Kent County
Essential Needs
Task Force

Economic & Workforce Development

2020-2021 Service Analysis

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Introduction

For this project, agencies in Kent County, Michigan were invited to provide information about their workforce development programs to the Kent County Essential Needs Task Force (ENTF). A total of 27 organizations participated and shared data by completing an extensive survey or interview between December 2020 and June 2021. The survey tool is attached to this report as Appendix A.

Any program that provides one or more of the broad service types is considered to be a workforce development program with one exception. A program offering only navigation and barrier resolution is not considered to be workforce development.

Broad Service Types

Navigation and Barrier Resolution. Information on supportive services and benefits (including unemployment) and referral to other providers as needed for community resources.

Career Planning. Career path exploration and goal setting.

Work-Readiness Training. Resume assistance, soft skills training, and job coaching.

Training and/or Testing. Education (including GED and English as a second language), vocational skills training, or credential / certification testing.

Paid Work Experience. Short-term or transitional employment, externships, internships, or apprenticeships.

Employment Opportunities. Job matching and direct coordination between employers and job seekers, including helping employers develop workforce solutions to meet their talent needs.

Retention. Workplace supports to employees and/or employers.

Financial Coaching. Training or coaching in financial planning, including credit repair and tax preparation.

These broad service types were refined from the list created in the 2017 Service Analysis conducted by Inclusive Performance Strategies. That report, other local economic and workforce development data, and an interactive program dashboard for this report are available at: entfkent.org/data/econ-workforce-dev-data.

Participating Organizations

Full Name	Abbreviation
AARP Michigan	AARP
Comprenew	Comprenew
Disability Advocates of Kent County	DAKC
Degage Ministries	Degage
EuzenConnect	Euzen
Flat River Outreach Ministries	FROM
Goodwill Industries of Greater Grand Rapids	Goodwill
Grand Circus	Grand Circus
Grand Rapids Community College	GRCC
Hispanic Center of Western Michigan	Hispanic Center
Hope Network	Hope Network
Kent District Library	KDL
Kent Intermediate School District	Kent ISD
Kingdom Minded Ministries	KMM
LINC UP	LINC UP
Literacy Center of West Michigan	Literacy Center
Mel Trotter Ministries	Mel Trotter
Michigan Rehabilitation Services	MRS
Noor's Heaven of West Michigan Services	Noor's Heaven
The Other Way Ministries	Other Way
The SOURCE	SOURCE
Steepletown Neighborhood Services	Steepletown
United Church Outreach Ministry	UCOM
Grand Rapids Urban League	Urban League
West Michigan Center for Arts and Technology	WMCAT
West Michigan Works!	WMW
Women's Resource Center	WRC

Workforce Development Programs

Participating organizations provided information on 72 programs. Sixty-seven (67) of those met the criteria for inclusion in this project, including at least one from each participating organization. A list of programs is available in Appendix B, along with a printout of the program dashboard pages in Appendix C.

While the Broad Service Types provide a useful framework for defining workforce development programs, there are programs that provide one or more Broad Service Type yet were excluded from this analysis. These include organizations' internal talent development and employee retention programs and k-12 and traditional higher education programs.

The final inclusion criteria is that a program must be located in Kent County, Michigan. A few exceptions to this rule were made. Grand Circus had a physical location in Grand Rapids at the beginning of 2020 and maintained a local employer network at the time of data collection, so its programs were included. EuzenConnect's program, which is also virtual, is based in Kent County and partners with many local organizations.

Please note that not all local workforce development programs are accounted for in this research. Some organizations declined to participate. In addition, the project team is likely unaware of every organization and may have inadvertently left out entities with relevant programming. It is also important to note that while several of the programs in this research involve partnerships between two or more organizations, each program was only reported on once.

The number of programs offered is anticipated to remain relatively consistent.

2020 (actual)	65
2021 (expected)	62

Some questions asked about what happened during the past year, labeled as "2020 (actual)," and others asked about what is anticipated in the next year, labeled as "2021 (expected)." As a result of program changes, the "2020 (actual)" data uses information from the 65 programs offered in 2020, while the 2021 (expected) data uses information from the 62 programs expected to be offered in 2021. Data which is not labelled with a year looks at information from all 67 programs included in this report.
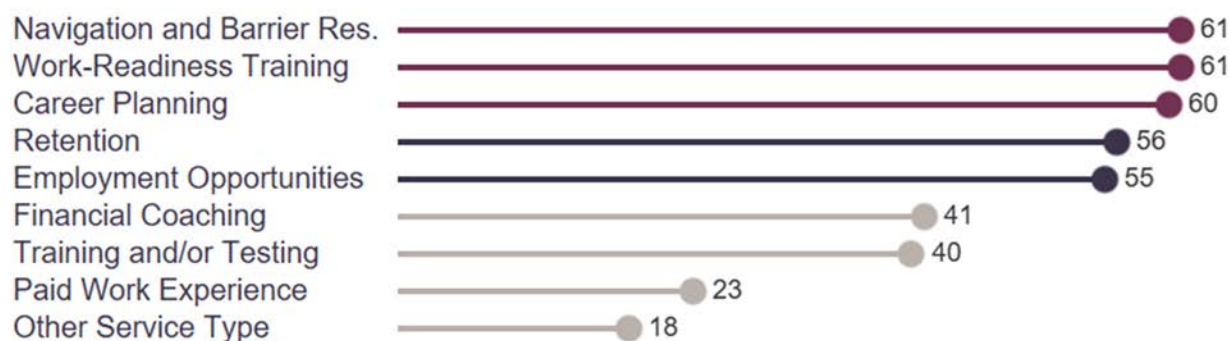
When asked does your organization anticipate offering this program in 2021, respondents shared that three programs would be ending in 2020: Assets and ProjectNOW at Goodwill and the Employment Services Collaborative (ESC), a multi-organization partnership reported on by Hope Network. While it was anticipated that the ESC would disband when its primary funding ended in June 2020, it is now known that the program continues to operate at a lower capacity.

