~~

Support services may include:

- Training materials, text books and supplies.
- State of Michigan identification card, temporary driving instruction permit, driving skills test, and a driver's license.
- Clothing (appropriate for job search activity or interviews).
- Drug test (required for employment).
- Fingerprinting (required for employment).
- Medical services (i.e. TB test, vision exam, eyeglasses, dental care or physical required for employment).
- Transportation.
- Public bus pass.
- Gas cards for mileage reimbursement (using same table as PATH).
- Taxi (including Uber and Lyft Services).
- Non maintenance vehicle repair (limited to \$350).
- Cellular phone service (limited to 3 months and no other source of free data or phone service is available or appropriate for the situation).
- Course registration fee (may qualify as a program delivery expense).

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- Legal services (expunging a criminal record to secure employment).
- Fees (i.e., union dues, test fees, licensing and bonding fees, background checks needed for training or to support job search).
- Personal grooming supplies/services (i.e., personal hygiene products and services, including haircuts, to meet program or potential employer appearance standards).
- Student activity fee (if required to participate in class, may qualify as a program delivery expense).
- Work and training tools (i.e., equipment, tools, safety clothing, and uniforms necessary to complete E&T training).
- Housing assistance (limited to two months for rent & utilities only) applies only to Plus participants served by a Plus Contractor.

Support services may be provided in the form of prepaid allowances based on approximate costs, where the costs are reasonable and verifiable. Alternatively, support services may be provided through reimbursement to the participant for the actual cost of the service incurred.

Gas cards or vouchers can be provided, as a prepaid allowance, but their use will be restricted to a specific purchase or service allowed by the program. Any prepaid allowance will require the job seeker to provide a receipt to be returned to WMW to use as justification it was used for its intended support service.

The case file, action plan, and OSMIS case notes will contain information that explains why the supportive service is necessary for participation in the E&T activities.

IV. FAE&T TLFA Job Retention Support Services (Entered in OSMIS as “Job Retention Supportive Services.”)

Job retention support services will be used to assist the job seeker in maintaining employment and will only be provided when a job seeker is enrolled in the Job Retention activity. The annual maximum of \$960 is the combination of regular supportive services and job retention support services.

The following support services are allowable if they are required to maintain employment:

- Clothing.
- Fees (i.e., union dues, test fees, licensing, and bonding fees).
- Personal Grooming Supplies/Services (i.e., personal hygiene products and services, including haircuts, to meet employer appearance standards).
- Transportation.
- Public bus pass.
- Gas cards for mileage reimbursement.
- Taxi (including Uber and Lyft Services).

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- Non maintenance vehicle repair (limited to \$350).
- Work tools, (i.e., equipment, tools, safety clothing, uniforms).

V. Disallowed Support Services

The following are **not allowed** to be paid with FAE&T funds **and do not qualify for reimbursement**:

- Automobile insurance
- Automobile ownership/operator taxes (tags, title, license)
- Automobile purchase
- Drug/alcohol counseling therapy
- Living stipend
- Mental health treatment
- Personal computers
- Relocation expenses
- Student loans, fees, penalties, or fines
- Bad debt
- Food staples and groceries
- Expenditures to support employment that was obtained prior to enrollment in FAE&T



