



**Executive Committee Meeting
West Michigan Works! (WMW) Workforce Development Board (WDB)
Westside Service Center
215 Straight Ave. NW
Grand Rapids, MI 49504
Monday, March 9, 2020 • Meeting 11:30 a.m. – 1:00 p.m.**

AGENDA

1. Call to Order
2. Public Comment – Agenda Items
3. Approval of the January 9, 2020 Minutes **Action Required**
4. Report on Financial Activities: *Brenda Isenhardt, Chief Financial Officer* **Information Item**
 - a. ACSET Financial Report- Notes to January 2020 Board Financials
 - b. FYE 2020 Budget Modification
5. WMW WDB Member Nominations: *Angie Barksdale, Chief Operating Officer* **Action Required**
6. Strategic Plan Measurements and Committee Structures **Discussion Item**
Janie McNabb, One-Stop Operator (Strategic Policy Consultants)
7. WDB Meeting Agenda: April 13, 2020 **Discussion Item**
8. General Updates: *Angie Barksdale* **Information Item**
 - a. West Michigan Works! Workforce Development Board Bylaws
 - b. Census 2020, Complete Count
9. WMW WDB Subcommittees Updates **Information Item**
 - c. Talent Solutions, *Shana Welch*
 - d. Employer Solutions, *Sherry White*
 - e. Strategic Partnerships, *Heather Gluszewski*
 - f. Outreach and Communications, *Mark Bergsma*
 - g. Career Educational Advisory Council (CEAC), *Cindy Brown*
 - h. Legislative, *Jim Fisher*
10. Other Business **Information Item**
 - a. Save the Date: Legislative Day: April 22, 2020 (Lansing, MI)
11. Public Comment
12. Adjournment

**Next Scheduled Executive Committee Meeting: May 11, 2020 at 11:30 a.m. located at:
Westside Service Center, 215 Straight Ave N.W. Grand Rapids, MI 49504**



Executive Committee Meeting
West Michigan Works! (WMW) Workforce Development Board (WDB)
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Monday, January 13, 2020 • Meeting 11:30 a.m. – 1:00 p.m.

MINUTES

Members/Alternates Present: Mark Bergsma, Heather Gluszewski, John Buchan, Jay Dunwell, Rebecca Herrington, Scott McLean

Members/Alternates Absent: Jon Hofman, Shana Lewis, Sherry White

Staff Present: Angie Barksdale, Brenda Isenhart, Jane Kreha, Brittany Lenertz, Jacob Maas, Nancy Wiest

Guests Present: Janie McNabb (Strategic Policy Consultants)

1. Call to Order, Chairperson Mark Bergsma at 11:45 a.m.
2. Public Comment- Agenda Items- None
3. Approval of Minutes
 - a. September 23, 2019
 - b. November 4, 2019

Action Required

Motion – Heather Gluszewski

Second – Rebecca Herrington

Item Approved – Motion approved

4. Report on Financials- Notes to November 2019 Board Financials **Information Item**
 Brenda Isenhart, Chief Financial Officer, reviewed ACSET’s statement of revenue and expenditures for the five months ending November 30, 2019. Discussion took place, and Brenda answered board members’ questions.
5. West Michigan Works! Workforce Development Board Bylaws **Discussion Item**
 Angie Barksdale, Chief Operating Officer, noted that due to lack of quorum with both the ACSET Governing Board in October and the Executive Committee in November, WMW staff members are taking the opportunity to give the bylaws another review. The proposed changes were reviewed with the Executive Committee. Discussion took place. Executive Committee members requested no additional changes be made and therefore no action took place. WMW staff will request the Governing Board’s approval at the scheduled meeting on February 24, 2020.
6. Strategic Plan Update **Discussion Item**
 Janie McNabb, One-Stop Operator (Strategic Policy Consultants), presented the revised goals and strategies of the West Michigan Works! Strategic Plan. Janie reviewed the previous strategic plan, the strategic planning processes, input gathered, revised goals and strategies. Discussion took place and Janie

answered Executive Committee members questions. The Executive Committee and WMW staff plan to present the updated Strategic Plan to the Workforce Development Board (WDB) on February 10, 2020.

