



**Governing Board Meeting**  
**Westside Service Center**  
**215 Straight Ave. N.W. Grand Rapids, MI 49504**  
**The public may attend in-person or by remote participation via Teams.**

[Click here to join the meeting](#)

**Meeting ID: 281 191 347 780 Passcode: GjH5RJ**  
**Or call in (audio only) [+1 616-803-9815,,383180535#](#) United States, Grand Rapids**  
**Phone Conference ID: 383 180 535#**  
**Monday, April 24, 2023 • 8:30 a.m. – 10:00 a.m.**

## **AGENDA**

1. Call to Order and Introductions
2. Public Comment – Agenda Items
3. Approval of the February 27, 2023 Minutes **Action Required**
4. Report on Financial Activities
  - a. ACSET Financial Report - Notes to March 2023 Board Financials **Information Item**  
*Bob Perkins, Chief Financial Officer*
  - b. Proposed FYE 2024 Budget *(roll call: 75% affirmative vote of members present)* **Action Required**  
*Bob Perkins*
5. West Michigan Works! (WMW) Workforce Development Board (WDB) Member Appointment *(roll call: 75% affirmative vote of members present)* **Action Required**  
*Jacob Maas, Chief Executive Officer*
6. West Michigan Works! (WMW) Workforce Development Board (WDB) Service Summary Dashboard and Solutions Driven Updates **Information Item**  
*Angie Barksdale, Chief Operating Officer*
7. Report on Administrative Activities *Laura Krist, Human Resource Director*
  - a. ACSET Personnel Actions Report **Information Item**
  - b. ACSET Operations Staffing **Information Item**
8. Other Business **Information Item**  
*Jacob Maas, Chief Executive Officer*
  - a. House Ways and Means Subcommittee on Work and Welfare regarding Temporary Assistance for Needy Families (TANF): Testimony-March 29, 2023 in Washington, DC
  - b. 39<sup>th</sup> Annual Conference-National Association of Workforce Development Professionals (NAWDP): 2022 Registered Apprenticeship Best Practice Award, May 8, 2023 in New Orleans, LA
  - c. Michigan Works! Association (MWA) Impact Awards: May 10, 2023 in Lansing, MI- [West Michigan Works! Nomination, Gul Aqu Ghaznawi, AC Sewing, Inc., and Bethany Christian Services of Michigan](#)
9. Public Comment
10. Adjournment

**Next Scheduled Governing Board Meeting: Monday, June 26, 2023**



**Governing Board Meeting  
Westside Service Center**

**215 Straight Ave. N.W. Grand Rapids, MI 49504**

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**Meeting ID: 274 352 813 108 Passcode: kb9HHw**

**Or call in (audio only) [+1 616-803-9815,,48101587#](#) United States, Grand Rapids**

**Phone Conference ID: 481 015 87#**

**Monday, February 27, 2023 • 8:30 a.m. – 10:00 a.m.**

**MINUTES**

**Governing Board Members Present:** Commissioners De Young, Storey, Tiejema, T. Baker, R. Baker, Cyr, Paige (virtual), Moss, Ysasi, Perdue

**Governing Board Members Absent:** Commissioners Hatfield, Kallman, LaGrand, Curran

**Staff Present (physically or virtually):** Angie Barksdale, Tasha Evans, Laura Krist, Amy Lebednick, Jacob Maas, Janette Monroe, Chad Patton, Bob Perkins, Malinda Powers, Tawanna Wright

**Guests Present:** Nathan Lipton, CPA (Wipfli, LLP)

1. Call to Order by Commissioner Storey at 8:34 a.m. Commissioner Storey requested introductions of members, staff and guests attending the meeting.
2. Public Comment- None.
3. Approval of the October 24, 2022 Minutes **Action Required**

**Motion – Com. Tiejema**

**Second – Com. De Young**

**Item Approved by Vote – All 9 members present voted affirmatively. Motion carried.**

4. 2023 Governing Board Election of Chair and Vice-Chairperson **Action Required**  
Tawanna Wright, Staff Attorney, stated that the newly elected officers will begin their duties at this Governing Board meeting immediately following the election. Based on the rotation listed in the Interlocal Agreement, it is Allegan County's turn to serve as Chairperson of the Board for 2023. Jim Storey and Mark De Young are the representatives from Allegan County Board of Commissioners. Tawanna further reviewed that it is Barry County's turn to serve as Vice-Chairperson of the Board for 2023. Commissioner David Hatfield is the sole Barry County Board of Commissioners representative.

**Motion – Com. De Young nominated Commissioner Storey to serve as the Chairperson of the ACSET Governing Board for 2023**

**Second – Com. Ysasi**

**Item Approved by Vote – All 9 members present voted affirmatively. Motion carried.**

**Motion – Com. Tiejema nominated Commissioner Hatfield to serve as the Vice-Chairperson of the ACSET Governing Board for 2023**

**Second – Com. Storey**

**Item Approved by Vote – All 9 members present voted affirmatively. Motion carried.**

**Com. Storey proceeded to conduct the meeting as the newly appointed Chairperson of the ACSET Governing Board.**

5. Report on Financial Activities

- a. Presentation of the Audited Financial Statements **Action Required**  
Nathan Lipton, CPAs, Wipfli LLP, presented a summary of the annual audit results, which is an opinion of ACSET's financial statements for the year ending June 30, 2022. As a result of the single audit, Nathan reported on ACSET's internal control over financial reporting and its major federal programs. Nathan stated that no findings were reported. Brief discussion took place, and Nathan answered board members' questions. ACSET staff requested that the board approve receipt of the audited financial statements.

**Motion – Com. Tiejema**

**Second – Com. Moss**

**Item Approved by Vote – All 9 members present voted affirmatively. Motion carried.**

- b. ACSET Financial Report - Notes to January 2023 Board Financials **Information Item**  
Bob Perkins, Chief Financial Officer reviewed ACSET's statement of revenue and expenditures for the seven months ending January 31, 2023. Brief discussion took place, and Bob answered board members' questions.

- c. Proposed FYE 2023 Budget Modification *(roll call: 75% affirmative vote of members present)* **Action Required**  
Bob Perkins reported that the proposed budget for fiscal year ending June 30, 2023 has been modified for consideration. Bob reviewed the changes and staff answered board members' questions. Bob requested the ACSET Governing Board's approval of the modified budget.

**Motion – Com. Ysasi**

**Second – Com. T. Baker**

**Item Approved by Vote – Roll call vote taken. All 9 members present voted affirmatively. Motion carried.**

- d. Renewal of Line of Credit **Action Required**  
Bob Perkins reported that ACSET currently holds a \$325,000 line of credit with Fifth Third Bank, which expires in March 2023. Bob reported that this line of credit would only be needed in the event of unforeseen expenses or a delay in receiving cash requests. Bob reported that the memo in the packet contains a clerical error for the retention period of federal funds. The memo states it is "three business days" but it should state "seven to eight business days". Bob requested the ACSET Governing Board's approval of the line of credit renewal.

**Motion – Com. Moss**

**Second – Com. Cyr**

**Item Approved by Vote – All 9 members present voted affirmatively. Motion carried.**

6. West Michigan Works! (WMW) Workforce Development Board (WDB) Service Summary Dashboard and Solutions Driven Updates **Information Item**

*Angie Barksdale, Chief Operating Officer*

- a. Service Summary Dashboard:  
Angie Barksdale, Chief Operating Officer, reviewed the Service Summary, for October 1, 2022 through December 31, 2022, with board members. Angie reviewed the Management Observations and Highlights which included information on: Service Center Traffic, Employers Served, Jobs Filled By Industry, Going Pro Talent Fund (GPTF), Hiring Events, Retention Solutions and WorkReady Certificates Earned. Next, Angie informed the board that Strategic Alignment and Indicator Descriptions are being provided to inform the board about the impact of services

provided through the workforce development program. These indicators (***Diversity and Inclusion, Enhanced Relationships, and Pipeline Development***) represent the implementation of goals as outlined in the Strategic Plan. Angie answered board members' questions.

b. Solutions Driven Updates:

**Grants Updates**

- i. Health Resources & Services Administration (HRSA): Angie reported that GRCC was awarded \$2.9 million dollar grant by the Department of Health and Human Services (DHHS) and will partner with West Michigan Works!, Corewell Health, Cherry Health and Trinity Health Systems to implement the grant. This grant will expand the public health workforce in West Michigan through classroom training and apprenticeship opportunities. ***Enhanced Relationships, Pipeline Development***
- ii. Michigan Career Opportunity Academies for Community Health (MiCOACH): Angie reported that this grant was awarded to increase the number of Community Health Workers (CHWs) and Health support in targeted Intermediate School Districts (ISDs), including Muskegon Heights. This is a three-year grant which will aim to improve the dissemination of health information, connection to mental health resources, and help create safer, healthier school environments and communities. ***Enhanced Relationships, Pipeline Development***
- iii. The Michigan Citizen Reentry Initiative (MiCRI): Angie reported that this grant opportunity will launch a new initiative designed to reduce recidivism among justice involved citizens and increase their successful participation in employment and training opportunities. This includes individuals incarcerated in the Federal Correctional Institute (FCI) in Milan, Michigan and four Residential Re-entry Centers (RRC). Further, Angie reported that there is another grant in the pipeline focused on providing pre-release services to veterans in State prisons. ***Diversity and Inclusion***
- iv. MDARD Specialty Crop Grant: Angie reported that the Agribusiness Talent Council of West Michigan was awarded a grant of more than \$80,000 to provide funding for food safety and leadership training. ***Enhanced Relationships, Pipeline Development***
- v. Going PRO Talent Fund (FY23): Angie reported that 193 employers in West Michigan are receiving a GPTF award, and an additional 9 employer applications are pending review for an award. The industries receiving the most funding are manufacturing, construction, and healthcare. Additional information is provided in the board packet. ***Enhanced Relationships, Pipeline Development***

**Grants/Funding Opportunities – Ongoing**

Angie Barksdale stated that several grants listed below are all focused on training, re-training, and apprenticeships to ensure job seekers are ready for in-demand jobs.