SERVICE SUMMARY 10.01.19-12.31.19

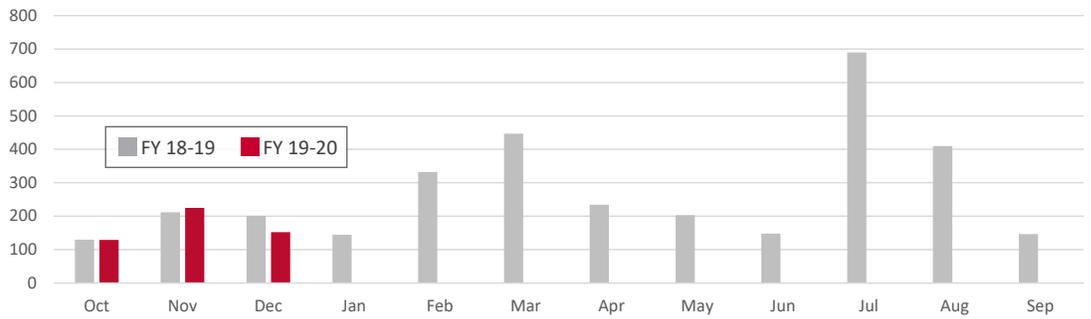
Employers Served



Employers Served:
3,297

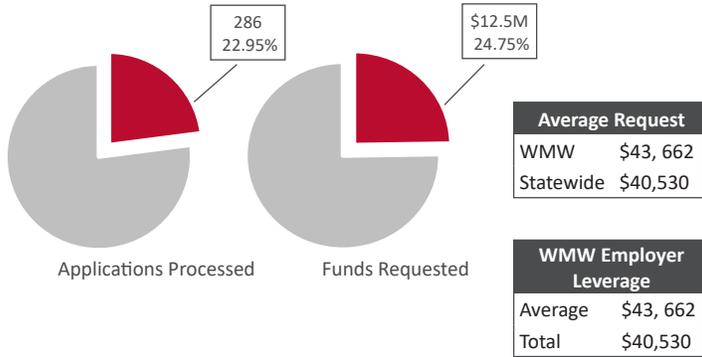
Jobs Filled:
7,177

Employers Served FY Comparison



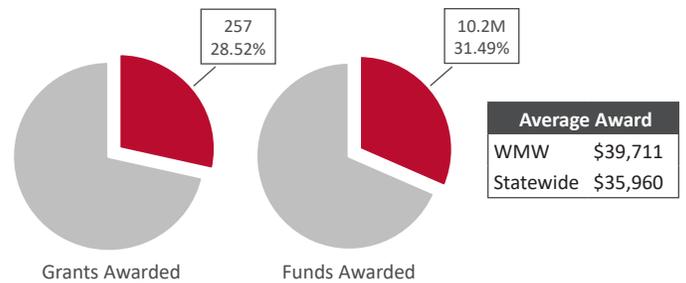
Going PRO Talent Fund

Applications



■ All Other MWAs ■ West Michigan Works!

Awards



Training

	Apprenticeships		New Hire		Classroom		Total Funds Billed by Industry
	Planned	Completed	Planned	Completed	Planned	Completed	
Health Care	51	26	470	326	230	179	\$901,763.68
Information Technology	4	2	205	143	414	355	\$553,158.16
Manufacturing	303	171	1413	839	3269	2234	\$5,022,755.78
Construction & Transportation	178	126	172	96	505	320	\$963,934.34
Other	9	5	263	199	389	292	\$675,904.96
TOTAL	545	330	2523	1603	4807	3380	

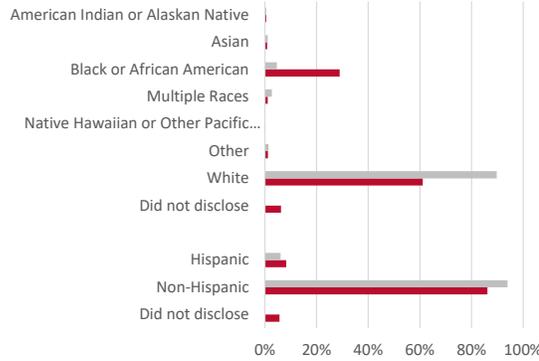
Job Seekers Served



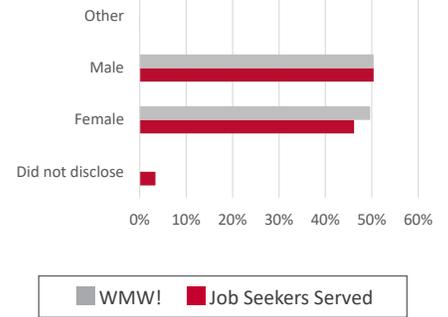
Talent Connect Registrations:
11,765

Staff Assisted Services:
5,823

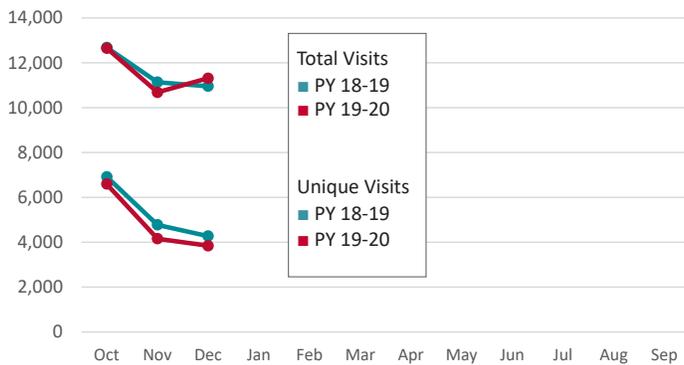
Race & Ethnicity



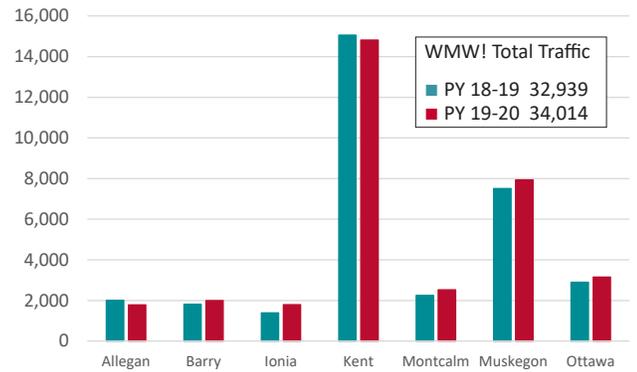
Gender



Overall Traffic by Month



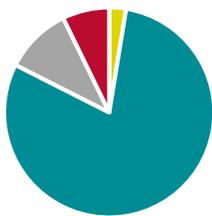
Total Traffic by County



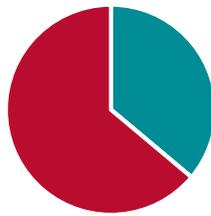
Program Reporting

Training Pipeline by Industry

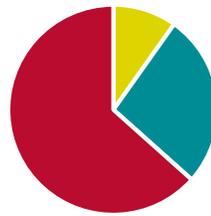
Classroom Training | Apprenticeships | OJT | Incumbent Worker