The status of two additional programs was uncertain at the time of data collection: Job Readiness at Comprenew and ESL for CNA at GRCC. Therefore, these partners did not provide information on anticipated capacity or locations for these programs in 2021.

When asked did your organization offer this program in 2020, respondents shared information about two new programs that would be starting in 2021: Green Infrastructure at GRCC and Workforce University at WMCAT.

Services

Organizations were asked which Broad Service Types are included in their programs. **Roughly 90% of programs offer navigation and barrier resolution, work-readiness training, and career planning services; over 80% offer retention services and employment opportunities.**

Service Type	Count
Navigation and Barrier Res.	61
Work-Readiness Training	61
Career Planning	60
Retention	56
Employment Opportunities	55
Financial Coaching	41
Training and/or Testing	40
Paid Work Experience	23
Other Service Type	18

Organizations were asked whether services are always included or only sometimes included in their programs. The intent of this question was to determine if different versions of the same program differ in their service offerings. As an example, a service may be included in the eight-week version of a program but not the four-week version or at one location but not another.

Over 75% of Broad Service Types were marked as always included in the corresponding program. For each Broad Service Type marked as only sometime included, organizations were asked to explain why. These open-ended questions elicited 87 responses.

Almost 80% (68 responses) explained that the services are always available but only provided when needed by individual participants. In the future, instead of asking if services are sometimes or always included, it would be more direct to ask if services are always available or only sometimes available.

Of the remaining comments, only a few offered reasons for why services were only sometimes available. The reasons shared included staff capacity, as requested by the employer, and funding.

Proposed Revisions to the Broad Service Types

Organizations also had the option to select "other service type" and write in additional workforce development services included in their programs. This option was intended for activities not covered under any of the Broad Service Types. Eighteen programs selected that they sometimes or always provide another service type, and 14 of those provided a comment.

These open-ended responses were coded for themes. It was determined that 23 items had been listed. Five of those items were deemed to be supports, which will be defined and discussed later in this report. One more item was understood to be a service, but not a workforce development service. The remaining 17 items were determined to fit within the existing Broad Service Types.

While no new Broad Service Types are recommended, proposed revisions to the existing Broad Service Types are as follows (additions indicated by underline and deletions indicated by strikethrough).

Career Planning. Career path exploration (including employer visits and job shadowing), and goal setting, and related self-exploration, such as processing lived experiences and identifying skill sets, strengths, and preferences.

Work-Readiness ~~Training~~. Resume assistance, job search assistance, application assistance, soft skills training (including interviewing practice, communication skills, and workplace etiquette), ~~and job~~ coaching, mentorship, and self-advocacy training.

Education, Training, and Testing. Education (including GED, college preparation, and English as a second language), vocational skills training (including upskilling), and credential/certification testing.

Financial ~~Coaching~~ Literacy. ~~Training~~ Education or coaching in financial planning, including credit repair and tax preparation services.

There are no changes proposed to navigation and barrier resolution, paid work experience, employment opportunities, or retention.

Capacity

The number of participants that can be served is anticipated to increase by 10%.

2020 (actual)	19,147
2021 (expected)	21,137

Of the 60 programs that provided capacity data for both 2020 and 2021, there was no change in capacity expected for 17 programs. Between 2020 and 2021, the capacity of

13 others was anticipated to decrease by an average of 40 participants per program. For the remaining 30, capacity was projected to increase by an average of 98 participants per program, resulting in a 10% increase in overall capacity.

Capacity was defined as the ideal number of participants in a program. However, questions about capacity were not straightforward to answer. For example, LINC UP's Workforce Development program has a capacity of roughly 200 people. In 2020, the sole staff position for this program was vacant most of the year. There were at least two ways this information could be reported.

The capacity for 2020 was input as 50 to reflect the actual situation. This makes it appear that the program capacity is increasing by 150 participants in 2021, despite circumstances temporarily reducing the program's capacity in 2020. Alternatively, the capacity for 2020 could be input as 200, because this was the expected capacity for the year. Then, it would appear that the program capacity was the same in both years.

Organizations were asked to reflect on whether the number of participants matched the program's capacity or whether the number of participants was greater or less than the program's capacity.