- vi. Talent Pathways Program  
Information provided in board packet. ***Pipeline Development, Diversity and Inclusion***
- vii. Grand Rapids Community College's One Workforce Grant  
Information provided in board packet. ***Enhanced Relationships, Pipeline Development***
- viii. Michigan Learning and Education Advancement Program (MiLEAP)  
Information provided in board packet. ***Enhanced Relationships, Pipeline Development***
- ix. Michigan Rural Enhanced Access to Careers in Healthcare (MiREACH)  
Information provided in board packet. ***Enhanced Relationships, Pipeline Development***

- x. State Apprenticeship Expansion (SAE) – West Michigan Works!  
Information provided in board packet. **Enhanced Relationships, Pipeline Development**
- xi. State Apprenticeship Expansion (SAE) – Michigan Energy Workforce Development Consortium (MEWDC)  
Information provided in board packet. **Enhanced Relationships, Pipeline Development**

### Industry Talent Council (ITC) Initiatives

Angie reported that there are a variety of ways to stay connected to the innovative work taking place under each of the WMW Industry Talent Councils (ITC). Each council is a “think tank” led by a staff member that provides industry employers and partners with pertinent information such as industry workforce trends, council initiatives, career development. Angie stated that the electronic copy of the board packet contains hyperlinks to all the ITC’s websites to learn additional information. **Enhanced Relationships, Pipeline Development.**

- i. Agribusiness Talent Council of West Michigan (ATC): Information provided in board packet.
- ii. Construction Careers Council (CCC): Information provided in board packet.
- iii. Discover Manufacturing (DM): Information provided in board packet.
- iv. West Michigan Health Careers Council (WMHCC): Information provided in board packet.
- v. West Michigan Tech Talent (WMTT): Information provided in board packet.

### Programs

- i. WMW Sponsored Registered Apprenticeships Program:  
Angie reported that WMW serves as an intermediary for employers and training providers. WMW currently holds the standards for 33 US Department of Labor registered apprenticeships, with over 150 active apprentices and almost 90 participating employers. The WMW Apprenticeship Team has been working closely with the WMHCC to develop new programs which includes adding an EEG (Electroencephalogram technician) Program to our standards. It is the first program of its kind in the nation. WMW is also engaging with community partners to develop a Cardiovascular Technician program and exploring programs for Anesthesiology Technician and Community Health Worker. WMW has recently engaged with WMTT and local partners to create a Cyber Security Apprenticeship program for interested employers. **Pipeline Development**
- ii. Ascend Youth Programming:  
Angie reported that the Ascend team currently provides in-person and virtual programming for eligible youth across our 7-county region. We also continue to expand our partnerships to recruit more youth and to provide co-located services. We have recently developed partnerships to co-locate services within AYA (Kent County), Orchard View Adult Education (Muskegon), and ESCAPE Ministries (Ottawa). We continue to meet with partners to grow this type of strategy. On the horizon: summer youth work experience programming for 2023. **Pipeline Development, Diversity and Inclusion**
- iii. MiCareerQuest:  
Angie reported that the 2023 MiCareerQuest event is under 4 months away and that over 9,000 students are registered to attend this youth career development event. Staff are encouraging members to save the date of May 24, 2023 as there are a variety of opportunities to volunteer or tour the event. For those able and willing to volunteer, [please register here](#). Angie also reported that an invitation for a VIP Tour will also be sent out in the upcoming weeks. **Pipeline Development**

iv. HireReach:

Angie reviewed that the W.K. Kellogg and DeVos Foundations originally funded this pilot project with WMW for 3 years. HireReach now provides instruction and consulting to businesses interested in implementing skills-based hiring outside of the West Michigan Works! Region, under the non-profit organization, Strategic Workforce Solutions (SWS). Angie reported that a HireReach Academy just concluded in Battle Creek, MI and that work is underway to implement a Spring 2023 academy in Kalamazoo, MI. HireReach also continues its involvement in the Opportunity for All (OFA) initiative led by Fred Keller and funded by the DeVos Foundation. In March 2023, HireReach will present a three-year plan to provide academies to West Michigan employers. This 3-year plan will provide an opportunity to train 96 employers in skills-based hiring over the next three years.

***Diversity and Inclusion***

v. Retention Solutions Network (RSN):

Angie provided additional background on this program and reported that after making necessary changes to service delivery, the RSN has demonstrated stability through these changes. Additional information is provided in the packet. ***Enhanced Relationships,***

***Diversity and Inclusion***

vi. Learn, Earn and Provide (LEAP) Pilot:

Angie reported that LEAP launched in Muskegon as a pilot program at the end of January of 2022. It is a program aimed to assist non-custodial parents in obtaining and maintaining employment to get back on track with child support payments. This pilot will take place in close partnership with Muskegon County Friend of the Court and will include both voluntary referrals and mandated participation. We are in early conversations with partners in Allegan County about potentially expanding LEAP to include Allegan. ***Pipeline***

***Development, Diversity and Inclusion***

vii. Clean Slate:

Angie reviewed that the Clean Slate law makes it possible for people to petition for an expungement, which removes convictions from the public criminal record. As a result, job seekers can legally state that they have never been convicted or arrested for that crime on job, school, and/or housing applications. Due to limited resources and automatic expungements scheduled to begin in April of 2023, WMW has shifted its services from providing jobseekers with financial resources for court costs and attorney fees to providing meaningful consultation, specific to their case, about options, resources, and eligibility to prepare them for April. ***Diversity and Inclusion***

## **Initiatives**

i. Grow with Google:

Information provided in packet. ***Pipeline Development***

ii. Michigan Economic Development Corporation (MEDC) Talent Action Team (TAT) Electric Vehicle (EV) & Mobility Pilot:

Angie reported that the MEDC hired the Boston Consulting Group to conduct an analysis of best practices in workforce to bring together industry, higher education, training, and recruitment program partners to support the need for reskilling and upskilling incumbent automotive industry workers and recruiting new employees into the industry. The TAT has reached out to WMW to discuss implementation of a pilot project to support the hiring needs of four local employers in EV, with the goal to expand educational and job support opportunities to build competitive, cross-industry talent for the future of electrification

and mobility in the state. Based on our conversations to-date, a potential partnership between MEDC and WMW will include support for the following initiatives:

1. Recruiting approximately 1,300 qualified individuals in 2023 to fill Production Worker and Frontline Supervisor roles in the West region (connecting them to relevant short-term training programs where necessary).
2. Making additional strategic investments in job seeker support services such as transportation vouchers or rideshare, translation of marketing materials or English as a Second Language (ESL) support, etc. ***Enhanced Relationships, Pipeline Management***

## 7. Report on Administrative Activities

*Laura Krist, Human Resource Director*

- a. ACSET Personnel Actions Report **Information Item**  
Laura Krist, Human Resource Director, reported that there have been sixteen (16) appointments, sixteen (16) separations, and eight (8) promotions.
- b. ACSET Operations Staffing **Information Item**  
Laura Krist reported that ACSET currently has 204 out of 234 positions filled.
- c. Update to Staffing Chart **Action Required**  
Laura Krist reported that after reviewing the current staffing chart and assessing the needs of various programs and departments across the region, staff have determined that adding one (1) assistant manager, two (2) project managers, one (1) success coach, one (1) accountant and one (1) budget analyst to the current staffing chart is necessary. Laura requested Governing Board approval to add these positions to the staffing chart. Discussion took place and staff answered board members' questions.

**Motion – Com. Tony Baker**

**Second – Com. Ysasi**

**Item Approved by Vote – All 9 members present voted affirmatively. Motion carried.**

- d. ACSET Diversity, Equity and Inclusion Policy **Action Required**  
Laura Krist reported that in February 2020, ACSET implemented a Diversity, Equity and Inclusion (DEI) workgroup consisting of various staff members within the organization. This was done as an effort to better serve clients and to create an equity learning and development program at West Michigan Works!. The workgroup developed a DEI Policy to be included in the ACSET employee handbook. Laura reviewed details of the policy and requested Governing Board approval to add the new DEI Policy to the employee handbook. An extensive discussion took place.

**Motion – Com. Ysasi**

**Second – Com. Tony Baker**

**Roll call vote taken.**

**Yays: De Young, Storey, Tiejema, Tony Baker, Ron Baker, Ysasi, Perdue**

**Nays: Cyr, Moss**

**All 7 out of 9 members present voted affirmatively. Motion carried.**

## 8. Other Business

**Information Item**

- a. Governing Board Orientation and Service Center Visits  
Jacob Maas, Chief Executive Officer, reported that staff would like to host new Governing Board Member orientations for Commrs. Hatfield, Paige, Cyr, Moss, and Curran, preferably before the next meeting on April 24, 2023.

b. Essential Service Awards

Jacob Maas reported that [Beverly A. Drake Essential Service Awards](#) recognizes the vital role that frontline workers have in our local economy. Jacob reported that 58 nominations were submitted in 8 categories of front-line service roles such as keeping the doors open, caring for families, keeping us healthy, stocking shelves, and keeping businesses running. WMW will formally recognize these individuals at the February 27, 2023 Economic Club of Grand Rapids luncheon.

9. Public Comment- None.

Adjournment at 10:22 a.m. by Chairperson Storey.

**Motion – Com. Moss**

**Second – Com. Ysasi**

**Item Approved by Vote – All 9 members present voted affirmatively. Motion carried.**

Recorded by: \_\_\_\_\_ Received by: \_\_\_\_\_



**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4100

**SERVICE CENTERS****Allegan County**

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

**Barry County**

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

**Ionia County**

603 W Adams 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**

12331 James St Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** ACSET Governing Board

**FROM:** Bob Perkins, Chief Financial Officer

**DATE:** April 24, 2023

**RE:** March 2023 Board Financials

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**Revenue**

Revenues for the nine months ending March 31, 2023 total \$26.7 million which is \$2.4 million higher than last year's revenue. The increase is due mainly to the Going Pro Talent Fund (GPTF).