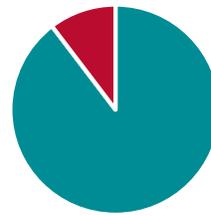
Health Care



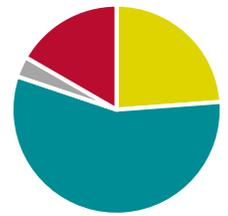
Information Technology



Manufacturing

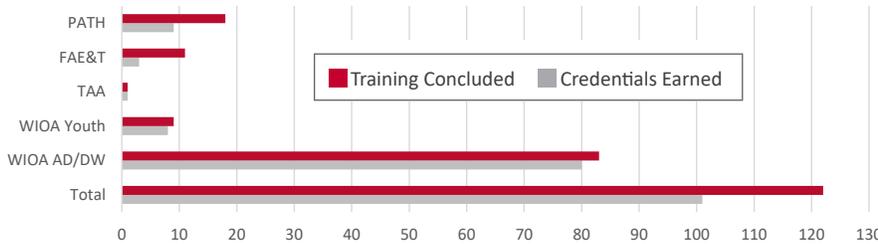


Construction & Transportation



Other

Training Concluded & Credentials Earned



Employment Rate & Average Hourly Wage

	WIOA AD & DW	WIOA Youth	TAA	FAE&T	PATH
Employment Rate	90%	58%	89%	21%	51%
Average Hourly Wage	\$15.70	\$11.20	\$14.25	\$12.35	\$11.97



- PY Program Year
- WIOA Workforce Innovation and Opportunity Act
- AD Adult Worker
- DW Dislocated Worker
- TAA Trade Adjustment Act
- FAE&T Food Assistance Employment & Training
- PATH Partnership. Accountability. Training. Hope.
- OJT On-the-Job

**ADMINISTRATIVE OFFICE**

Area Community Services
Employment & Training Council
1550 Leonard NE
Grand Rapids, MI 49505
(616) 336-4100

SERVICE CENTERS**Allegan County**

3255 122nd Ave
Allegan, MI 49010
(269) 686-5079

220 East Main St
Fennville, MI 49408
(269) 561-2001

Barry County

136 E State St
Hastings, MI 49058
(616) 649-9850

Ionia County

301 W Main St
Ionia, MI 48846
(616) 389-8525

Kent County

121 Franklin SE
Grand Rapids, MI 49507
(616) 336-4040

215 Straight Ave NW
Grand Rapids, MI 49504
(616) 336-4460

10075 Northland Dr NE
Rockford, MI 49341
(616) 228-6724

Montcalm County

114 S Greenville W Dr
Greenville, MI 48838
(616) 754-3611

Muskegon County

316 Morris Ave
Muskegon, MI 49440
(231) 724-6381

Ottawa County

121 Clover St
Holland, MI 49423
(616) 396-2154

MEMORANDUM

TO: West Michigan Works! (WMW) Workforce Development Board (WDB)
FROM: WMW Staff
DATE: February 3, 2020
RE: WMW WDB Member Roster and Contact Information

Board Member Roster

Recently, three (3) board members, Robert Ferrentino (Montcalm Community College), Travis Alden (Barry County Chamber of Commerce & Economic Development), and Darryl Todd (Muskegon Area First) had changes to their employment and no longer represent these organizations. WMW staff has reached out to these agencies and are awaiting confirmation of the staff replacements.

Board Member Contact Information

WMW staff are requesting if board members have any changes to their contact information, to please send the change information to jmonroe@westmiworks.org.



STRATEGIC PLAN *Report*

Update, 2020

Acknowledgements

The West Michigan Works! Strategic Plan was developed in 2016, shortly after the organization was created through a merger of multiple Michigan Works! agencies to serve a seven-county region. The comprehensive process that resulted in the plan engaged numerous stakeholders, including board members and staff, community partners, education and training providers, economic development, employers, and job seekers. Their input was incredibly valuable and ensured a strong plan that launched the newly formed entity, providing strategic direction and focus.

After nearly four years, it was time to update the plan, based on new conditions and needs among partners and local communities. The update process also engaged numerous stakeholders, through focus groups and surveys. This updated plan reflects the next phase of the organization's forward momentum, building on the progress made to date, and leveraging strengths and opportunities. The participation of everyone involved is greatly appreciated.

Participating Entities

West Michigan Works! Workforce Development Board	Buist Electric JBS Walker Tool & Die	Action Mold Mel Trotter Ministries Steepletown
West Michigan Works! staff	Thompson M-TEC	Kent ISD
Greater Ottawa County United Way	Mary Free Bed	Ottawa Food
Allegan Adult Education	The Employers Association	Heart of West Michigan United Way
Community Action of Allegan County	Digital Tool & Die, Inc Hispanic Center	Portland Adult Education
ITC	Windemuellier Electric	Montcalm Community College
Project Hope	Northview Public Schools	Belding Adult Education
Barry ISD	Advanced Interiors	Ionia-Montcalm DHHS
Barry County EDA	Michigan Rehabilitation Services	Offender Success
Flexfab	Ottawa Area ISD	MSU Extension
Grand Rapids Urban League	Wolverine Coil Spring	Ionia Area Chamber of Commerce
Metron Integrated Health	Kent Friend of the Court	Ionia County Literacy Council
West Michigan Hispanic Chamber of Commerce	Meijer	Heartlands Career Center
Michigan Department of Labor & Economic Opportunity	Grand Rapids chair Co. Blackmer	Montcalm Area Reading Council