In 2020, two-thirds of workforce development programs were under capacity. In 2021, it was expected that half of programs would be at capacity.
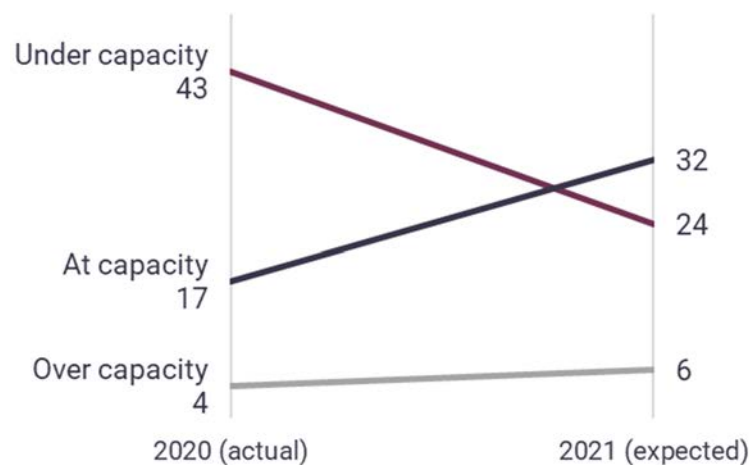
Organizations were also asked if they would like us to know about any factors that contributed to their programs' capacity in these years. Comments were provided for 51 programs regarding their actual 2020 capacity and for 36 programs regarding their expected 2021 capacity.

As anticipated, the COVID-19 pandemic was the most common reason given for program capacity in 2020 (47%) and 2021 (44%). Other organizations did not explicitly name the pandemic, but it was clearly implied. For example, one organization said

about their 2020 capacity: "We were not prepared to transition to 100% virtual learning…" Presumably, they made this change when the State of Michigan mandated staying at home, followed by limiting the size of in-person gatherings, to curb the COVID-19 pandemic.

Some of the other factors, many of which are likely connected to the pandemic, included limited staff capacity, the inability to meet in person or challenges of transitioning to virtual programming, and reduced demand for services.

	2020 (actual)	2021(expected)
COVID-19 pandemic explicitly named	24	16
COVID-19 pandemic implied	7	2
Limited staff capacity	12	5
Inability to meet in person / Transition to virtual programming	9	2
Reduced demand for services	6	3

Factors that were mentioned less than five times include funding challenges, intentionally restricting program capacity to allow for social distancing, and changes in referrals from partners. One organization noted that the pandemic raised the digital literacy barrier. Another commented that they are experiencing a different level of industry competition after moving to remote delivery.

Three organizations shared that one of their programs was a pilot in 2020 (Career Navigation at EuzenConnect and Next Step Woodworking) or fall 2019 (Steepletown's Early Childhood Educator Apprenticeship). KDL also shared that 2021 was the last year that they planned to offer Career Online High School Diploma.
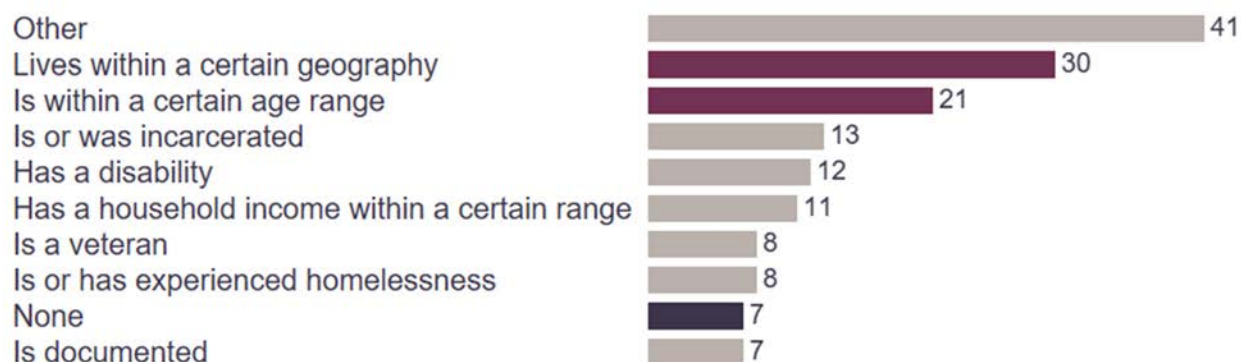
Eligibility Requirements and Focus Population

Eligibility requirements and focus population were not defined in the survey. This appears to have caused lots of confusion for respondents. The intent of these questions was to capture what organizations require of their participants while also allowing organizations to share information about who they focus on serving.