**Expenditures**

Operating expenses are under the proposed budget by 3.3%.

- Consumables are \$146K less than the prior year. The difference is due to having \$48K in Consumables last year in the DeVos – Talent Career Coaching Fund and zero dollars in the current year since the fund was not renewed. There was also a decrease in spending on Consumables in Path, WIOA and ES (Wagner Peyser) funds.
- Outside Services are down by \$590K. The following funds were fully spent last year and were not renewed for the current year: Kellogg – Hiring Model incurred \$122K in outside costs, DeVos - Talent Career Coaching had \$55K, and DeVos – HireReach had \$49K. The ES (Wagner Peyser) had a net reduction of \$327K. The remainder is due to timing differences.
- Equipment purchases are down by \$160K from the prior year due to timing differences in computer purchases.
- Other expenses are up by \$105K when compared to last year. The increase is due mainly to increases in spending in the PATH Funds and WIOA Funds.

Subcontractor expenses are down by \$124K compared to the prior year.

Decrease in youth spending YTD of \$118K, Future of Work ended in the prior year with \$81K of subcontractor expenses plus an increase in spending in Michigan Learning & Education Advancement Program of \$78K.

Training expenses increased by \$1,932K over the previous year. This is due to the increase in training of \$1,625K related to the Going Pro Talent Fund (GPTF), increase of \$328K in Michigan Learning & Education Advancement Program.

Direct Client Expenses are greater than last year by \$943K due to an increase in spending in PATH of \$640K, State Apprenticeship (MIRAIN, MIYARN, and MEWDC) of \$229K, another year of funding of the BRES Fund money with an increase of \$85K. There was a reduction of \$126K from Community Ventures that was not renewed in the current year. The difference is due to timing.

**Area Community Services Employment and Training Council**  
**Michigan Works Agency Programs**  
**Statement of Revenue & Expenses**  
**For the Nine Months Ending March 31, 2023**

	YTD Thru March 2023 Actual	YTD Thru March 2022 Actual	YTD 2022/2023 Budget	Budget Variance	Budget Variance %
<b>Total Revenue</b>	<u>\$ 26,714,799</u>	<u>\$ 24,283,268</u>	<u>\$ 27,443,934</u>	<u>\$ (729,135)</u>	<u>-2.66%</u>
<b>Expenses</b>					
<b>Operating Expenses</b>					
Wages	\$ 8,250,556	\$ 8,001,084	8,429,191	\$ 178,635	2.12%
Fringe Benefits	2,913,604	2,861,094	2,990,241	76,637	2.56%
Consumable supplies	822,407	968,005	800,456	(21,951)	-2.74%
Transportation	106,650	47,567	144,075	37,425	25.98%
Outside services	590,468	1,008,691	629,175	38,707	6.15%
Space and communications	1,264,522	1,314,793	1,333,506	68,984	5.17%
Equipment rent and maint	36,583	48,258	44,250	7,667	17.33%
Equipment purchases	11,647	172,025	184,000	172,353	93.67%
Other expense	545,927	440,426	483,878	(62,049)	-12.82%
<b>Total operating expense</b>	<u>14,542,364</u>	<u>14,861,943</u>	<u>15,038,772</u>	<u>496,408</u>	<u>3.30%</u>
<b>Subcontractors</b>	\$ 530,976	\$ 655,415	\$ 687,450	\$ 156,474	22.76%
<b>Training</b>	\$ 9,841,675	\$ 7,909,594	\$ 9,884,146	\$ 42,471	0.43%
<b>Direct Client Expenses</b>	<u>\$ 1,799,784</u>	<u>\$ 856,316</u>	<u>\$ 1,833,566</u>	<u>\$ 33,782</u>	<u>1.84%</u>
	<u>\$ 12,172,435</u>	<u>\$ 9,421,325</u>	<u>\$ 12,405,162</u>	<u>\$ 232,727</u>	<u>1.88%</u>
<b>Total Expenses</b>	<u>26,714,799</u>	<u>24,283,268</u>	<u>27,443,934</u>	<u>729,135</u>	<u>2.66%</u>
<b>Excess of Revenue over Expense</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>

Unaudited

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Allegan, MI 49010  
(269) 686-5079

**Barry County**

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

**Ionía County**

603 W Adams St  
Ionía, 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**

12331 James St Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** ACSET Governing Board

**FROM:** Bob Perkins, Chief Financial Officer

**DATE:** April 24, 2023

**RE:** Proposed FYE 2024 Budget

The proposed budget for the fiscal year ending June 30, 2024 is being presented for your consideration.

**Proposed FYE 2024 Budget**

The proposed 2023-2024 budget plans for \$34,710,000 of total revenue. This represents a 14.8% decrease over the proposed (mod 1) 2022-2023 budget. West Michigan Works! has not yet received planning allocations for the 2023-2024 year. The proposed budget was prepared with the following assumptions: flat funding for the WIOA, Wagner Peyser, PATH and FAET programs, Trade, and a decrease in the Going Pro Talent Fund (GPTF) awards due to the unknowns of the GPTF 2023 Cycle 2 awards. The decrease in revenue for the 2024 budget for GPTF is \$8.65 million.

There is a \$2.6 million net increase from Grants when excluding the impact of Going Pro Talent Fund (GPTF). WIOA fund timing of \$472K, PATH timing of \$453K, BRES increase of \$759K, SAE MEWDC increase of \$674K One Workforce increase of \$316K, and MILeap increase of \$240K. The remaining difference is due to no longer having funding for Learn and Earn Pilot, Rise Up, Rural Health Care, Kellogg Funding, and Future of Work as well as a decrease in SAE MIRAIN.

**Expenditures**

An additional \$100K is requested for Wages. This increase is a result of the additional funding.

Consumables is estimated to increase by \$140K to cover the increased costs related to the new programs as well as underestimated the costs in the original budget.

Transportation is increased due to the increased need for Transportation services post COVID. This cost was underestimated due to the uncertainty of what would actually be needed after COVID.

Other Expenses increased by \$100K due to increased spending in the PATH and WIOA Fund.

Training costs are estimated to increase due to the GPTF as well The State Apprenticeship Expansion (SAE) Funds. Direct client expenditures are increasing due to the increase in BRES funding, The State Apprenticeship Expansion (SAE), and the need for supports mainly in the PATH Funds.

## Requested Action

We ask that the proposed budget be considered for approval.

***Pursuant to Article II, Section 6(a) of Area Community Services Employment & Training (ACSET) Amended Bylaws dated April 26, 2021, a seventy-five percent (75%) affirmative vote of the members present is required for the budgets and amendments.***

# Area Community Services Employment and Training Council

## General Fund Michigan Works! Budgetary Comparison Schedule For the Fiscal Year Ending June 30, 2024

	Fiscal Year 2022-2023 Budget Mod 1	Fiscal Year 2023 - 2024 Proposed Budget	Increase (Decrease)
<b>REVENUES</b>			
Grant Income	\$ 40,713,000	\$ 34,690,000	\$ (6,023,000)
Program income	20,000	20,000	-
<b>TOTAL REVENUE</b>	<b>\$ 40,733,000</b>	<b>\$ 34,710,000</b>	<b>\$ (6,023,000)</b>
<b>EXPENDITURES</b>			
Operating costs:			
Wages	\$ 11,400,000	\$ 11,894,000	\$ 494,000
Fringe	4,037,000	4,281,000	244,000
Consumables	1,000,000	1,095,000	95,000
Transportation	185,000	180,000	(5,000)
Outside Services	901,000	900,000	(1,000)
Space & Communications	1,767,000	1,706,000	(61,000)
Equipment Rent & Maintenance	55,000	52,000	(3,000)
Equipment Purchases	300,000	276,000	(24,000)
Other Expenses	556,000	760,000	204,000
Total Operating Costs	20,201,000	21,144,000	943,000
Subcontracted program costs	895,000	895,000	-
Training costs	17,287,000	10,271,000	(7,016,000)
Direct client expenditures	2,350,000	2,400,000	50,000
<b>Total Expenses</b>	<b>\$ 40,733,000</b>	<b>\$ 34,710,000</b>	<b>\$ (6,023,000)</b>
<b>Net Change in Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49505  
(616) 336-4100

**SERVICE CENTERS****Allegan County**

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

**Barry County**

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

**Ionia County**

603 W Adams St  
Ionia, MI 48846  
(616) 389-8525

**Kent County**

121 Franklin St 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**

12331 James St, Suite 130  
Holland, MI 49424  
(616) 396-2154

**MEMORANDUM**

**TO:** ACSET Governing Board

**FROM:** Executive Leadership and Strategic Engagement Committee (Executive Committee or EC) of the West Michigan Works! (WMW) Workforce Development Board (WDB)

**DATE:** April 24, 2023

**RE:** WMW WDB Member Nomination

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**Background**

Since June 2022, the WDB has been awaiting selection of the new president by Grand Rapids Community College (GRCC). Dr. Charles Lepper has since been selected for the role. Staff are happy to announce they have received a board member application from Dr. Lepper to fill the vacant higher education seat on the WDB.

**Action**

On March 13, 2023 the Executive Leadership Committee supported the nomination of Dr. Lepper to fill the higher education seat on the WDB with terms of office through October 31, 2023. We are requesting approval from the ACSET Governing Board to support Dr. Lepper to serve on the WDB.

***Pursuant to Article I, Section 9 of Area Community Services Employment & Training (ACSET) Amended Bylaws dated April 26, 2021, a seventy-five percent (75%) affirmative vote of the members present is required for approval of appointment of members to the Workforce Development Board.***

[< Faculty & Staff Directory](#)

# Charles Lepper

Dr. Charles W. Lepper has had an extensive career in higher education with more than 25 years of leadership experience at universities and community colleges.