The Right Place

United Way of Montcalm-
Ionia Counties

Muskegon Area ISD

Hines Corp

Sintel, Inc

Read Muskegon

UA Local 174

Medallion Instrumentation
Systems

West Michigan Molding

Muskegon DHHS

Zeeland Adult Education

Great Lakes Superior Lakes

Telamon Corporation

Fogg Filler

Star Crane & Hoist

West Coast Chamber

Lakeshore Advantage

Koeze

Associated Builders and
Contractors, West Michigan
Chapter

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Introduction

West Michigan Works! is part of the statewide Michigan Works! system and is the official workforce development agency in West Michigan, serving the employers and job seekers of Allegan, Barry, Ionia, Kent, Montcalm, Muskegon and Ottawa counties. The agency brings federal and state workforce programs to the region, leveraging and aligning resources for maximum impact, with the ultimate goal of preparing a skilled workforce that meets the needs of local businesses.

The agency was formed through a consolidation of three Michigan Works! Agencies and the addition of two counties from a fourth. This regional approach allowed a decrease in administrative overhead and eliminated duplication of services. It allowed the agency to streamline processes and provide consistent, high-quality services for the region's customers.

The reorganization also provided an opportunity to take a fresh look at the regional workforce development landscape and create a unified strategy for moving forward. In 2016, a comprehensive strategic planning process was conducted, establishing a clear vision, mission, and strategy for West Michigan Works! The resulting strategic plan prioritized creating and strengthening relationships, determining employer needs, and increasing outreach.

With this guidance, agency leadership worked diligently to implement the plan. Their persistence and hard work paid off – all tactical items from the plan have been completed, and much progress has been made in strategic focus areas. With this forward momentum and an ever-changing economy, an update to the plan was warranted.

The agency's contracted One-Stop Operator facilitated the update process, evaluating current conditions, collecting and aggregating input, and identifying new strategic directions. The updated plan builds on the success of the previous four years, leveraging the foundations laid by the board and staff. The Vision, Mission, Values, and Core Competencies are unchanged; however, the Goals and Strategies are more targeted than before, reflecting the specific needs expressed by stakeholders during the input process.

Process

Similar to the process that created the Strategic Plan, this update process involved several steps that identified the needs of local communities, as well as the best way for West Michigan Works! to meet those needs. Each step in the process is described below.

Current state analysis

The One-Stop Operator conducted an inventory of the major projects and activities that the agency has accomplished in its implementation of the strategic plan. Staff provided information and the One-Stop Operator, in a neutral capacity, evaluated and analyzed progress to date. This analysis reviewed the information in light of the five goals and 18 strategies from the original plan. A report of this information is included here as [Appendix A](#) (Goals) and [Appendix B](#) (Strategies).

Review of employer surveys

The Business Solutions Unit conducts surveys annually of both existing and potential employer customers. Survey results from the last two years were reviewed to provide an employer perspective in the process. Employers were also included in the Focus Groups, below.

Focus Groups – employers, partners, and board members

Focus groups were conducted in all counties throughout the region, providing ample opportunity for stakeholders to engage in the process. The structure of these sessions consisted of examining community needs and challenges as well as brainstorming potential solutions. A total of 80 individuals representing employers, partners, and board members participated in the sessions.

Staff survey

Following the Focus Groups, a survey was distributed to staff. The goal of the survey was to gather input from the frontline regarding community needs and potential solutions, as well as organizational needs.

Board member survey

A survey was sent to the Workforce Development Board to provide further opportunity for engagement, in addition to the Focus Group sessions. The survey asked board members to rank current goals in order of their importance, provide feedback on the potential solutions that were identified in the Focus Groups and staff survey, and offer additional strategies.

Workforce Development Board Executive Committee review

The Executive Committee of the Workforce Development Board reviewed common themes that had emerged from the process thus far at its November 2019 meeting. They asked questions and provided input. They also reviewed a draft of the updated Goals and Strategies at their January 2020 meeting, again asking relevant questions, providing feedback, and recommending appropriate revisions.

Job seeker survey

A survey was also sent to job seekers in order to determine their needs and which of the potential solutions would be most beneficial. An incentive was offered to increase participation; however, less than 100 job seekers participated.

Key Findings

The comprehensive process for evaluating activities to date and gathering stakeholder input allowed the One-Stop Operator to identify common themes. These helped in determining which aspects of the plan should be revised and which should stay the same. The key findings also laid the foundation for the specific changes to Goals and Strategies.

Mission, Vision, Values, and Core Competencies

It was determined early in the process that these elements of the plan should not change. They are intended to serve as long-term directives for the agency, and are not subject to fluctuations in the economy, funding, partnerships, or other environmental factors.