In order to make some sense of the data, if an organization said that something was both a focus population and an eligibility requirement, the response was removed from focus population and kept for eligibility requirement. The exception to this was for any item that asked for specification: age, income, geography, and race/ethnicity. If the additional information was the same for both eligibility requirements and focus

population, the response was removed from focus population. If the information was different or no additional information was provided, both responses were left alone.
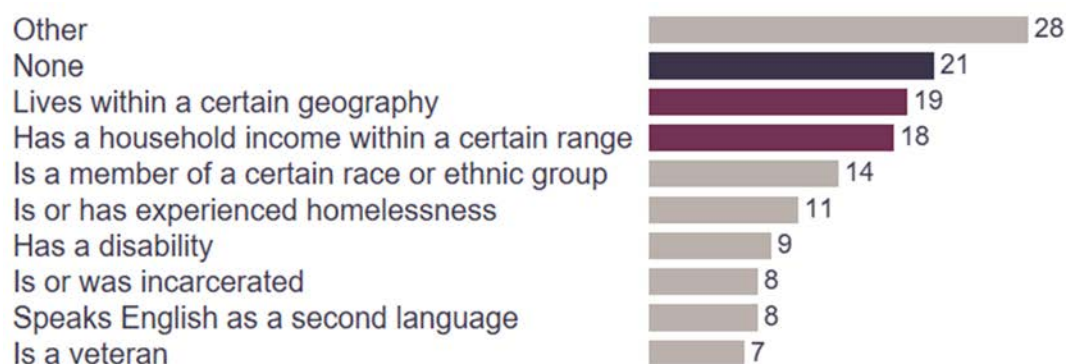
The most common eligibility requirement is living within a certain geography, followed by being within a set age range. Just over 10% of programs did not specify any eligibility requirements.

Other	41
Lives within a certain geography	30
Is within a certain age range	21
Is or was incarcerated	13
Has a disability	12
Has a household income within a certain range	11
Is a veteran	8
Is or has experienced homelessness	8
None	7
Is documented	7

Items selected as eligibility requirements by less than 5 programs are included under "other" and account for 10 of these responses. Organizations also had the option to write in an item under "other." These open-ended responses were coded for themes and account for 31 of the "other" responses.

The most common themes were five programs that require participants to be unemployed, four that require a commitment to participate for the entirety of the program, and four that require a referral by a specific entity. Some of the open-ended responses could be classified under one of the options already provided in the question. Organizations used the text box to provide additional details. As an example, for "is or was incarcerated," two respondents clarified that participants must be on parole.

The most common focus is on a certain geography, followed closely by households within a specific income range. Almost one-third of programs did not specify a focus population (beyond what is indicated by their eligibility requirements).

Other	28
None	21
Lives within a certain geography	19
Has a household income within a certain range	18
Is a member of a certain race or ethnic group	14
Is or has experienced homelessness	11
Has a disability	9
Is or was incarcerated	8
Speaks English as a second language	8
Is a veteran	7

Items selected as a focus population by less than 5 programs are included under "other" and account for 10 of these responses. Organizations also had the option to write in an item under "other." These open-ended responses were coded for themes and account for 18 of the "other" responses.

The most common themes were three programs that focus on participants who self-identify a need for services and desire change in their life and three that focus on young adults that were in foster care. Some of the open-ended responses could be classified under one of the options already provided in the question. Organizations used the text box to provide additional details. As an example, for "is or has experienced homelessness," one respondent clarified that they focus on people "living in a shelter, transitional housing, subsidized housing in Heartside, or a homeless encampment."

Geographic requirement and focus is primarily within Kent County, MI.

	Kent County	Grand Rapids	Portion of GR	Portion of KC
Eligibility	**16**	2	1	2
Focus	**8**	3	3	1

Programs that selected "lives within a certain geography" as either an eligibility requirement (30) or focus population (19), were asked for more information. Thirteen programs did not specify a geography, leaving 36 responses as shown above.

Ten of the responses coded as Kent County went beyond Kent County (five under eligibility and five under focus). The responses grouped under "portion of Grand Rapids" include the Neighborhoods of Focus (2), the 49507 zip code, and an agency specific service area. The responses grouped under "portion of Kent County" include three agency specific service areas outside of Grand Rapids.

Nine programs selected geography as both an eligibility requirement and a focus population. Eight specified 'lives within Kent County' as an eligibility requirement. Four specified a smaller geographic focus area. Four did not provide information on their focus area. One did not specify a geography for either eligibility or focus.

Age requirement and focus is primarily on people who are at least 18 years old.

	Youth or Young Adults	**17 or 18 and over**	55 and over
Eligibility	6	**9**	1
Focus	1	**2**	0

Programs that selected "is within a certain age range" as either an eligibility requirement (21) or focus population (4), were asked for more information. Six programs did not specify an age range, leaving 19 responses as shown above.

The responses grouped under "17 or 18 and over" include "17 and over, unless emancipated" (4) and "18 and over" (7). The responses grouped under "youth or young adults" include "18 and under," "high school students," "14-24," "16-24," and "18-24" (3). One program selected age as both an eligibility requirement and a focus population; however, they did specify a range for either.

Income requirement and focus is largely unknown.

	100% FPL or Below	101-200% FPL	**Not Specified**
Eligibility	2	2	**7**
Focus	0	3	**15**

Programs that selected "has a household income within a certain range" as either an eligibility requirement (11) or focus population (18), were asked for more information. Twenty-two programs did not specify an income range, leaving only seven responses to code for themes. No conclusions should be drawn with so few responses.

The responses grouped under "101-200% FPL" (Federal Poverty Level) include "below 125%" and "below 200%" (4). The responses grouped under "100% FPL or Below" include "below 80%" and "below 100%." Seven programs selected income as both an eligibility requirement and a focus, accounting for 14 of the unspecified responses.

Some programs intentionally focus on serving a certain race or ethnic group.