Before becoming Grand Rapids Community College's 11th president in 2023, Dr. Lepper served as vice president for Student Affairs and Enrollment Management at Salt Lake Community College, which serves more than 60,000 students across 10 campuses.

As a creative and innovative leader focused on student support and success, Dr. Lepper developed the SLCC Promise, which has provided more than \$5 million in free tuition since 2016. He helped lead SLCC's Guided Pathways program and re-engineered the college's admissions, advising, and financial aid processes. Concurrent enrollment increased by 12% over a two-year period.

Under his leadership, the college's Division of Student Affairs established four food pantries and SLCC's Dream Center, which assists undocumented students. He established a "Student in Crisis Fund" during the pandemic that distributed more than \$500,000 in private donations.

Dr. Lepper also established SLCC's Gender and Sexuality Student Resources Center, one of the many reasons Campus Pride Index recognized the college as the most affordable LGBTQ+ Friendly College in the nation in 2021.

Prior to his time at SLCC, he served as the vice president for Student Affairs at Tidewater Community College, multicampus institution in southeast Virginia.

He also held leadership positions at Ivy Tech Community College of Indiana, serving as the statewide assistant vice president and assistant vice provost for Student Development Services, the statewide director of Faculty Development and Student Life Initiatives, and the system's institutional liaison to the Higher Learning Commission.

Dr. Lepper earned a Bachelor of Arts in Human Resources and Personnel Management from Ball State University, a Master of Education in Secondary, Higher, and Adult Education from Grand Valley State University, and a Doctor of Philosophy in Educational Leadership, Administration, and Foundations from Indiana State University.

He also attended and completed the Institute for Educational Management at Harvard University in 2017 and earned a professional development certificate in Trauma and Resilience from Florida State University in 2021.

# Service Summary Explanation

October 1, 2022 – February 28, 2023

## Management Observations and Highlights

- *Service Center Traffic:* We continue to see a slight increase in job seekers coming into our centers and are actively recruiting to increase this number. In February we saw a decline in traffic across all service center locations. This may be partially due to wintery road conditions and it being a shorter month.
- *Employers Served:* Consistently, the business solutions team serves more returning employers than new employers from month to month. Over the last quarter, business solutions staff spent a significant amount of time meeting with employers to discuss and assist with FY23 Cycle 1 Going PRO Talent Fund. We continuously strive to connect with new employers as time allows, while also maintaining quality services for existing customers.
- *Jobs Filled by Industry:* Overall, jobs filled have steadily decreased due to the heavy volume of Going Pro Talent Fund applications processed by staff, a natural decrease in jobs filled over the holidays, and staffing shortages due to vacations and open positions.
- *Going Pro Talent Fund:* total number of trainings completed *and* paid out each month. Training is not always paid out the same month the training was completed due to delays in employer reporting and documentation collection. Data is reflective of multiple fiscal years and/or cycles within a fiscal year. Current billing includes training authorized to take place under the FY22 and FY 23 Cycle 1 funding.
- *Hiring Events:* We are coordinating facilitated workgroups to reimagine hiring events during the fall of 2023. Virtual job fairs are offered to employers monthly.
- *Retention Solutions Network:* Success Coaches are providing more services to employees at member companies. We continue to work on recruiting more employer members. February experienced a slight decrease in employees served and barriers addressed, likely due to staff training and it being a shorter month.
- *WorkReady Certificates Earned:* We have begun the process of improving both attendance and the overall curriculum for these workshops. We have engaged the Solutions-Driven Committee in this process.





## Service Summary Oct 1, 2022 to Feb 28, 2023

The data shown on this Service Summary are indicators of the organization's progress toward fulfillment of its services-based strategic priorities, as developed in the 2020 Strategic Plan: Enhanced Relationships, Pipeline Development, and Diversity and Inclusion. Each indicator is a reflection of the work conducted on an operational level to ensure robust service delivery and strategic plan alignment.

Additional information and explanation about the data presented are included the narrative.

### Strategic Plan Alignment



Enhanced Relationships



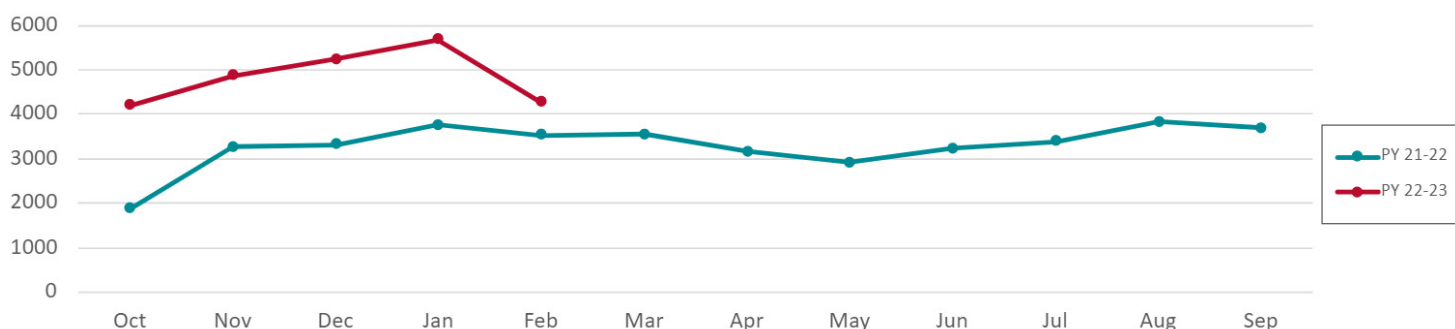
Pipeline Development



Diversity and Inclusion

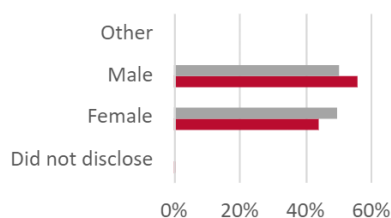
### Service Center Traffic & Call Volume\* (PY comparison by month)

\*call volume not included in PY 21-22 numbers

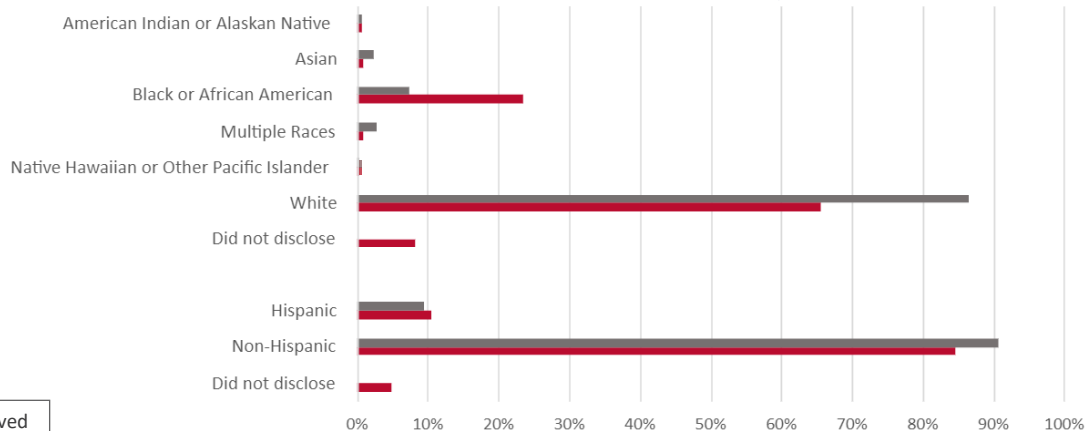


### Diversity of Job Seekers Served

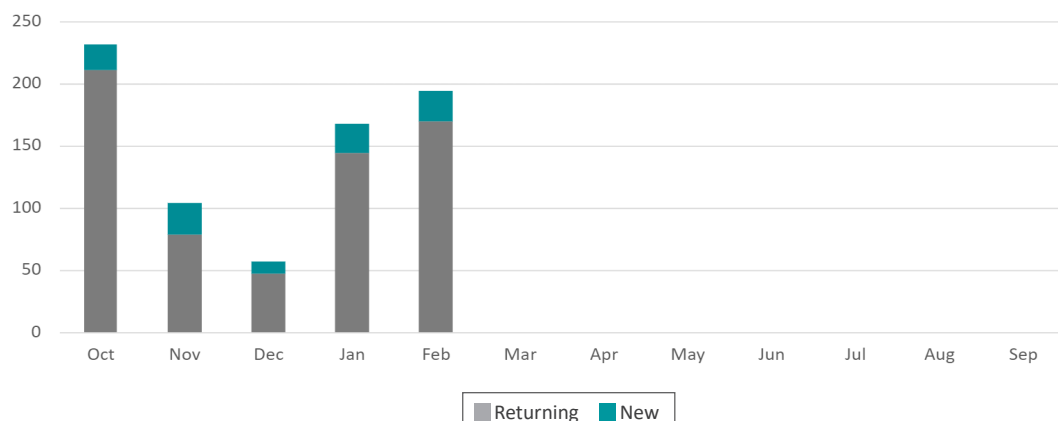
#### Gender



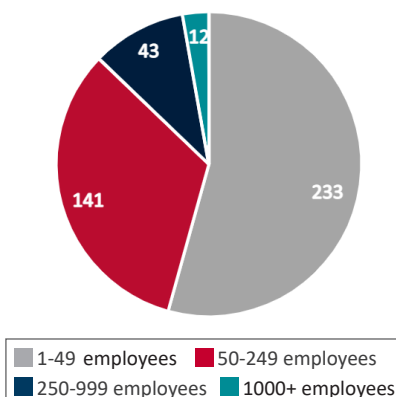
#### Race & Ethnicity



### Employers Served (unique count)



### Diversity of Employers Served (by size)



## Jobs Filled by Industry

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Agribusiness	0	0	90	5	43							
Construction	39	5	43	2	8							
Healthcare	99	299	3	188	91							
IT	106	69	0	3	0							
Manufacturing	367	302	226	35	83							
Other	60	99	73	228	77							
<b>Total</b>	<b>671</b>	<b>774</b>	<b>435</b>	<b>461</b>	<b>302</b>							