Common Themes

The themes that recurred throughout numerous conversations indicate priorities for an updated Strategic Plan. These are within the context of the needs of West Michigan communities, employers, job seekers, and partners.

Common Theme	Description
Employer Supports	Helping employers to be successful by connecting them to resources for: <ul style="list-style-type: none"> • Hiring – connecting to partners for hidden pools of talent • Training – improving their current workforce • Retaining – keeping workers once they are hired and providing pathways
Barriers	Engaging with partners to increase access to services for barrier removal for both employers and job seekers; Increasing awareness among legislators and other members of the public about the issues that prevent employment success
Pipeline	Career awareness, early engagement, long-term career planning and pathways
Connections	Communication across partners regarding local job opportunities, career pathways, and workforce development resources; connecting employers to education
Soft skills	Employability skills and workplace literacy, such as communication, attitude, attendance.

Some of the common themes that were identified in the previous strategic planning process proved to be still relevant, but in a more integrated manner. For instance, Strategic Partnerships were identified as a priority and formed the basis of several previous goals and strategies. It is clear that the agency made this a focus area: partnerships have received significant attention and have been developed across the region within the last four years. Now, the need lies more in defining roles and proving value as a resource in all partnerships.

It is also important to note that the needs across the region require integrated approaches, including partnerships, employer perspective, and talent development. Therefore, any updated strategy will require multi-faceted, team-based implementation in order to be successful.

In addition, the update process revealed a need to improve the culture within the organization, although employee engagement appears to be positive. Specific ideas for improvement include enhanced professional development and training for frontline staff, as well as an increased focus on diversity and inclusion.

A new concern was expressed in various settings regarding the importance of diversity and inclusion, both for the organization's culture as well as services to customers. This includes increasing awareness of the benefits of a diverse workforce, as well as solutions that engage the current workforce in an inclusive manner. This concern aligns well with the needs of employers to broaden their perspective, reaching pools of talent that might have been overlooked and underappreciated in the past.

Overall, the key finding that emerged from the entire process is that West Michigan Works! has successfully implemented the goals from its initial Strategic Plan, where the focus was creating, establishing, and developing new approaches. For the foreseeable future, the agency should focus on leveraging what they have built in order to find targeted solutions that are beneficial for job seekers, employers, partners, and communities.

Organizational Purpose

An organization's purpose is not a single expression of its vision or mission. It is a collective representation of these and more; it is the reason the organization exists, as well as the drive to move it forward. As such, the Vision, Mission, Values, and Core Competencies are presented here in their original form; the process for updating this plan revealed no need to change them. They were created in order to serve as a long-lasting compass, providing direction and guidance at a strategic level.

Vision

West Michigan Works! is an employer-recognized model of high-quality service that convenes an aligned network of partners, cultivates a skilled workforce, and meets the needs of employers.

Mission

To lead workforce development strategy and resource alignment in West Michigan by understanding the talent needs of employers and employment needs of jobseekers and connecting them to solutions.

Values

Integrity

Providing administrative and fiscal oversight to ensure responsibility and accountability of the organization. Promoting values, honesty, and transparency in communication and action.

Diversity and Inclusion

Serving a diverse population of customers – jobseekers across all demographics and skill levels, and employers regardless of industry, geographic location, or size. The Board and staff support a culture of embracing values and leveraging diversity through representation that reflects the diverse community and economy we serve.

Collaboration

Convening workforce development system partners to promote an inclusive network for aligned resources and solutions. Building relationships with individuals and organizations to form partnerships.

Exceptional Customer Service

Promoting consistent, professional, and high-quality customer service throughout all West Michigan Works! centers to exceed the expectations of businesses and jobseekers. Ensuring that customers feel heard and valued and that they are at an advantage due to receiving our services.

Commitment to Community

Working in the best interest of the community. Understanding the unique local needs of West Michigan communities, while leveraging regional resources and connections to increase quality and opportunity.

Data-Driven Action

Continuously tracking metrics to understand quality of service provided and impact on the community. Utilizing data to drive decisions and action.

Continuous Improvement

Encouraging innovation to find solutions that will continuously raise the bar. Promoting responsiveness and agility to adjust based on outcomes.

Core Competencies

Although the Core Competencies have not changed, their descriptions have been updated here to reflect progress thus far as well as opportunities for further leveraging these strengths.

Convening and Connecting

Staff members across the organization have built partnerships and established relationships with partners in the workforce development ecosystem.

West Michigan Works! can build on this competency with the following tactics:

- Act as a hub for connecting organizations across regional networks
- Continuously identify gaps and target resources accordingly
- Continue convening industry councils focused on the talent needs of employers
- Work with Community Colleges and other training organizations to create programs and pathways that meets employers' needs for their current and future workforce

Gathering and disseminating information

During the course of its ongoing work, the organization collects information on employer needs, skills of the labor pool, barriers to employment, training programs, and much more. The organization is positioned to share this information with partners and communities in order to enhance understanding of workforce challenges as well as opportunities.