	Hispanic/Latino	Black/African Am.	Asian	Native American
Eligibility	1	1	1	1
Focus	13	10	6	6

Programs that selected "is a member of a certain race or ethnic group" as either an eligibility requirement (1) or focus population (14), were asked for more information. Unlike the geography, age, and income items that provided a text box for additional information, race and ethnicity had a select-all-that-apply follow up question. The option "White, non-Hispanic" was not selected by any program and is therefore excluded from the table above. There was also an option to write in another race or ethnicity not listed, which one program used for "Arab or Muslim."

Supports

Organizations were asked how they address the barriers people face to participating in workforce development programs. These activities are referred to as program supports, rather than services. They are distinct from how organizations address the barriers participants face to sustainable employment (i.e. getting and keeping a job).

Over 75% of programs are available during evenings and/or weekends and provide transportation support.

Transportation	53
Outside normal office hours	52
Other barrier reduction activity	27
Languages other than English	26
Childcare	22

These questions were originally asked at the organizational level, not the program level. To support the functionality of the program dashboard, the data was moved to the program level by duplicating the organization's response for all its programs. The only exception was for supports that were only sometimes offered. If the organization provided additional information that the support was tied to a specific program, then it was removed from the organization's other programs.

If an organization provides programs in a language other than English, they were asked to provide additional information. Thirteen organizations provided a comment, revealing that 11 have programming in Spanish. Two other languages were mentioned twice, Arabic and Sign Language. Other languages noted include Amharic, Bosnian, German, Mandarin, Portuguese, Swahili, Tigrinya, and Vietnamize.

There was also an option to specify supports that were not listed. Twelve organizations provided 14 comments. The most common other support was with technology (8), whether helping participants obtain their own devices, providing access to devices onsite, or training in computer literacy. Other supports included covering the cost of training or testing (5), providing work clothes or other supplies (4), and offering accommodations for people with disabilities and English language learners (3).

Location

Organizations were asked to provide the name or street address of each physical location where they offer workforce development programs in Kent County, Michigan. Organizations were later asked which locations each program was offered at in 2020 and which it was anticipated to be offered at in 2021, with an "online/virtual" option as well. They could also select that the program was offered at a location either in part or

in full. "Offered in part" was defined as "only a portion of the program was available, rather than the full program."
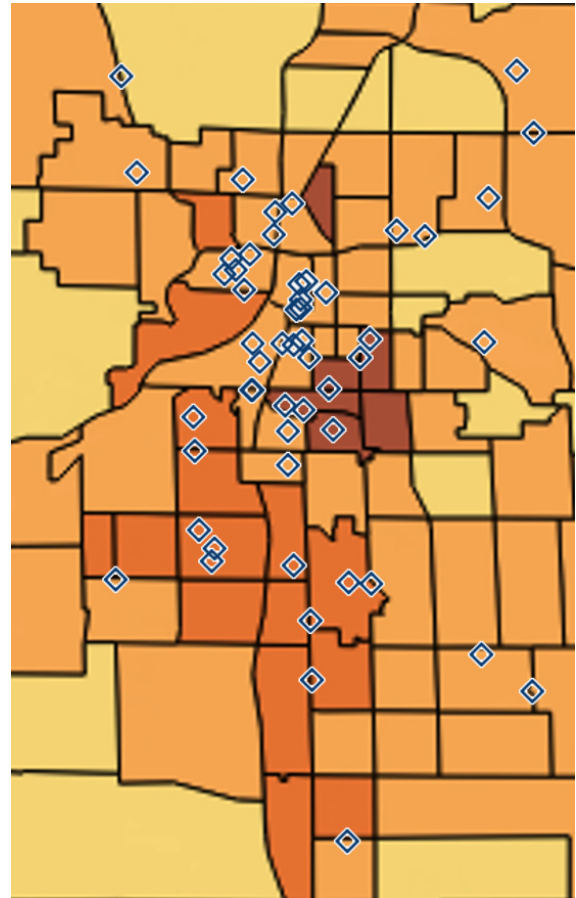
Programs are offered at 107 unique locations within Kent County. Locations were split into two types based on whether the programming offered was employer sponsored (36 locations) or open to the community (73 locations).

Approximate community locations are shown on the maps below.