## Training: by Industry

	New Hire	Classroom	Apprenticeship	Credentials Earned
<b>Construction</b>	16	212	1	3
<b>Health Care</b>	32	367	43	73
<b>Information Technology</b>	21	25	0	0
<b>Manufacturing</b>	62	37	0	7
<b>Other</b>	46	97	0	166

Active grants supporting new hire, classroom and apprenticeship training this reporting period:

Going PRO Apprenticeship (GPA)  
MiREACH  
MiLEAP  
One Workforce  
PATH Subsidized Employment  
State Apprenticeship Expansion (SAE)  
WIOA Incumbent Worker Training  
WIOA Individual Training Accounts  
WIOA On-the-Job Training  
WIOA Youth Work Experience  
Young Professionals  
DTE Foundation

## Training (completed): Going PRO Training Fund

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23
<b>New Hire</b>	668	313	55	345	599
<b>Classroom</b>	161	281	79	344	13
<b>Apprenticeship</b>	13	18	0	13	2
<b>Total</b>	<b>842</b>	<b>612</b>	<b>134</b>	<b>702</b>	<b>718</b>

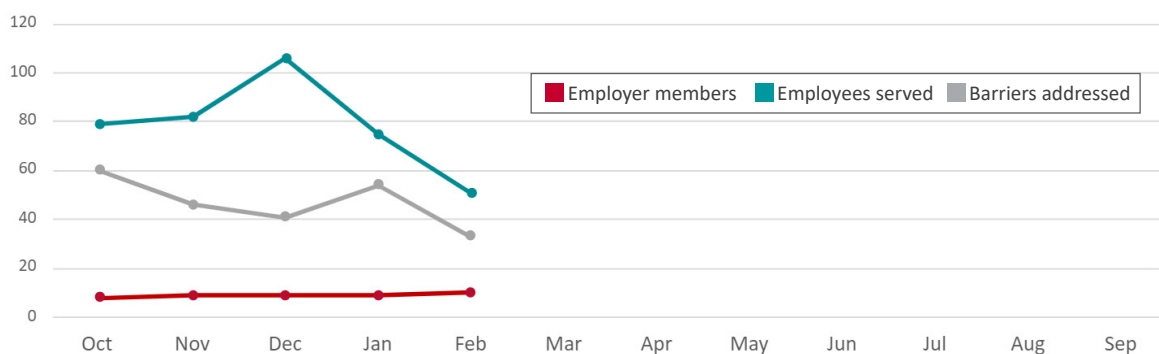
## Hiring Events

	Participating		
	Events	Employers	Job Seekers
Q1	3	68	65
Q2			
Q3			
Q4			
<b>TOTAL</b>	<b>3</b>	<b>68</b>	<b>65</b>

## Retention Solutions Network

(cumulative, reported quarterly)

Success coach hours  
**387.00**



## WorkReady Certificates Earned (cumulative, reported quarterly)

<b>1,172</b> Pre-Assessments	<b>53</b> Post-Assessments	<b>33</b> WorkReady Certificates	<b>69</b> WorkReady Plus Certificates
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Service Summary  
Oct 1, 2022 to Feb 28, 2023

## Service Summary: Strategic Plan Alignment and Indicator Descriptions

<b>Pipeline Development:</b> Expand the local pipeline of work-ready talent to meet the needs of the workforce and of West Michigan employers.	<b>Enhanced Relationships:</b> Foster widespread networks to collaboratively address workforce needs in the region.	<b>Diversity and Inclusion:</b> Enable a culture that honors the worth and dignity of all people, where staff and customers have equitable access to opportunities.
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The indicators shown on the Service Summary are provided to inform the board about the impact of services provided through a variety of workforce development programs. Each represents the implementation of goals in the Strategic Plan.

Indicator	Strategic Plan Alignment	Narrative
<i>Service Center Traffic &amp; Call Volume</i>	Pipeline Development	This indicator shows the funnel of job seekers entering our system through the service centers and virtual appointments, giving us an opportunity to expand the talent pipeline. In October 2021, we began implementing a new tracking system. During this period, UIA reinstated the Register to Work requirement, which brought more people into the centers. The data does not include attendance at workshops, focused job search, or coaching sessions. This will be added as the tracking system is expanded.
<i>Diversity of Job Seekers</i>	Diversity and Inclusion	This indicator shows the variety of job seekers we work with compared to the region. With the implementation of the new tracking system, we resumed tracking demographic data. Although we are in the early stages of collecting this data, management regularly observes and monitors this information.
<i>Employers Served</i>	Enhanced Relationships	This indicator shows unique employers served each month, and reflects the widespread networks developed by staff. An employer is counted once per program year as unique; they likely received multiple services throughout the year. A new employer is one that has never engaged with WMW. A returning employer is one that has received services from WMW in a prior program year(s).
<i>Diversity of Employers</i>	Diversity and Inclusion; Enhanced Relationships	This indicator shows a comprehensive picture of our employer customers based on size (total number of employees). This data is helpful in planning initiatives and for identifying specific employer groups. Although we work with any size company, we target those most in need of our services which are often smaller companies without internal HR capacity.

Indicator	Strategic Plan Alignment	Narrative
<i>Jobs Filled by Industry</i>	Enhanced Relationships; Pipeline Development	This indicator shows the number of jobs filled with employer customers of WMW and with our assistance. The variation in month-to-month numbers may reflect delays in reporting WMW, as well as unique needs within a variety of employers. Spikes in the numbers may also reflect hiring events supported by WMW.
<i>Training: by Industry</i>	Pipeline Development	This indicator shows WMW efforts to expand the local pipeline of work-ready talent by supporting training and skill upgrading. The data is presented by industries most in demand in the region. Food Processors, as part of Agribusiness, are currently reported under manufacturing. On-the-Job Training provided to New Hires results in advancement of skills and wages but does not provide a credential. This data does not include training funded by Going Pro Talent Fund.
<i>Training (completed): GoingPro</i>	Enhanced Relationships; Pipeline Development	As one of our largest funding sources for employer-driven training, Going PRO Talent Fund (GPTF) is reported separately. Allowable training funded by GPTF includes new hire, incumbent, and registered apprenticeships.
<i>Hiring Events</i>	Enhanced Relationships; Pipeline Development	This indicator shows hiring events that bring employers and job seekers together, requiring coordination across multiple departments and programs. We continue to look for new and innovative ways to conduct outreach to job seekers, including greater collaboration with community partners.
<i>Retention Solutions Network</i>	Enhanced Relationships; Pipeline Development	This indicator shows how we leverage networks among community partners to provide services to member employers. Data reflects services provided by Success Coaches via dedicated on-site hours as well as virtual. Services provided to each employee does not consider the high number of touchpoints with the coach. Barriers addressed can include needs for transportation, housing, medical bills, utilities, and many more, all so that workers can successfully engage and fulfill their role for the employer.
<i>WorkReady Certificate Earned</i>	Pipeline Development	This indicator shows the delivery of employability skills training, the highest need for skillsets expressed by the region's employers. Job Seekers take a pre-assessment to determine areas of readiness and areas for improvement; they only attend workshops for areas identified as needing improvement. A post-assessment determines their skill attainment and if successful, earns a certificate. This conveys to employers that they are "work ready."

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12331 James St, Suite 130  
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**MEMORANDUM**

**TO:** ACSET Governing Board

**FROM:** West Michigan Works! Staff

**DATE:** April 24, 2023

**RE:** Solutions Driven Updates

**Enhanced Relationships:**

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

**Pipeline Development:**

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

**Diversity and Inclusion:**

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

**Grant Updates**

**Health Resources & Services Administration (HRSA):** The Department of Health and Human Services (DHHS) awarded a \$2.9 million dollar Health Resources & Services Administration (HRSA) grant to Grand Rapids Community College (GRCC). West Michigan Works! (WMW) has partnered with GRCC and Corewell Health, Cherry Health, and Trinity Health Systems to implement the grant. This three-year grant will expand the public health workforce in West Michigan through classroom training and apprenticeship opportunities. The focus is on 150 participants, with approximately 60% of grant dollars going directly toward students. **Enhanced Relationships, Pipeline Development**

**Michigan Career Opportunity Academies for Community Health (MiCOACH):** The Department of Health and Human Services (DHHS) awarded a \$3 million dollar Health Resources & Services Administration (HRSA) grant to the State of Michigan Michigan, Labor and Economic Opportunity (LEO). LEO has partnered with multiple Michigan Works! Agencies and Intermediate School Districts (ISD) to increase the number of Community Health Workers (CHWs) and Health Support in the ISDs. Locally, WMW will work with MAISD and the Muskegon Heights Public School system. This three-year grant will aim to improve the dissemination of health information, connection to mental health resources, and help create safer, healthier school environments and communities. Throughout the course of this grant, WMW will partner to serve 24 recently or soon to graduate Muskegon Heights youth. **Enhanced Relationships, Pipeline Development**

**The Michigan Citizen Reentry Initiative (MiCRI):** A cooperative grant opportunity with the US Department of Labor and the Department of Justice with a state award of \$7.6 million to launch the new initiative designed to reduce recidivism among

justice involved citizens and increase their successful participation in employment and training opportunities. This includes individuals incarcerated in the Federal Correctional Institute (FCI) in Milan, Michigan and four Residential Reentry Centers (RRC). Although the planning stages for this grant is anticipated to conclude in April, participants will not be entering the RRCs until late May or early June 2023. As we currently understand it, WMW services cannot begin until this time.

