Executive Committee Meeting
West Michigan Works! (WMW) Workforce Development Board (WDB)
Westside Service Center
215 Straight Ave. NW
Grand Rapids, MI 49504
Monday, January 14, 2019 • Meeting 11:30 a.m.

AGENDA

1. Call to Order
2. Public Comment – Agenda Items
3. Approval of the October 29, 2018 Minutes Action Required
4. Report on Financial Activities: Notes to November 2018 Board Financials Information Item
   Brenda Isenhart, Chief Financial Officer
5. General Updates
   a. Going Pro Talent Fund (GPTF), Amy Lebednick, Business Solutions Director Information Item
   b. Bethany Christian Services Contract, Brittany Lenertz, Talent Solutions Director Information Item
   c. Legislative Subcommittee, Jacob Maas, Chief Executive Officer Action Required
6. WMW WDB Subcommittees Updates Information Item
   a. Executive Committee, Dave Smith
   b. Talent Solutions, Shana Welch
   c. Employer Solutions, Sherry White
   d. Strategic Partnerships, Heather Gluszewski
   e. Outreach and Communications, Mark Bergsma
   f. Career Educational Advisory Council (CEAC), Cindy Brown
7. Strategic Plan Update Discussion Item
8. Other Business
9. Public Comment
10. Adjournment

Next Scheduled Executive Committee Meeting:
    March 11, 2019 at 11:30 a.m. located at:
    Westside Service Center, 215 Straight Ave N.W. Grand Rapids, MI 49504
West Michigan Works! (WMW) Workforce Development Board (WDB)
Executive Committee Meeting
Westside Service Center
215 Straight Ave. NW
Grand Rapids, MI 49504
Monday, October 29, 2018 • Meeting 10:00 a.m.

MINUTES

Members/Alternates Present: Dave Smith, Cindy Brown, Mark Bergsma, Jay Dunwell, Rebecca Herrington, Jon Hofman, Shana Welch, Sherry White

Members/Alternates Absent: John Buchan, Heather Gluszewski, Scott McLean

Staff Present: Jacob Maas, Angie Barksdale, Brenda Isenhart, Jane Kreha, Amy Lebednick, Brittany Lenertz, Janette Monroe

Guests Present: None

1. Call to Order, Chairperson Dave Smith at 10:04 a.m.

2. Public Comment- Agenda Items- No quorum at Call to Order. Committee members will discuss Information Items until a quorum is obtained.

3. Approval of the October 8, 2018 Minutes Action Required

   Motion – Mark Bergsma
   Second – Rebecca Herrington
   Item Approved by Vote – Motion carried

4. 2018 Annual Board Meeting Discussion Item

   Jacob Maas, Chief Executive Officer, reported that the planning for the Annual Board meeting is underway. Jacob provided committee members with the PowerPoint presentation from last year’s meeting and requested guidance and recommendations from the Executive Committee for the meeting this year. Discussion took place. The invitation list will include Industry Council executives, legislators, community-based organizations and partners throughout the region.

5. Workforce Board Member Attendance Discussion Item

   Jacob Maas reviewed that in accordance with the bylaws of the Workforce Development Board, there are a couple of board members whose meeting attendance should be addressed by the Chairperson and Vice-Chairperson. Jacob indicated that staff will provide more information to the Chair and Vice-Chair regarding these specific members.

6. Next meeting agenda: January 14, 2019 Discussion Item

   Dave Smith, Chairperson, recommended a discussion of follow-up information from the Michigan General Election in November in relation to expected direction and government supports. Jacob recommended that the WDB subcommittees report on 2019 objectives. Jacob also suggested placing the Strategic Plan topic on the agenda in order to discuss results and where we are with accomplishing the goals and objectives.
   Information Item
   Jacob Maas reported that the National Association of Workforce Boards (NAWB) Forum is scheduled to take place March 23-26, 2019, and staff is looking to extend the invitation to two subcommittee chairs if they are interested. Jacob requested that committee members let staff know no later than November 5. Angie Barksdale also noted that a few staff members are planning on attending the National Skills Coalition in Washington, D.C in February.

8. Other Business
   Additional discussion took place regarding the upcoming November election. Jacob noted that he has had the opportunity to review both of the candidates running for Governor and their Job Plans, and they each appear to continue focusing on workforce development which includes Skilled Trades. Jacob did indicate that there are some “key partisan” issues that the Michigan Works! Association chose not to address; however, there are some issues that were addressed which included reinvigorating Youth programs and high demand jobs being determined locally. Jacob further noted that the Association has a detailed response to the Job Plans and can share once the election is over.