West Michigan Works! can build on this competency with the following tactics:

- Educate the public, partners, and decision-makers on the impacts of policy, regulations, and structural barriers to successful employment
- Map career pathways and share with partners
- Disseminate labor market information through partner and customer networks
- Provide information to jobseekers about in-demand careers and job opportunities
- Provide information to employers about the talent pool and local labor market
- Understand the talent needs in the region and the training that exists to meet these needs

Outreach and Communication

Outreach occurs at all levels throughout the organization and region, as well as through innovative marketing and public relations. The past four years have produced great success in terms of a positive brand that is recognized and respected.

West Michigan Works! can build on this competency with the following tactics:

- Continue to encourage outreach and partnership development by staff
- Build the brand so that customers see beyond core services
- Position the Board as the voice for workforce development strategy in the region

Career Coaching and Assessment

A Career Coaching model has been implemented for all programs, ensuring a holistic approach that emphasizes comprehensive assessment and preparation. This includes thorough exploration of in-demand occupations. The model improves training outcomes, matching to job opportunities, employer satisfaction, and long-term retention.

West Michigan Works! can build on this competency with the following tactics:

- Promote the use of the Career Coaching model to partners and employers
- Continue fine-tuning the model to ensure continuous improvement

Employment and retention

West Michigan Works! creates solutions that match the skills of job seekers with employer needs, bringing to bear the full scope of the workforce development system, all for the mutual benefit of both parties. This is done with the goal of long-term retention, rather than a quick-fix placement approach.

West Michigan Works! can build on this competency with the following tactics:

- Expand Retention Solutions services
- Ensure effective communication between Business Solutions, Talent Solutions, and Retention Solutions
- Increase access to resources that overcome barriers to obtaining and retaining employment
- Build continuing relationships, not transactions

West Michigan Workforce Development Ecosystem

The full picture of workforce development in West Michigan is much bigger than one agency. It operates as a system, incorporating a broad set of partners and stakeholders, all with a role to play in serving employers and job seekers needs.



During the initial strategic planning process, the Board discussed at length how best West Michigan Works! fits into this ecosystem. The process for updating the plan recognized this perspective, and purposefully chose to engage representatives from all stakeholders. This diverse input allowed for a more accurate analysis of progress made by the agency, as well as determining how best to continue effective collaboration within a broader system.

Goals and Strategies

The goals and strategies have been updated to reflect a “next-phase” focus for the agency. For a list of previous goals and strategies as well as an assessment of their progress, see [Appendix A](#) (Goals) and [Appendix B](#) (Strategies).

Goal A: Foster widespread networks to collaboratively address workforce needs in the region.

Goal B: Expand the local pipeline of work-ready talent to meet the needs of the workforce and of West Michigan employers.

Goal C: Enhance capacity and increase resources by leveraging strengths, successes, and networks.

Goal D: Improve engagement across the organization through strategic initiatives, professional development, and a solutions-driven culture.

Goal E: Enable a culture that honors the worth and dignity of all people, where staff and customers have equitable access to opportunities.

Customer-Focused Strategies

1. Engage opportunity youth with experiences that build occupational awareness and prepare them for career pathways within the local economy. (A, B, D, E)
2. Connect with overlooked talent pools through partnership networks and strategic outreach efforts. (A, B, E)
3. Expand soft skills training services to new, targeted audiences across the region. (B, C, E)
4. Establish and expand services that provide solutions for retention of employees at West Michigan employers. (A, C, E)

System-Focused Strategies

5. Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan. (A, B, E)
6. Maintain career pathways mapping for the region’s key industries and serve as the primary resource for pathways information across the region. (A, C)
7. Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities. (A, C, E)

Capacity-Building Strategies

8. Develop mechanisms that enable the organization to capitalize on successful initiatives and pursue different sources of funding. (C, D)
9. Develop robust systems for professional development in support of a culture that emphasizes staff diversity and inclusion, training, and empowerment. (D, E)
10. Improve communication among staff departments in support of a culture that prioritizes team-based approaches and solutions-driven strategies. (D, E)

Accountability Strategies

11. Engage board members in ongoing continuous improvement through subcommittees and workgroups that reinforce strategic priorities. *(A, D, E)*
12. Conduct annual reviews of service delivery models and execution to ensure equity, consistency, and quality at all West Michigan Works! Service Centers. *(A, D, E)*

Appendix A: Accomplishments by Goal

Goals from the previous plan are listed below, along with a summary of accomplishments to date in pursuit of that goal. Considerations lay the foundation for the recommended changes, as shown in the Goals and Strategies section of this report.