***Enhanced Relationships, Diversity and Inclusion***

**Michigan Incarcerated Veterans' In-Reach Program (MIVIP):** led by LEO's Veterans' Employment Services team in partnership with the Michigan Department of Corrections and the Michigan Works! network. In addition to the in-reach employment services, veterans will receive post-release wrap-around services to help ensure each participant's success and reduce recidivism. One of the primary goals is to help incarcerated veterans understand how their military experiences can bring value to the civilian workplace including how to market their credentials as well as skills such as teamwork, problem solving, adaptability and effective communication. The \$2.4M in funding to support MIVIP was provided through a Pathway Home grant from the U.S. Department of Labor's Employment and Training Administration. ***Diversity and Inclusion, Pipeline Development***

**MDARD Specialty Crop Grant.** The Agribusiness Talent Council of West Michigan was awarded a grant via West Michigan Works! to provide funding for over \$80,000 of food safety and leadership training. Additionally, the funds will pay production costs to produce 5 videos to market high skill, in demand career opportunities at West Michigan are specialty crop growers. ***Enhanced Relationships, Pipeline Development***

**Going PRO Talent Fund FY23:** The Michigan Department of Labor and Economic Opportunity announced the award of \$47 million in statewide funding for the Going PRO Talent Fund (GPTF) for fiscal year 2023, Cycle 1. West Michigan employers fared very well, with 193 receiving an award totaling \$17,463,904.00 (\$18.6M with admin). A full list of grant recipients for Cycle 1, per MWA, is available online at [Michigan.gov/TalentFund](https://Michigan.gov/TalentFund). ***Enhanced Relationships, Pipeline Development***

Industry Lead Collaborative applications opened March 22 and will remain open for an undisclosed period of time. The online individual employer application for Cycle 2 is scheduled to be open from May 1-24. Cycle 2 awarded training may occur from July 17, 2023 - July 16, 2024 and awards are anticipated to be announced in June. ***Enhanced Relationships, Pipeline Development***

**Talent Pathways Program:** West Michigan Works! In partnership with The Right Place on a grant funded initiative called the Talent Pathways Program. The program is designed to help employers forge a path to success for current and future employees, leading to improved talent retention & recruitment. Participants in the program will receive grant funding to create career pathways in partnership with local training providers and community partners that result in sought-after industry

credentials and certifications, access and develop a diverse talent pool, and build a culture of success for low-income employees. Seventeen Advanced Manufacturing and Technology employers located in Allegan, Barry, Ionia, Kent, Montcalm, Muskegon, and Ottawa Counties are participating and can receive up to \$25,000 in reimbursed training expenses, including wages. ***Pipeline Development, Diversity and Inclusion***

**Grand Rapids Community College's One Workforce Grant:** WMW has partnered with GRCC on a \$9.8 million H1-B One Workforce Grant, focusing on advanced manufacturing, received by GRCC. Similar to the America's Promise Grant, the H1-B One Workforce Grant is a 4-year grant and will rely on a network of partners across the region, including Montcalm Community College, Muskegon Community College and multiple community partners to provide training and employment to hundreds of workers across West Michigan. We are currently in year 3 of this grant.

***Enhanced Relationships, Pipeline Development***

**Michigan Learning and Education Advancement Program (MiLEAP):** WMW, in partnership with Grand Rapids Community College, Montcalm Community College, Muskegon Community College, and West Michigan Center for Arts and Technology (WMCAT) received a \$2 million award to fund short term, high demand training that leads to a credential in the food processing, healthcare, IT, retail, sales, supply chain, and manufacturing. MiLEAP focuses on individuals who are dislocated, underemployed, essential workers, those living in distressed rural and urban communities and economically disadvantaged. The state granted a no cost extension through June 30, 2024 and we have expanded training opportunities to include high demand credentials offered through other local area providers.

***Enhanced Relationships, Pipeline Development***

**Michigan Rural Enhanced Access to Careers in Healthcare (MiREACH):** WMW has partnered with the Department of Labor and Economic Opportunity on a \$2.5 million USDOL H1-B Rural Healthcare grant program. This is a 4-year grant which aims to increase the number of individuals training in healthcare occupations that directly impact patient care; and alleviate healthcare workforce shortages by creating sustainable employment and training programs in healthcare occupations serving rural populations. ***Enhanced Relationships, Pipeline Development***

**State Apprenticeship Expansion (SAE) – West MI Works:** The Michigan Department of Labor & Economic Opportunity, Workforce Development (LEO-WD) approved our proposal submitted in response to the State Apprenticeship Expansion Grant Program. WMW was awarded \$525,800 which will help create 200 new registered apprentices during the grant period of April 13, 2021 through March 31, 2023. These funds will help cover employer costs and has allowed WMW to scale the registered apprenticeship programs by hiring an additional Apprenticeship Success Coordinator to develop new programs by working with our Industry Talent Councils. The grant was set to expire on March 31, 2023, but the State Dept of LEO is submitting a modification to extend the grant until June 30, 2024. ***Enhanced Relationships, Pipeline Development***



**State Apprenticeship Expansion (SAE) – Michigan Energy Workforce Development Consortium (MEWDC):** WMW was awarded a contract to provide Project Management and Apprenticeship Program Technical Assistance for a \$1.1 million State Apprenticeship Expansion grant awarded to the consortium by LEO-WD. WMW has hired a Project Manager (PM) to support the hiring of 427 apprentices at 28 energy industry companies statewide in critical job roles within gas and electric skilled trades and line-clearance tree trim. We are actively working with 23 companies and have over 300 apprentices that are enrolled or are actively being enrolled in the grant. ***Enhanced Relationships, Pipeline Development***

### Industry Talent Councils

There are a variety of ways to stay connected to the innovative work taking place under each of the WMW! Industry Talent Councils (ITC). Each council has expanded its outreach with dedicated LinkedIn accounts and bimonthly newsletters. The increased online presence will allow each ITC to provide employers and partners in each industry with pertinent information such as industry workforce trends, council initiatives and expansion of networks to participate in future projects. All Industry Talent Councils are actively managing planning and design workgroups with exhibitors for MiCareerQuest 2023. ***Enhanced Relationships, Pipeline Development***

**Agribusiness Talent Council of West Michigan (ATC):** The Agribusiness Talent Council is an employer-led collaborative that seeks to expand the talent pool by promoting career pathways and opportunities in West Michigan's agribusiness industry.

The ATC hosts an ongoing series of job fairs for historically marginalized segments talent streams. The next Ag-Jobs-4-All event takes place 4/13/2023 at the WMW Holland Service Center. Registration is open now. Council efforts to promote the industry include Agribusiness Spotlight Week, March 20-24. Activities for Spotlight Week include a WZZM segment with two employers sharing information on industry careers, a social media campaign showcasing information on the economic and workforce impact of the industry, and a Spotlight on Ag Readers activity, which reached twenty-six classrooms and over 550 students. Agribusiness industry professionals read the students a book related to farming, shared what their career is, and provided a take-home magazine for the students to share with their families. Career Ag-xploration, a day of hand-on activities to showcase industry roles for K-12 students and their families, will be held 5/6/2023 at Muskegon Farmers Market. Michigan Works! West Central staff will help recruit employers from Oceana and Newaygo, based on a high number of Muskegon County students living in those counties. The ATC will integrate a job fair space for older students and job seekers to engage with employers in addition to the activities aimed at younger students. The Foods That Built West Michigan series continues to be highlighted in the monthly newsletter issuance, as well as on the ATC blog and LinkedIn pages. ATC continuously seeks nominations, especially for Muskegon, Barry, Ionia, or Montcalm employers to highlight the full range of work being done across our region. The ATC was awarded the MDARD Specialty Crop Block Grant to provide food safety and leadership training to specialty crop growers in our region. The application process has been finalized and two employers have requested and



been approved for funding. The MDARD SCBG will also fund a series of promotional videos for the industry. Fifteen employers were nominated and three were selected to be featured. Production of the videos will take place from spring through fall of 2023.

**Construction Careers Council (CCC): The Construction Careers Council creates a bright future for West Michigan’s construction industry by building a diverse and qualified workforce.**

The CCC Traveling Roadshows has been widely popular with schools. To date, 16 traveling roadshows across West Michigan were completed reaching over 500 students. The CCC has formed a subcommittee to plan the next phase of traveling roadshows which will include opportunities to get involved with job shadows, and connecting with employers to do mock interviews. The council will also be participating in its first counselor traveling roadshow. The event will give employers and counselors the opportunity to better understand each other. Employers will show counselors a live hands on demonstration of their trade/occupations, followed by a panel discussion with the employers. Questions will be directly from the counselors, students, and parents. The CCC is also taken a more prominent role in MiCareerQuest one of the largest career awareness events in the state. Lastly, the CCC celebrated Women in Construction Week the first week of March. The council is highlighting women here in West Michigan through the Women who Build West Michigan Series. As an extension of Women in Construction Week – the CCC will continue to recognize women in the construction industry through the Women Who Build West Michigan Series for the entirety of the year.

**Discover Manufacturing (DM): Mission: “We Exist to Inspire and Expand Manufacturing Talent in West Michigan.”**

Discover manufacturing is actively working to make improvement to the DM Week Activities including convening project team to explore updates and efficiencies within the process and procedure of the events along with a project team focused on improving the hands on activities part of the Mobile Manufacturing Lab, The manufacturing scholarship initiative has applications closing in April, with up to \$10,000 to be awarded in May 2023. Select manufacturers are currently being invited to showcase their company through an Earn and Learn website directory that outlines tuition reimbursement, apprenticeships, internships, co-op opportunities on the DM website. Discover Manufacturing is also working with the Manufacturers Council, Lakeshore Advantage, and Talent First to partner on the career readiness conference occurring on April 20. The event is being held at Miller Knoll in Zeeland.