Kent County
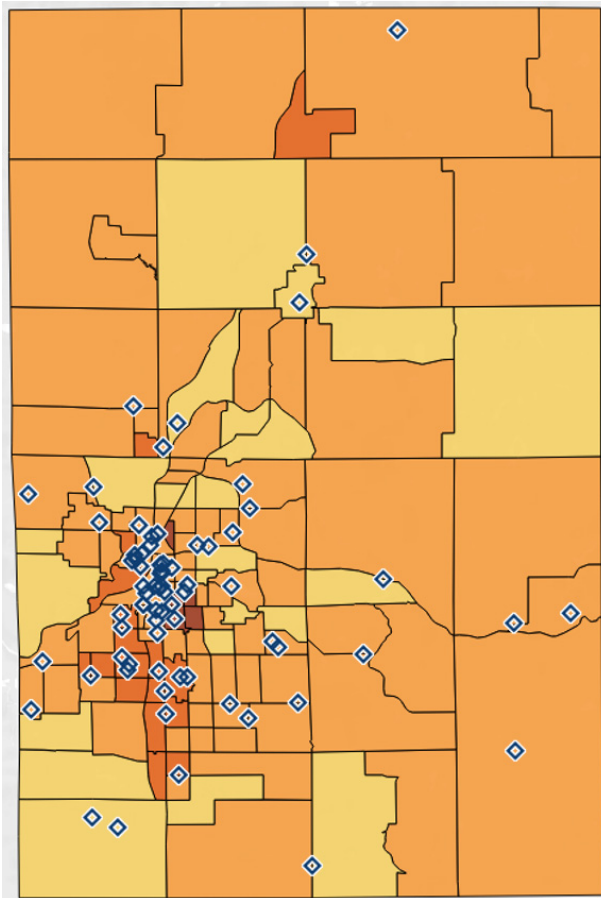
Grand Rapids

The colored layered of the maps is from the 2021 Cluster Analysis, which utilized American Community Survey data to group census tracts with similar characteristics. Clusters 3 and 4 show a greater need for workforce development programming. The full Cluster Analysis report is available at entfkent.org/data/econ-workforce-dev-data/.

☐ Cluster 1
☐ Cluster 2
■ Cluster 3
■ Cluster 4

Although, we can see that many program locations are within or in close proximity to Clusters 3 and 4, without demographic information about the program participants at the various locations, it is not feasible to make conclusions about whether services are meeting needs in an equitable manner.

The table below lists the number of programs available virtually, locations per program, and programs per location.

	2020 (actual)	2021(expected)
Full program available online/virtually	24	21
Partial program available online/virtually	23	22
Programs available at only one physical location	41	42
Programs available at two or more locations	18	16
Community locations with only one program	30	27
Community locations with two or more programs	38	37

Conclusion

This Service Analysis provided an opportunity for members of the ENTF Economic and Workforce Development Committee to share a comprehensive update on their programming. Through the process, they learned about other local service providers, enabling them to strengthen partnerships, align programs, reduce duplication, and fill gaps in services. They also developed or enhanced their internal data capacity by participating in this work. This experience, especially for those in the Measuring System Success (Data) Action Team, continues to build a culture of data sharing, data literacy, and data informed decision-making.

Revising the shared framework for understanding workforce development (the Broad Service Types) provided an opportunity for service providers to engage in dialogue and create shared language about what we are collectively working to achieve. This report provides the most comprehensive look at local workforce development programming currently available. However, the recommendations that can be made remain limited until this information can be combined with shared outcome data.

Appendix A – Survey Tool

Thank you for participating in the 2020 Kent County Workforce Development Service Analysis!

Please review this document thoroughly. If you have any questions about the survey or instructions, please contact Emily Madsen at emadsen@hwmuw.org.

This survey can be completed by multiple people at your organization but only by one person at a time. As you proceed from one section of the survey to the next, you will not be able to go back to previous sections. Instead, you will have to submit the survey and reopen it to add more information.

All responses will be saved when the survey is submitted, so if the survey is reopened, previously answered question will not need to be answered again. The one exception is that your response to "is the data entry for this page complete?" should be updated from "no" to "yes" once the data entry is finished. Upon submission of the survey, a follow-up email with a link to reopen the survey will be sent to your organization's point person. If you are not the point person and need to reopen the survey, please let your point person know.

The point person should complete as much of the survey as possible prior to passing it along to others in your organization. To share the survey, the point person can forward these instructions and the "Reopen Survey" link. Each time the survey is submitted, the point person will receive a follow-up email to let them know whether data entry for the survey is done or not. When sharing the survey, the point person should use that completion report to let the other person know which section(s) to work on. Please wait until that person submits the survey before sharing it with the next person.

The following pages contain a blank copy of the survey and notes about how it functions. Please review the questions to determine what information you will need to gather in advance of taking the survey.

Programs

Provide the name of each workforce development program that ${e://Field/Organization} offered in Kent County in 2020 and/or anticipates offering in 2021.

Please include programs that were launched, delayed, modified, and/or prematurely terminated as a result of the pandemic. Please do not include programs that your organization planned to offer in 2020 but did not end up being able to offer, unless you anticipate offering that program in 2021.

Enter the program name as you wish it to appear in later questions. You can add up to 10 programs. If you have more than 10 programs, please contact Emily Madsen at emadsen@hwmuw.org*.*

	Name
Program 1	[ ]
Program 2	[ ]
Program 3	[ ]

[Add Program]

Throughout the survey, the name of your organization will appear in place of "${e://Field/Organization}."

Is the data entry for this page complete?
Select one

Responses to this question will be used to keep track of which sections of this survey are done and any that will need to be revisited. A completion report will be generated and emailed to ${e://Field/RecipientFirstName} ${e://Field/RecipientLastName} upon submission of the survey.

  Yes
  No

In the question above, the name of your organization's point person for this project will appear in place of "${e://Field/RecipientFirstName} ${e://Field/RecipientLastName}."

This question is included in each section of the survey.

Locations

Provide the name or address of each location in Kent County at which ${e://Field/Organization} offered workforce development programs in 2020 and/or anticipates offering them in 2021.