   Angie Barksdale reported to the Executive Committee that the letter regarding the Bethany Christian Services contract deficiencies will be getting sent out today.

9. Public Comment – None

10. Adjournment at 10:44 a.m. by Chairperson Dave Smith
MEMORANDUM

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

FROM: Brenda Isenhart, Chief Financial Officer

DATE: January 7, 2018

RE: November 2018 Michigan Works! Board Financials

Revenue

Revenues for the five months ending November 30, 2018 total $13,075,870 which is 4.26% below budgeted revenue and $3,420,039 over prior year revenue. The increase over prior year is primarily due to the following: increase in award received for the Skilled Trades Training Fund ($2,013,000), Increase in grant utilization and/or awards in WIOA Funds ($507,000), Wagner Peyser ($387,000), and Path Funds ($245,000).

Expenditures

Operating expenses are under the proposed budget by 4.58%. Fringe Benefits are under budget partially due to wages being under budget but also due to a change in our Long Term Disability carrier. As a result of this vendor change we anticipate a savings of nearly $100,000 during the fiscal year. Consumable supplies are currently over budget by $60,547. During the quarter ending September 30, several large computer related purchases were made to replace older equipment being used as well as updating office furniture at several locations. Outside Services for the current year are $223,000 over the prior year. This is primarily due to the development of a Employability Skills Curriculum ($106,000) and the requirements of the Hire Reach/WK Kellogg Grant program ($105,000). Equipment purchases for the current year are slightly under budget but are $486,000 over the prior year amount. During this fiscal year many large equipment purchases have been made including four vehicles, six copiers, and multiple computer switches. Other Expenses for the current year are $115,000 over the previous year. This is primarily a result of investing in digital advertising, creation of a video in order to better serve participants, and increased staff training.

Training Expense have increased by $2.2 million over the prior year. This is primarily due to STTF ($1.8 million) as well as WIOA funds ($253,000), Trade ($92,000), and Mat2 ($65,000). Direct Client Expenses are under budget primarily due to the Retention Solutions Network Community Ventures (CV) funding. This program and funding is new and implementation is just getting off the ground.
We are working closely with area partners to develop and launch a program to utilize the funding that was received. Direct Client Expenses have decreased $252,000 from prior year. This decrease is primarily from the PATH program ($152,000) and the various youth summer programs ($89,000).

Administration Expenses represent 8.82% of Total Expenses.
## Statement of Revenue & Expenses

For the Five Month Ending November 30, 2018

<table>
<thead>
<tr>
<th></th>
<th>November 2018 Actual</th>
<th>November 2017 Actual</th>
<th>YTD 2018/2019 Budget</th>
<th>Budget Variance</th>
<th>Budget Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$13,075,870</td>
<td>$9,655,831</td>
<td>$13,658,254</td>
<td>$(582,384)</td>
<td>-4.26%</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages</td>
<td>$3,415,274</td>
<td>$3,208,242</td>
<td>$3,533,277</td>
<td>$118,003</td>
<td>3.34%</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>$1,208,545</td>
<td>$1,177,088</td>
<td>$1,342,365</td>
<td>$133,820</td>
<td>9.97%</td>
</tr>
<tr>
<td>Consumable supplies</td>
<td>$536,583</td>
<td>$207,380</td>
<td>$476,036</td>
<td>$(60,547)</td>
<td>-12.72%</td>
</tr>
<tr>
<td>Transportation</td>
<td>$73,213</td>
<td>$92,117</td>
<td>$113,750</td>
<td>$40,537</td>
<td>35.64%</td>
</tr>
<tr>
<td>Outside services</td>
<td>$312,414</td>
<td>$89,297</td>
<td>$375,250</td>
<td>$62,836</td>
<td>16.75%</td>
</tr>
<tr>
<td>Space and communications</td>
<td>$679,335</td>
<td>$666,545</td>
<td>$719,365</td>
<td>$40,030</td>
<td>5.56%</td>
</tr>
<tr>
<td>Equipment rent and maint</td>
<td>$35,957</td>
<td>$37,097</td>
<td>$41,667</td>
<td>$5,710</td>
<td>13.70%</td>
</tr>
<tr>
<td>Equipment purchases</td>
<td>$500,404</td>
<td>$13,432</td>
<td>$503,181</td>
<td>$2,777</td>
<td>0.55%</td>
</tr>
<tr>
<td>Other expense</td>
<td>$373,424</td>
<td>$258,705</td>
<td>$372,660</td>
<td>$(764)</td>
<td>-0.21%</td>
</tr>
<tr>
<td><strong>Total operating expense</strong></td>
<td>$7,135,149</td>
<td>$5,749,903</td>
<td>$7,477,551</td>
<td>$342,402</td>
<td>4.58%</td>
</tr>
<tr>
<td><strong>Subcontractors</strong></td>
<td>$395,592</td>
<td>$334,527</td>
<td>$393,750</td>
<td>$(1,842)</td>
<td>-0.47%</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>$5,106,593</td>
<td>$2,880,500</td>
<td>$5,074,036</td>
<td>$(32,557)</td>
<td>-0.64%</td>
</tr>
<tr>
<td><strong>Direct Client Expenses</strong></td>
<td>$438,536</td>
<td>$690,901</td>
<td>$712,917</td>
<td>$274,381</td>
<td>38.49%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$13,075,870</td>
<td>$9,655,831</td>
<td>$13,658,254</td>
<td>$582,384</td>
<td>4.26%</td>
</tr>
<tr>
<td><strong>Excess of Revenue over Expense</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
MEMORANDUM