**West Michigan Health Careers Council (WMHCC): Mission: The purpose of WMHCC is to provide an employer-led collaborative council of healthcare employers, educators, workforce development, and economic development organizations working together to meet West Michigan’s healthcare talent needs.**

WMHCC is collaborating with IMPART Alliance on a State of Michigan MICA 3.0 grant initiative to improve outcomes for direct care workers across the state of Michigan. An enhanced training curriculum has been developed and train-the-

trainer sessions are occurring now with worker training planned to begin in April. The council continues the advancement of several new and established apprenticeship programs including recent submissions to the US Department of Labor for Cardiovascular Technicians and Anesthesia Technologists programs. The council has made significant progress on revising and finalizing a comprehensive credential list for the healthcare industry and are anticipating a public version to be available in early April. WMHCC is in the early stages of planning a family friendly, career fair carnival. Going for an innovative take on a traditional career fair that includes food and entertainment elements. This event will be held at the GRCC M-TEC building in the late summer. Additionally, the council is planning a health care career expo geared towards high school students and their parents in partnership with the Kent ISD Workforce Development team to be held on April 19th. Employers will focus on showcasing the variety of careers available in health care with an emphasis on entry level careers and upward mobility in the industry. A project group focused on retention is meeting regularly to develop a resource guide and best practices for barrier reduction in healthcare. This includes a community resource guide developed with the help of resource navigators. The completed version of the guide was published in January and can be viewed as a PDF here: <http://www.talnet.org/resources/>

**West Michigan Tech Talent (WMTT): Mission: West Michigan Tech Talent looks to engage employers of Information Technology professionals with best practices, resources and a community to grow, develop, recruit and retain a diverse and inclusive world class IT workforce in West Michigan.**

WMTT has formed a subcommittee to work on the development of a Cyber Security Registered Apprenticeship program. The committee will be led by the WMW Apprenticeship Success Coordinator (ASC). A variety of program templates exist with the UDSOL office of apprenticeship which will allow for customization of a program. The current focus is on a program to upskill current employers for a cyber security role within their current program. Long term goal will be to create a program focused on entry-level/new-to-cyber career paths. Monthly meetings are taking place along with a special event for the CISO community being organized by members of the CSA West Michigan. The team is looking to have a program ready to roll in late 2023.

WMTT will be hosting a series of four networking events in 2023 with the goal of adding 400 new IT professionals to their network. The first event was at LaFleur Marketing on March 23, followed by June 1 at the Surge Center in Holland with Lakeshore Advantage. WMTT is also hosting; Tech Trends with Keith Brophy on April 27th. This will potentially be the largest WMTT hosted event in history with approximately 150-175 attendees. We are currently recruiting co-sponsors for the event. You can RSVP here: <https://survey.alchemer.com/s3/7242250/WMTT-Tech-Trends>

Other initiatives include the recruitment of exhibitors, sponsors and volunteers for the MiCareerQuest (IT Sector), annual sponsorship of GRWebDev & SoftwareGR and early discussion about sponsoring TeacherCon 2023 and our involvement with Tech Week (September 2023).

## Programs

**West Michigan Works! Registered Apprenticeship Programs (WMW RAP):** WMW currently holds standards for 34 US Department of Labor registered apprenticeships, with over 160 active apprentices and 93 participating employers.

The WMW RAP Team has been working closely with the Industry Talent Councils, employers, and partners to develop new registered apprenticeship programs supported under WMW's standards, including:

- West Michigan Health Careers
  - EEG (Electroencephalogram technician) – 6 apprentices in the inaugural class graduated last summer and we currently have 7 apprentices enrolled in the 2<sup>nd</sup> cohort.
  - Cardiovascular Technician – currently engaging with employers to determine program demand and interest.
  - Anesthesiology Technician - letters of Support have been provided in anticipation of submitting the occupation to the USDOL later this spring.
  - Community Health Worker – We are currently engaging with employers to determine program demand and interest.
- West Michigan Tech Talent
  - Cyber Security Apprenticeship – Employer partners are currently reviewing job competencies and identifying training providers for the program.

The team is currently developing 3 additional programs and meeting regularly with employers in the manufacturing and construction industries. In March, WMW moved the Training Coordinator, Angela Johnson, from the Development and Innovation department to the Business Solutions RAP team in order to build capacity for growing demand. ***Enhanced Relationships, Pipeline Development***

**Ascend Youth Programming:** The Ascend team currently provides in-person and virtual programming for eligible youth across our 7-county region. We also continue to expand our partnerships to recruit more youth and to provide co-located services. Along with co-locating services in partner locations, the Ascend team is working on 2 major projects: a MiCareerLaunch pilot program in partnership with Muskegon Community Education Center, and the 2023 summer work experience program. ***Pipeline Development, Diversity and Inclusion***

**MiCareerQuest:** We are 1 month away from MiCareerQuest 2023. We are close to having 100 exhibitors registered and have 8,050 students confirmed as we continue to get more confirmations and invite past school attendees to participate this year. We invite all of you to attend the VIP tour on Wednesday, May 24 at 10am or 11:45am. Lunch will be provided.

This is an event that you will not want to miss. If you're able to attend the VIP tour, [please register here](#). ***Pipeline Development***

**HireReach:** HireReach provides instruction and consulting to businesses interested in implementing skills-based hiring. HireReach is set to launch their spring academy with Kalamazoo in April. HireReach also presented to a group of funders at the Opportunity Marketplace on March 27. This presentation requested funding for a 3-year plan that will provide an opportunity to train 88 employers in skills-based hiring over the next three years. ***Diversity and Inclusion***

**Retention Solutions Network:** After a discussion with the newly-created RSN advisory team, the Retention Solutions Network has increased its cost per share by \$1500. The advisory team, a group of RSN employers, explained that the benefits they receive from RSN are worth the investment at the increased cost. RSN is also excited to hire a third success coach as employer demand continues to grow. ***Enhanced Relationships, Diversity and Inclusion***

**Learn, Earn and Provide (LEAP) Pilot:** LEAP launched in Muskegon as a pilot program at the end of January of 2022. It is a program aimed to assist non-custodial parents in obtaining and maintaining employment and get back on track with child support payments. This pilot will take place in close partnership with Muskegon County Friend of the Court and will include both voluntary referrals and mandated participation. We are actively working with the local partners on expanding LEAP to include Allegan County. ***Pipeline Development, Diversity and Inclusion***

**Clean Slate:** The Clean Slate law makes it possible for people to petition for an expungement. An expungement removes convictions from public criminal record and as a result, job seekers can legally state that they have never been convicted or arrested for that crime on job, school, and/or housing applications. With limited resources and automatic expungements scheduled to begin in April of 2023, we have shifted our services from providing financial resources for court costs and attorney fees to providing meaningful consultation, specific to their case, on options, resources, and eligibility to prepare them for April. ***Diversity and Inclusion***

## Initiatives

**Grow With Google:** WMW has received 100 scholarships to provide access to job seekers and incumbent workers to earn a Google Career Certificate. Most, if not all of those certificates have been claimed by job seekers. ***Pipeline Development***

Since initially receiving the scholarships, Grow with Google expanded their partnership to include the State of Michigan. This has allowed us to continue to offer these certificate programs to interested job seekers and incumbent workers. ***Pipeline Development***

**MEDC TAT EV & Mobility Pilot:** The Michigan Economic Development Corporation (MEDC) Talent Action Team (TAT) is collaborating with the Boston Consulting Group to bring together industry, higher education, training, and recruitment program partners to support the need for workers in the Electronic Vehicle (EV)

industry. The TAT has reached out to West Michigan Works! to discuss implementation of a pilot project to support the hiring needs of five local EV employers. The goal is to expand educational and job support opportunities to build competitive, cross-industry talent for the future of electrification and mobility in the state. Based on our conversations to date, WMW will assist with recruiting approximately 1,300 qualified individuals to fill Production Worker and Frontline Supervisor roles in the West region (connecting them to relevant short-term training programs where necessary). ***Enhanced Relationships, Pipeline Development***

**Hot Jobs! Report:** The 2023 edition of the annual Hot Jobs! report is now published on the WMW website. The Hot Jobs! report is a list of West Michigan's top in-demand jobs and is an essential tool used by WMW and community partners to begin discussions around career exploration, identify existing skills that would transfer into high-demand occupations, and inform decisions regarding funding occupational training. Occupations making the list show a significant number of open positions in the current job market, are expected to see considerable growth in the next five years and can lead to self-sufficiency through living wages and opportunities for advancement. New features were made to this year's report including a visual classification system that allows job seekers to more quickly identify if an occupation meets the criteria for West Michigan Works! training scholarships, if an occupation is represented within multiple industries, and the level of demand for each position. The Hot Jobs! list also features an increased wage range of the 25th-75th percentile. Those who are just starting their careers may expect wages at the lower end of the distribution, near the 10th or 25th percentile, while those with more experience and education may expect wages near the 75th or 90th.