Goal (2016 Plan)	Accomplishments	Considerations
<p><i>Goal 1: Cultivate relationships with employers to understand and address the workforce demand in the region.</i></p>	<ul style="list-style-type: none"> • <i>Business Solutions Representatives actively work with thousands of employers per year</i> • <i>MiCareerQuest involved dozens of companies</i> • <i>Five active Industry Councils convene regularly: Manufacturing, Healthcare, Information Technology, Construction, and Food Processing</i> • <i>The Medical Assistant Registered Apprenticeship Program (MARAP) was launched</i> • <i>The America's Promise Grant apprenticeship program was launched</i> • <i>During Manufacturing Week, students visit dozens of companies per year</i> • <i>Talent Tours involve numerous employers all year</i> • <i>Retention Solutions programming was launched</i> 	<p>This goal has been a primary focus and it shows: the organization has its finger on the pulse of the business community, and thus is well-informed about employer needs. These relationships will continue to provide insight and local intelligence regarding workforce demand.</p>
<p><i>Goal 2: Increase the local talent pool.</i></p>	<ul style="list-style-type: none"> • <i>MiCareerQuest involved thousands of students</i> • <i>Expansion of Jobs for Michigan's Graduates across the region</i> • <i>WorkReady employability skills training was developed and is offered across the region</i> • <i>Collaboration with numerous Adult Education programs</i> • <i>Regular hiring events in all counties</i> • <i>Increased funding for in-demand trainings</i> • <i>Redesign of the PATH program to focus more on training and preparation, not just job search</i> 	<p>This also has been a significant focus, and has resulted in structures that provide occupational awareness, exposure to careers, and supports for improving the skills of the talent pool. This work has laid the foundation for serving as a primary resource regarding career opportunities in the region.</p>

Goal (2016 Plan)	Accomplishments	Considerations
	<ul style="list-style-type: none"> ● <i>Career Coaching and Career Portfolio model was implemented</i> 	
<p><i>Goal 3: Establish a network for community conversations on issues related to employers' workforce needs.</i></p>	<ul style="list-style-type: none"> ● <i>The Career & Education Advisory Council was created</i> ● <i>Work closely with Talent 2025</i> ● <i>Talent Solutions Managers sit on numerous community networks and collaboratives</i> ● <i>Industry councils, the Workforce Development Board, and board committees provide a forum for employer conversations</i> 	<p>Other than the industry councils, there is no formal network as described in the goal. However, this is likely unnecessary given the broad reach of numerous networks that the organization either leads, supports, or participates in.</p>
<p><i>Goal 4: Diversify resources and strategies through innovative partnerships and solutions.</i></p>	<ul style="list-style-type: none"> ● <i>Apprenticeship USA</i> ● <i>MAICA 2.0</i> ● <i>MICA 2.0</i> ● <i>Kellogg, DeVos</i> ● <i>America's Promise Grant</i> 	<p>Some progress has been made on this goal, with new funding coming from state and federal sources. To improve on this work, the organization should utilize the strengths built over the last few years to ramp up efforts to cultivate alternative revenue streams.</p>
<p><i>Goal 5: Increase Board and staff engagement through strategic initiatives and professional development.</i></p>	<ul style="list-style-type: none"> ● NEP ● OCL ● National Skills Coalition ● National Association of Workforce Boards Conference ● Michigan Works! Association Conference ● Career Pathway Leadership Certification ● LEDA Conference ● Career Coach Model / Training ● Human-Centered Design ● LEAN Training 	<p>Progress has been made on this goal, and its relevance has not changed. However, it should be focused on the full organization's engagement. Strategies should relate to organizational culture, staff training, and a new committee structure for the board.</p>

Appendix B: Status and Considerations by Strategy

Strategies from the 2016 Strategic Plan are listed here along with an indicator of their current status. Considerations lay the foundation for the recommended updates in the Goals and Strategies section of this report.

Strategy (2016 Plan)	Status	Considerations
Customer-Focused Strategies		
1. Create a diagnostic tool for use with every employer contact to determine what their service needs may be.	Complete	
2. Convene and facilitate Industry Councils in key West Michigan sectors.	Complete	Five councils established and ongoing
3. Educate youth about the opportunities that are available in the local economy.	Significant Progress	Career awareness events and activities are well-established
4. Increase outreach to youth, underemployed, and hard to serve populations.	Significant Progress	Partnership networks offer a venue to these populations
5. Develop and pilot a soft skills training program.	Complete	WorkReady is offered in all centers
6. Catalogue the services and strengths of partner organizations to have a full picture of the capabilities of the workforce development system and a resource guide to promote services.	Incomplete	Catalogue is not feasible due to dynamic nature of partnerships
System-Focused Strategies		
7. Identify and advocate for infrastructure improvements that could lessen barriers to employment for West Michigan workers.	Partial Progress	Leadership activity at state and federal levels
8. Map career pathways within the region's key industries, including all levels of education and training and multiple entry and exit points.	Almost Complete	Pathways will be ready for release in 2020
9. Create relationships with community-based organizations in each county to widen the Board's network of partners.	Complete	Management is empowered to cultivate relationships and establish partnerships

Strategy (2016 Plan)	Status	Considerations
10. Support innovative initiatives to promote continuous improvement of services.	Significant Progress	This is institutionalized across the system
11. Identify gaps in the workforce development ecosystem and determine what the Board's role in filling those gaps can be.	Complete	Strategic Partnerships assessment; again institutionalized
12. Create an outreach strategy to increase recognition of the West Michigan Works! Brand.	Ongoing	Successfully implemented and brand recognition is now significantly increased
Capacity-Building Strategies		
13. Seek and pursue alternate sources of funding.	Partial Progress	Some non-governmental funding has been obtained; Still primarily reliant on state and federal funding
14. Offer professional development opportunities for all staff.	Partial Progress	Solid onboarding process
15. Provide networking or exchange opportunities for staff from different Service Centers to learn best practices from across the region.	Incomplete	Structure is unnecessary and could be inefficient; the main issue is related to effective communication
Accountability Strategies		
16. Engage board members in strategic plan implementation and progress tracking through subcommittees.	Complete	Subcommittees are functional and engage in effective board-level discussion; however, new committees may be necessary to focus on this updated strategic plan
17. Create metrics and measurement tools to allow the Board to monitor the progress toward its goals.	Complete	Dashboards and performance data are shared and reviewed regularly
18. Conduct annual reviews of regional service delivery models and execution to ensure consistency of high-quality service at all West Michigan Works! Service Centers.	Complete	