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

FROM: Amy Lebednick, Business Solutions Director

DATE: January 7, 2019

RE: Going Pro Talent Fund (GPTF)

---

**Going PRO Talent Fund**

This year, employers in the West Michigan region have been awarded $9.5 million in training funds. Applications are being funded in amounts ranging from $1,000 to $289,345. In total, West Michigan Works! captured nearly 33% of the available $29 million in grant dollars for employers.

**Going PRO Talent Fund Awards by FY**

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards</td>
<td>74</td>
<td>136</td>
<td>212</td>
<td>223</td>
</tr>
<tr>
<td>Amount Awarded</td>
<td>$3.1M</td>
<td>$5.1M</td>
<td>$8.4M</td>
<td>$9.5M</td>
</tr>
</tbody>
</table>

**FY19 Awards by County**

<table>
<thead>
<tr>
<th>County</th>
<th># of Awards</th>
<th>Amount</th>
<th>New Hires</th>
<th>Total Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allegan</td>
<td>14</td>
<td>$717,965</td>
<td>198</td>
<td>471</td>
</tr>
<tr>
<td>Barry</td>
<td>6</td>
<td>$219,214</td>
<td>48</td>
<td>169</td>
</tr>
<tr>
<td>Ionia</td>
<td>6</td>
<td>$357,498</td>
<td>151</td>
<td>320</td>
</tr>
<tr>
<td>Kent</td>
<td>105</td>
<td>$4,506,302</td>
<td>1136</td>
<td>3,298</td>
</tr>
<tr>
<td>Montcalm</td>
<td>9</td>
<td>$377,555</td>
<td>52</td>
<td>282</td>
</tr>
<tr>
<td>Muskegon</td>
<td>20</td>
<td>$1,072,549</td>
<td>293</td>
<td>861</td>
</tr>
<tr>
<td>Ottawa</td>
<td>56</td>
<td>$2,060,009</td>
<td>512</td>
<td>1,856</td>
</tr>
<tr>
<td>Out-of-region*</td>
<td>7</td>
<td>$246,000</td>
<td>33</td>
<td>132</td>
</tr>
<tr>
<td>TOTAL</td>
<td>223</td>
<td>$9,557,092</td>
<td>2,423</td>
<td>7,389</td>
</tr>
<tr>
<td>West Michigan Works!</td>
<td>668,996</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Out-of-region, administered by West Michigan Works!
MEMORANDUM

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

FROM: Brittany Lenertz, Talent Solutions Director

DATE: January 7, 2019

RE: Bethany Christian Services Contract Update

October 29, 2018, Bethany Christian Services received correspondence from
ACSET/WMW to formally notify them of their contract probationary status.
This correspondence included several program data entry and service resolutions
to be accomplished by November 28, 2018. In addition, Bethany was required to
submit a 3-month resolution plan for ongoing improvements.

Bethany Christian Services was provided with a budget modification and allocation
of $23,365 to support their resolution efforts through the 30 days.