Please include locations that are temporarily closed as a result of the pandemic, as well as any locations you plan to add in 2021. If you provide paid work experience in-house (i.e. ${e://Field/Organization} employs participants as part of a workforce development program), please include the locations were participants work (e.g. Goodwill or Mel Trotter stores in Kent County).

Enter the location name or address as you wish it to appear in later questions. You can add up to 25 locations. If you have more than 25 locations, please contact Emily Madsen at emadsen@hwmuw.org.

Name or Street Address
Example: WMW! NW Service Center or 215 Straight Ave NW

Location 1

Location 2

Location 3

Add Location

Barriers to Accessing Services

How do you address the barriers participants may face when trying to access ${e://Field/Organization}'s workforce development programs?
Select one per row

If ${e://Field/Organization} started or stopped any of these activities due to the pandemic, select "sometimes" to receive a follow-up question where you can provide more information.

	Never	Sometimes	Always
Do you offer childcare to program participants?	○	○	○
Do you offer transportation to program participants?	○	○	○
Do you offer programs outside of normal office hours (i.e. in the evenings or on weekends)?	○	○	○
Do you offer programs in languages other than English? (please specify which languages)	○	○	○
Other barrier reduction activity (please specify)	○	○	○

For each row above, if you select "sometimes," the following question will appear below, worded respectively. If you do not select "sometimes" in any row, you will automatically skip these questions.

Please explain why childcare is sometimes offered to program participants.
Examples: offered when needed by at least a certain (i.e. minimum) number of participants, offered at one location but not another, offered for one program but not another

[text box]

${lm://Field/2}

Did ${e://Field/Organization} offer ${lm://Field/2} in 2020?
Select one

Yes
No

In 2020, what was the capacity of ${lm://Field/2} (i.e. the ideal number of participants)?
Enter a number

[text box]

During 2020, was ${lm://Field/2} generally under, at, or over capacity?
Select one

   Under capacity
   At capacity
   Over capacity

Are there any factors you would like us to know about that may have contributed to the capacity of ${lm://Field/2} during 2020?
Examples: this was a pilot program, we were short-staffed, we restricted the number of participants for safety during the pandemic

[text area]

In 2020, at which locations was ${lm://Field/2} offered?
If ${lm://Field/2} was not offered in 2020, skip this question.

Offered "in part" means that only a portion of the program was available, rather than the full program.

	Was ${lm://Field/2} offered at this location in 2020? *Select one per row*			If offered in part, please explain
	No	Yes, in part	Yes, in full	Examples: paid work experience was offered at this location but not work readiness training, classes were offered here but not testing
Online/Virtual	○	○	○	☐
${q://QID61/ChoiceTextEntryValue/1/1}	○	○	○	☐
${q://QID61/ChoiceTextEntryValue/2/1}	○	○	○	☐
${q://QID61/ChoiceTextEntryValue/3/1}	○	○	○	☐

Throughout the question above, the locations entered earlier will appear in place of "${q://QID61/ChoiceTextEntryValue/#/1}."

Does ${e://Field/Organization} anticipate offering ${lm://Field/2} in 2021?
Select one

Yes
No
Unsure

For 2021, what is the anticipated capacity of ${lm://Field/2} (i.e. the ideal number of participants)?

Enter a number

[   ]

In 2021, do you anticipate ${lm://Field/2} to be generally under, at, or over capacity?

Select one

Under capacity
At capacity
Over capacity

Are there any factors you would like us to know about that may contribute to the capacity of ${lm://Field/2} in 2021?

Examples: this will be a pilot program, we expect to be short-staffed, we plan to restrict the number of participants for safety during the pandemic

[   ]

For 2021, at which locations do you anticipate offering ${lm://Field/2}?
If ${lm://Field/2} is not anticipated to be offered in 2021, skip this question.

Offered "in part" means that only a portion of the program will be available, rather than the full program.

	Is ${lm://Field/2} anticipated to be offered at this location in 2021? *Select one per row*			If anticipated to be offered in part, please explain
	No	Yes, in part	Yes, in full	Examples: paid work experience will be offered at this location but not work readiness training, classes will be offered here but not testing
Online/Virtual	○	○	○	[ ]
${q://QID61/ChoiceTextEntryValue/1/1}	○	○	○	[ ]
${q://QID61/ChoiceTextEntryValue/2/1}	○	○	○	[ ]
${q://QID61/ChoiceTextEntryValue/3/1}	○	○	○	[ ]

Throughout the question above, the locations entered earlier will appear in place of "${q://QID61/ChoiceTextEntryValue/#/1}."