WMW Strategic Plan – *Update, 2020*

Vision

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Exceptional Customer Service: Promoting consistent, professional, and high quality customer service throughout all West Michigan Works! centers to exceed the expectations of businesses and jobseekers. Ensuring that customers feel heard and valued and that they are at an advantage due to receiving our services.

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Data-Driven Action: Continuously tracking metrics to understand quality of service provided and impact on the community. Utilizing data to drive decisions and action.

Continuous Improvement: Encouraging innovation to find solutions that will continuously raise the bar. Promoting responsiveness and agility to adjust based on outcomes.

Core Competencies

Convening and Connecting

Gathering and disseminating information

Outreach and Communication

Career Coaching and Assessment

Employment and retention

Goals

Goal A: Foster widespread networks to collaboratively address workforce needs in the region.

Goal B: Expand the local pipeline of work-ready talent to meet the needs of the workforce and of West Michigan employers.

Goal C: Enhance capacity and increase resources by leveraging strengths, successes, and networks.

Goal D: Improve engagement across the organization through strategic initiatives, professional development, and a solutions-driven culture.

Goal E: Enable a culture that honors the worth and dignity of all people, where staff and customers have equitable access to opportunities.

Strategies

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MEMORANDUM

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

FROM: Amy Lebednick, Business Solutions Director
Brittany Lenertz, Talent Solutions Director

DATE: February 3, 2020

RE: Solutions Driven Updates

Central Oklahoma WIB Site Visit

On January 7th West Michigan Works! along with our partners from Mercy Health, NN Mobile Solutions|Autocam, TGW, and GRCC, hosted a full day event of best practices in workforce development for Central Oklahoma Workforce Innovation Board (COWIB). COWIB is the policy and guidance board for the Workforce Oklahoma system in Central Oklahoma, serving as a connector between the U.S. Department of Labor and the Oklahoma Works American Job Centers for a 9-county region. Their mission is to improve lives in their communities by building a quality workforce through education and creating connections between Job Seekers and Businesses. The day long event began with WMW business services and finished with a partner luncheon hosted by GRCC.

Livability Lab – Muskegon’s 100 Day Challenge

The Livability Lab – Muskegon’s 100-Day Challenge, is intended to bring together leaders and citizens of Muskegon County to pursue several challenges over 100 days to promote equity, health and wellbeing in the community. To accomplish this, there are 19 Community Teams focused on specific endeavors including increasing employment opportunities for felons via expungement of records where possible. In January, West Michigan Works! hosted an Expungement Clinic for the Lab, at which 29% of the 279 individuals in attendance met the criteria required to expunge their criminal history, creating more opportunities for employment and increased earnings.

MiCareerQuest Update

Volunteer Registration is now open for the 2020 event. To register please visit micareerquest.org/volunteer. Two volunteer orientations will be offered on May 1st. Registration closes April 3, 2020.

Youth Solutions Summer Programs

This summer, in addition to our regular youth programming, WMW will be operating a series of Summer Youth Work Experience programs throughout the region.

Each program will include an element of employment skill development, as well as paid work experience with a local employer. These programs include:

- Kent County: Doug & Maria DeVos Foundation's Summer Learning Academy (pending)
- Kent County: Foster Care Summer Youth Work Experience, in partnership with DHHS
- Muskegon County: DTE & United Way Summer Youth Work Experience
- Muskegon County: ADAC Community Mobility Partnership, in partnership with Muskegon Public Schools and Muskegon Heights Public School Academy (February – end of the school year)
- Rural Areas of our region: Summer Young Professionals Work Experience (pending)

Labor Market Information Study

West Michigan Works! is partnering with the Michigan Bureau of Labor Market Information and Strategic Initiatives, the US Department of Labor, and researchers from Mathematica, Urban Institute, Upjohn Institute, and University of Chicago to develop and test simple, actionable LMI products to assist job seekers in their job search and building their career paths. The project will build on and test the information West Michigan Works already provides to new users of our system in an effort to help job seekers make informed decisions about the region's labor market and where they might connect to in-demand careers.

The project is set to begin in March, and it is planned to be a six-month study.

Retention Solutions Network (RSN) Update

Pliant Plastics recently became the fifth employer to join the Retention Solutions Network (RSN). To better serve employers, the RSN has been broken up into two networks, based on member employers geographic location. RSN Lakeshore serves Allegan, Ottawa and Muskegon county employers. Natalie Cavagnetto is the assigned Success Coach for the Lakeshore network. RSN Central serves Kent, Ionia and Montcalm county employers. Jamie Beard was hired in January to serve as the Success Coach for RSN Central. West Michigan Works! continues to recruit additional employers to join both networks