November 28, 2018, Bethany provided their 3-month resolution plan and achieved
the data entry updates as requested in the October correspondence, based on One
Stop Management Information System (OSMIS) reports.

December 12, 2018, a letter was provided to Bethany to notify them additional
funding of $40,830 would be provided to continue their improvement efforts to
support their 3-month plan, based on the 30-day progress. This correspondence,
however, also requested some additional clarification regarding their 3-month
resolution plan and notified them of 14 case notes in need of updating, at the time
of the letter. This notification also instructed Bethany that once an onsite file
review was conducted, any outcomes from that review, would need to be
incorporated in their ongoing improvements and a modified resolution plan may
need to be submitted.

December 19, 2018, staff conducted an onsite file review of eligibility, required
forms and data validation documents within participant files. In addition to the
onsite visit, a thorough review of OSMIS data was conducted to determine current
caseload and participant status. The results of both reviews are being compiled to
evaluate next steps.

December 21, 2018, Bethany provided a response to the December 12, 2018,
ACSET/WMW correspondence with the requested clarification, updated case notes
and an agreement to incorporate any additional resolutions, upon receiving the
results of the file review.
In summary:

• Bethany’s 3-month resolution plan has been accepted;
• A budget modification was submitted to provide additional funding to support their ongoing efforts through February;
• Upon compilation of the file review results, a revised resolution plan will be required from Bethany;
• An internal meeting has been scheduled January 15, between the Youth Policy Manager and Regional Talent Solutions Director, to discuss the results of the file review and determine next steps.
MEMORANDUM

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

FROM: WMW Staff

DATE: January 7, 2019

RE: Legislative Subcommittee

Background

The WMW WDB has approved the creation of a new Legislative Subcommittee for the purpose of education and informing legislators about WMW and its employment and training programs.

The following individuals have expressed interest in serving on this subcommittee.

1. Norm Brady: WDB Member, President & CEO, Associated Builders & Contractors
2. Jim Fisher: WDB Member, President, Second Act, LLC.
3. Chris Glass: Director of Legislative Affairs, West Michigan Talent Triangle
4. Alexa Kramer: Public Policy Coordinator, Grand Rapids Chamber

Action

WMW staff is requesting Executive Committee approval of the above listed slate of members to serve on the Legislative Subcommittee. Upon approval of these members, staff will schedule a meeting in the next couple of months, and the appointment of a Chairperson will be forthcoming.
Goals and Strategies

This strategic plan contains five goals with 18 accompanying strategies, which are designed to contribute to achieving more than one goal.

GOAL 1: Cultivate relationships with employers to understand and address the workforce demand in the region.

GOAL 2: Increase the local talent pool.

GOAL 3: Establish a network for community conversations on issues related to employers’ workforce needs.

GOAL 4: Diversify resources and strategies through innovative partnerships and solutions.

GOAL 5: Increase Board and staff engagement through strategic initiatives and professional development.

Customer-Focused Strategies

1: Create a diagnostic tool for use with every employer contact to determine what their service needs may be.
2: Convene and facilitate Industry Councils in key West Michigan sectors.
3: Educate youth about the opportunities that are available in the local economy.
4: Increase outreach to youth, underemployed, and hard to serve populations.
5: Develop and pilot a soft skills training program.
6: Catalogue the services and strengths of partner organizations to have a full picture of the capabilities of the workforce development system and create a resource guide to promote services.

System Focused Strategies

7: Identify and advocate for infrastructure improvements that could lessen barriers to employment for West Michigan workers.
8: Map career pathways within the region’s key industries, including all levels of education and training and multiple entry and exit points.
9: Create relationships with community-based organizations in each county to widen the Board’s network of partners.
10: Support innovative initiatives to promote continuous improvement of services.
11: Identify gaps in the workforce development ecosystem and determine what the Board’s role in filling those gaps can be.
12: Create an outreach strategy to increase the recognition of the West Michigan Works! brand.

Capacity Building Strategies

13: Seek and pursue alternate sources of funding.
14: Offer professional development opportunities for all staff.
15: Provide networking or exchange opportunities for staff from different Service Centers to learn best practices from across the region.

Accountability Strategies

16: Engage board members in strategic plan implementation and progress tracking through subcommittees.
17: Create metrics and measurement tools to allow the Board to monitor the progress toward its goals.
18: Conduct annual reviews of regional service delivery models and execution to ensure consistency of high quality service at all West Michigan Works! Service Centers.