Which of the following statements describe the focus population of ${lm://Field/2}?
Select all that apply

Is a member of a certain race or ethnic group

Has a disability

Is or has experienced homelessness

Is or was incarcerated

Is documented

Is undocumented or under-documented

Speaks English as a second language

Speaks Spanish as a first / primary language

Is a refugee

Is a veteran

Is an employee of a participating employer or family member of an employee

Lives within a certain geography (please specify)
Example: Kent County

[   ]

Has a household income within a certain range (please specify)
Example: below 200% of the poverty level

[   ]

Is within a certain age range (please specify)
Example: 18-26

[   ]

Other (please specify)

[   ]

There is no focus population

Which of the following race or ethnic groups best describe the focus population?
Select all that apply

Black or African American

Hispanic or Latino

Native American

Asian

White, non-Hispanic or Latino

Other (please specify)

Which of the following statements describe the eligibility requirements of ${lm://Field/2}?
Select all that apply

- Is a member of a certain race or ethnic group
- Has a disability
- Is or has experienced homelessness
- Is or was incarcerated
- Is documented
- Is undocumented or under-documented
- Speaks English as a second language
- Speaks Spanish as a first / primary language
- Is a refugee
- Is a veteran
- Is an employee of a participating employer or family member of an employee

Lives within a certain geography (please specify)
Example: Kent County

[ ]

Has a household income within a certain range (please specify)
Example: below 200% of the poverty level

[ ]

Is within a certain age range (please specify)
Example: 18-26

[ ]

Other (please specify)

[ ]

There is no focus population

If you select "is a member of a certain race or ethnic group" above, the following question will appear below. If you do not select this statement, you will automatically skip the next question.

Which of the following race or ethnic groups best describe the eligibility requirement?
Select all that apply

Black or African American

Hispanic or Latino

Native American

Asian

White, non-Hispanic or Latino

Other (please specify)

Which of the following broad service types are included in ${lm://Field/2}?
Select one per row

	Not included	Sometimes included	Always included
Navigation and Barrier Resolution *Information on supportive services and benefits (including unemployment) and referral to other providers as needed for community resources*	○	○	○
Career Planning *Career path exploration and goal setting*	○	○	○
Work-Readiness Training *Resume assistance, soft skills training, and job coaching*	○	○	○
Training and/or Testing *Education (including GED, English as a second language, and literacy), vocational skills training, or credential / certification testing*	○	○	○
Paid Work Experience *Short-term or transitional employment, externships, internships, or apprenticeships*	○	○	○
Employment Opportunities *Job matching and direct coordination between employers and job seekers, including helping employers develop workforce solutions to meet their talent needs*	○	○	○
Retention *Workplace supports to employees and/or employers*	○	○	○
Financial Coaching *Training or coaching in financial planning, including credit repair and tax preparation*	○	○	○
Other workforce development service (please specify) [ ]	○	○	○

Please explain why navigation and barrier resolution are sometimes included in ${lm://Field/2}.

Examples: included as needed by participants, included in the 4-week version of the program but not the 8-week version, included at one location but not another

Please provide some additional information about the training and/or testing included in ${lm://Field/2}.

Select all that apply

Education is offered for the following subjects (please specify)
Examples: GED prep, English as a second language

Training is offered for the following vocational skills (please specify)
Examples: Certified Nurse Assistant (CNA), Carpentry

Testing is offered for the following credentials / certifications (please specify)
Examples: GED, Certified Nurse Assistant (CNA)

Is there anything else you would like us to know about ${lm://Field/2}?

Before you go

Is there anything else you would like us to know about ${e://Field/Organization}'s workforce development programs?

Appendix B - List of Programs

Organization	Program
AARP	Senior Employment Program
Comprenew	Job Readiness
DAKC	ADA Employment Advocacy Benefits Planning Employability Workgroup Veteran Apprenticeship Youth Transition Services
Degage	Patron Jobs
Euzen	Career Navigation
FROM	Connections
Goodwill	Achieve Assets Certified Nurse Aide (CNA) Training Offender Success ProjectNOW Technology Certification Visions
Grand Circus	C# .NET Bootcamp Front End Bootcamp
GRCC	ESL for CNA ESL for Construction Core Green Infrastructure Job Training Programs Public Works Academy
Hispanic Center	GED Internships Language Accessibility Initiative
Hope Network	Employment Services Collaborative Offender Success Road to Success
KDL	Career Online High School Diploma Learning Resources
Kent ISD	Adult Education

Organization	Program
KMM	Culinary Arts Training Job Training Mentoring ServSafe Certification
LINC UP	Workforce Development
Literacy Center	Adult Tutoring Program Customized Workplace English Family Literacy Program
Mel Trotter	GED - Heartside Ministries Job Readiness Woodworking - Next Step
MRS	Vocational Rehabilitation
Noor's Heaven	Job and Career
Other Way	Youth Employment Services (YES)
SOURCE	Resource Navigation
Steepletown	Early Childhood Educator Apprenticeship JobStart WIOA - Youth
UCOM	Best Foot Forward Preparing for Your Future
Urban League	Career Training Recruitment and Referral Employment Services Workforce Support Services
WMCAT	Adult Career Training Program Workforce University
WMW	PATH TRADE Wagner-Peyser WIOA - Adult and Dislocated Worker WIOA - Youth
WRC	Empower Program General Program New Beginnings Program Women Mentoring Women Program

Appendix C – Program Dashboard

2020-2021 Kent County Workforce Development Program Dashboard

The program dashboard is an interactive component of this report, available at public.tableau.com/app/profile/emily.madsen/viz/WFDServiceAnalysis/Program-Dashboard. The following pages contain screenshots of each program in the dashboard.

The dashboard provides a one page view of all the information provided by program. All the programs in this report are included in the dashboard.