The Hot Jobs Report can be accessed on the WMW website or by clicking [here](#).  
***Pipeline Development***

## ACSET Personnel Actions – April 14, 2023

CLASS	EMPLOYEE	APPOINTMENT	DATE	LOCATION
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### Appointments

<u>Class</u>	<u>Employee</u>	<u>Appointment</u>	<u>Date</u>	<u>Location</u>
Accounting Assistant	Jamie McKnight Virginia Macias	Permanent	2/27/23 3/6/23	Admin, GR Admin, GR
Career Coach	Kari Carvalho-Campos Lauren Dykman	Permanent	2/27/23 3/27/23	Muskegon Muskegon
Career Navigator	Michelle Infante Nena Williams	Permanent	4/10/23 4/12/23	Allegan Ottawa
Marketing & Communications Coordinator	Brooke Thomas	Permanent	3/7/23	Admin, GR
Records Service Specialist	Samantha McCoy	Permanent	4/7/23	Westside, GR

### Separations

<u>Class</u>	<u>Employee</u>	<u>Appointment</u>	<u>Separation Date</u>	<u>Location</u>
Accounting Assistant	Tammy Sibley	Permanent	4/3/23	Ottawa
Business Solutions Coordinator	Michelle Ball	Permanent	3/3/23	Muskegon
Success Coach	Jennifer DeLeon	Permanent	3/24/23	Ottawa
Talent Development Specialist	Kimberly Heenan	Permanent	2/24/23	Ionia

### Promotions/Transfers

<u>Class</u>	<u>Employee</u>	<u>Appointment</u>	<u>Date</u>	<u>Location</u>
Career Navigator to Business Solutions Coordinator	Cassandra Olson	Permanent	3/13/23	Montcalm
Career Coach to Talent Development Specialist	Lynette Mills	Permanent	3/20/23	Ionia

Current

February 2023

CLASSIFICATION	Approved	Filled (Permanent)	Filled (Other)	Vacant
Accountant	4	2	0	1
Accounting Assistant	5	3	0	2
Accounting Manager	1	1	0	0
Accounting Supervisor	1	1	0	0
Apprenticeship Success Coordinator	2	2	0	0
Assessment Specialist	4	4	0	0
Assistant Manager	15	14	0	1
Attorney	2	2	0	0
Budget Analyst	1	0	0	1
Business Solutions Coordinator	4	4	0	0
Business Solutions Director	1	1	0	0
Business Solutions Manager	2	2	0	0
Business Solutions Representative	17	13	0	4
Career Coach	54	46	0	8
Career Navigator	28	24	0	4
Chief Executive Officer	1	1	0	0
Chief Financial Officer	1	1	0	0
Chief Operating Officer	1	1	0	0
Computer Support Specialist	2	2	0	0
Custodian	1	0	0	1
Director of Development and Innovation	1	1	0	0
Executive Assistant	1	1	0	0
Facilities Coordinator	1	1	0	0
Facilities Manager	1	1	0	0
Human Resource Assistant	3	3	0	0
Human Resource Director	1	1	0	0
Industry Council Leads	5	5	0	0
Information Technology Manager	1	1	0	0
Marketing & Communications Assistant	1	0	0	1
Marketing & Communications Coordinator	3	3	0	0
Marketing & Communications Director	1	1	0	0
Performance Analyst	6	6	0	0
Policy Coordinator	3	2	0	1
Policy Manager	4	4	0	0
Procurement Manager	1	1	0	0
Project Manager	7	5	0	2
Quality Assurance Specialist	10	10	0	0

Records Service Specialist	5	5	0	0
Resource Specialist	4	3	0	1
Retention Solutions Manager	1	0	0	1
Success Coach	3	1	0	2
Talent Development Instructor	11	11	0	0
Talent Development Manager	1	1	0	0
Talent Development Specialist	9	7	0	2
Talent Solutions Director	1	1	0	0
Talent Solutions Manager	6	6	0	0
Training Consultant	1	1	0	0
Youth Solutions Manager	1	1	0	0
<b>TOTALS</b>	<b>240</b>	<b>207</b>	<b>0</b>	<b>33</b>

<b>CLASSIFICATION</b>	<b>Filled</b>
Participant/Temporary	2



**ADMINISTRATIVE OFFICE**

Area Community Services  
Employment & Training Council  
215 Straight Ave NW  
Grand Rapids, MI 49504  
(616) 336-4100

**SERVICE CENTERS****Allegan County**

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

**Barry County**

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

**Ionia County**

603 W Adams 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**

12331 James St, Suite 130  
Holland, MI 49424  
(616) 396-2154

March 27, 2023

Good afternoon Chairman LaHood, Ranking Member Davis, and members of the subcommittee. My name is Jacob Maas and I have the privilege to serve as CEO of West Michigan Works! since its creation in 2015.

West Michigan Works! serves as the local workforce development agency and our region consists of 7 counties; annually we serve approximately 3,000 employers and 40,000 job seekers out of 8 service centers, 3 satellite offices, and many home offices.

I am very passionate about the population we serve...especially in our TANF programs. If there is one thing that I have learned over the years it's that when you directly impact an individual, you impact their family and if you are impacting their family, you are making an impact on the community.

I started my career in workforce development 20 years ago working as an Employer Account Representative in the Michigan Works! network. I was working directly with job seekers who were receiving TANF...preparing them for employment, and with employers who would hire, train, and retain those individuals. Early in my career, I was ill-prepared as the barriers were far more complicated than college prepared me for. I remember picking up individuals from their homes to get them to work on time when public transportation failed them. I remember going to an individual's home following up on why he did not show up to work...only to find that he was dealing with a family crisis -- his teenager ran away from home. I also remember running into individuals at our local Meijer who were thankful for working together and excited to tell me about their new job. While the circumstances surrounding each of their lives were unique, it was clear that they were not there for a handout, but rather a hand up.

Our TANF program handled all things employment and training related and gave them the hand up. Those services included orientation to the program, soft skills development, barrier removal, career planning, High School Equivalency or General Education Diploma, referrals to short-term training, support services, transitional supports, and helping retain employment. I held several other positions while working in the TANF program including manager and assistant manager.

In 2010, I transitioned to the administration of programs and since then I have served on several statewide committees involving process and policy improvements to our TANF program. Early in my career, our state was at risk of \$36 million in sanctions for not meeting work participation rates (WPR). The challenge was that our infrastructure and IT systems were ill-equipped to track work participation rates, programs weren't designed to meet work participation rates, and a large number of individuals were enrolled in activities that didn't count towards their participation, despite being better suited to help the individual in the long run. For example, an individual couldn't be enrolled, and still can't be enrolled, into GED full-time. Individuals could only be in training programs for a short period of time before their hours stopped counting even though the individual was on track to get their credential and increase their earnings. We were, and are still, dealing with difficult rules like having the 5<sup>th</sup> week of job search not count towards participation hours and individuals who are referred to us in the middle of the month who have a slim chance of meeting work participation for the month. It makes no sense to me that their hours wouldn't be prorated for the month depending on when they were referred. Bottom line is that work participation rate doesn't work.

Fortunately in Michigan, due to the partnership we have with our state departments of Labor and Economic Opportunity and Department of Health and Human Services (known as the PATH Program), we have been able to solve these problems through caseload reduction credits where we can enroll a small percentage of individuals into high school equivalency and GED completion. Implemented in 2020, it provides an opportunity for participants to pursue high school completion, or equivalency, without facing the adverse effects of not meeting the work participation requirement. The challenge is that culturally there is still the mindset that we must meet performance locally. In our region we are dealing with five different DHS directors who are held to the standard of work participation rates and one person can fail performance for that DHS, especially in our rural counties.

I applaud the committee's challenge of re-imagining what TANF can look like. Working directly with the population in a variety of roles I have learned a few things that I hope you find useful, and we would like to offer a few suggestions from our organization:

1. Focus on outcomes, not outputs. Work participation doesn't work. Consider aligning the outcomes with the Workforce Innovation and Opportunity Act which is about credential attainment, employment, employment retention and earnings.

2. When designing the program, we would be comfortable with a framework of participation hours, but as each individual's needs are going to be unique, allow the states and local areas the flexibility to enroll them in programs that are best suited for the individual and certainly allow HS Equivalency/GED and post-secondary training as options. There is enough data to support that having increased education and skills increases earning potential. We have also experienced tremendous success with apprenticeship programs, and we have received national awards for our work. Just as important though would be activities and time for barrier removal. Finding childcare can take time, dealing with legal issues takes time. We need to be able to have the flexibility to address the barriers before we can even help with a plan for employment.
3. Maybe a dream to me...but consider integrating programs. Texas and Michigan have unique models where the workforce development boards are delivering Workforce Innovation and Opportunity Act, Wagner-Peyser, Trade Act, and welfare reform. A siloed approach to employment and training programs creates confusion for employers and job seekers alike. Just as our employers don't care which funding streams we are using, neither do our job seekers. At the end of the day our job seekers just want a decent paying job and our employers just want the talent they need to remain competitive.
4. Locally we often struggle with the benefits cliff. The fact that individuals can just as quickly be off of benefits as they are on them. We have heard directly from many of our employers, where individuals have turned down a promotion and a raise because of the risk of losing their benefit although not necessarily tied to a TANF benefit. Consider a gradual reduction or a small income deferral period when individuals are transitioning to work and the delays that may occur before the first paycheck.

I'm a firm believer that just as no one organization or person is responsible for the problems we are dealing with, there is no one organization or person who can fix them. Statewide, in addition to working closely with many state departments, we are working locally with our chambers of commerce, employer associations, unions, economic development agencies, individual school districts, schools, community colleges, universities, philanthropic, community and faith-based organizations. So as you can hear...partnerships are key to our overall success!

Local partnerships were key to Jessica Geary's success.

Jessica began working with one of our career coaches in the West Michigan Works! Allegan service center in August of 2022 after being referred to the TANF program through DHHS. She lacked direction and a plan for her future and had significant barriers to gainful employment.

Jessica had many years of experience caring for people, but she did not have a Certified Nursing Assistant credential nor high school diploma so her previous work did not pay well and she had no potential for advancement. Since her last employment, she could not find work and lacked reliable transportation.

Jessica's career coach gave her the support and motivation she needed to enroll in a GED class through Allegan Adult Education and a CNA training program at Lake Michigan College. Her coach helped her schedule public transportation so she could attend the in-person classes. Jessica began her GED class in August of 2022 and when she was close to completing it, she began her CNA training in January 2023.

Despite her challenges, Jessica persisted. She worked hard in classes, was faithful to PATH program requirements and earned her GED and CNA certification by March 2023.

At the same time, Jessica was working with her coach to update her resume and better represent her skills. Her career coach also brought in West Michigan Works! talent development specialist who helped her practice interview skills and this month, after all her hard work, Jessica accepted a CNA position with Kauhale Otsego.

When Jessica shared this wonderful news with her career coach, she also expressed her thanks for West Michigan Works!' support, stating, "I knew I needed to do something with my life and West Michigan Works! helped me find my way. Once I decided I wanted to obtain my GED, CNA license and work for a really great company, West Michigan Works! helped me by removing all of the barriers that were standing in my way."

In closing, thank you for the work you are doing and I look forward to seeing what you accomplish in the near future. Thank you for your time and attention, and I am happy to answer any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Jacob Maas".

Jacob Maas  
Chief Executive Officer