7. WDB Meeting Agenda: February 10, 2020 **Discussion Item**
WMW staff plan to present the updated and revised Strategic Plan to the WDB.
8. WMW WDB Subcommittees Updates **Information Item**
 - a. Talent Solutions: Brittany Lenertz, Talent Solutions Director, reported that the WorkReady curriculum has been fully implemented and approximately 200 certificates of completion.
 - b. Employer Solutions: No updates were provided.
 - c. Strategic Partnerships: Heather Gluszewski, WDB Member, reported that the committee meetings have been on hold while the implementation for the updated Strategic Plan takes place.
 - d. Outreach and Communications: Mark Bergsma, WDB Member, reported that the Essential Service Awards will be presented at the Grand Rapids Economic Club meeting on January 27, 2020.
 - e. Career Educational Advisory Council (CEAC): Cindy Brown, WDB Vice-Chair, reported that the next CEAC meeting is January 24, 2020 and the CEAC will be discussing various plans, initiatives and grant updates.
 - f. Legislative: Jacob Maas reported that WMW staff members have approximately seven remaining legislator visits to schedule and provide service center tours, which highlight our programs and services in the local communities. Jacob reviewed that tours have been completed with Representatives Mary Whiteford, Mark Huizenga, Terry Sabo, Greg VanWoerkem, Julie Calley and Senator Jon Bumstead, Representatives Rachel Hood, Lynn Afendoulis, Tommy Brann, Senators Peter MacGregor and Winnie Brinks. Jacob reported that he will be attending employer visits today with Representative Luke Meerman and Senator Roger Victory at Advanced Interiors and Perception Engineering to showcase and discuss the Going PRO Talent Fund (GPTF) successes and impacts.
9. Other Business **Information Item**
 - a. Discussion took place on potential recession, Medicaid Work Search Requirements and GPTFs.
10. Public Comment – None
11. Adjournment at 1:04 p.m. by Chairperson Mark Bergsma

Recorded by: _____ Received by: _____

**ADMINISTRATIVE OFFICE**

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MEMORANDUM

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

FROM: Brenda Isenhardt, WMW Chief Financial Officer

DATE: March 2, 2020

RE: January 2020 Board Financials

Revenue

Revenues for the seven months ending January 2020 total \$16,586,954 which is 1.01% under budgeted revenue and \$77,891 under prior year revenue.

Expenditures

Operating expenses are under the proposed budget by 4.27%. Wages are over budget by \$82,724 while fringe is well below budget by \$99,282. Additional staff positions have been added since the last budget modification. The proposed budget modification increases the salaries budget to allow for these additional positions. The proposed budget also increases for transportation and other expenses categories.

Subcontractors is under budget by \$98,584 and \$96,550 under prior year. The decrease from prior year is primarily from our WIOA Youth and Foster Care programs which are \$60K and \$47K under the previous year. Direct Client Expenses is \$396K over budget and \$594K over the previous year. Increases in direct client expenses are from Community Ventures (\$252K), PATH (\$232K), and DTE/United Way (\$47K), WIOA Youth (\$32K), and Trade (\$32K).

Administration Expenses represent 11.71% of Operating Expenses and 7.07% of Total Expenses. ACSET continues to operate within the limits of the administration funding allowed.

Balance Sheet

Decrease in Accounts Receivable and Accounts Payable is primarily due to the decrease in accrued trainings and the related receivable for the Going Pro Talent Fund grant totaling \$2.8 million. Unearned revenue has increased \$226K over June 30, 2019 primarily due to the WF Kellogg grant (\$157K) and the Devos Foundation - HireReach (\$99K) grant which are received in advance of program expenditures. All other line items appear reasonable.

Area Community Services Employment and Training Council
Michigan Works Agency Programs
Statement of Revenue & Expenses
For the Seven Months Ending January 31, 2020

	YTD Thru Jan 2020 Actual	YTD Thru Jan 2019 Actual	YTD 2019/2020 Budget	Budget Variance	Budget Variance %
Total Revenue	\$ 16,586,954	\$ 16,664,845	\$ 16,755,362	\$ (168,408)	-1.01%
Expenses					
Operating Expenses					
Wages	\$ 5,320,667	\$ 4,822,623	\$ 5,237,943	\$ (82,724)	-1.58%
Fringe Benefits	1,860,010	1,780,247	1,959,292	99,282	5.07%
Consumable supplies	437,149	638,728	730,471	293,322	40.16%
Transportation	174,847	115,271	150,492	(24,355)	-16.18%
Outside services	473,689	440,934	520,670	46,981	9.02%
Space and communications	909,812	967,400	952,875	43,063	4.52%
Equipment rent and maint	54,935	55,854	55,667	732	1.31%
Equipment purchases	246,007	500,404	330,409	84,402	25.54%
Other expense	545,441	442,495	532,213	(13,228)	-2.49%
Total operating expense	<u>10,022,557</u>	<u>9,763,956</u>	<u>10,470,032</u>	<u>447,475</u>	<u>4.27%</u>
Subcontractors	\$ 396,484	\$ 493,034	\$ 495,068	\$ 98,584	19.91%
Training	\$ 4,965,221	\$ 5,799,423	\$ 4,983,858	\$ 18,637	0.37%
Direct Client Expenses	<u>\$ 1,202,692</u>	<u>\$ 608,432</u>	<u>\$ 806,404</u>	<u>\$ (396,288)</u>	<u>-49.14%</u>
	<u>\$ 6,564,397</u>	<u>\$ 6,900,889</u>	<u>\$ 6,285,330</u>	<u>\$ (279,067)</u>	<u>-4.44%</u>
Total Expenses	<u>16,586,954</u>	<u>16,664,845</u>	<u>16,755,362</u>	<u>168,408</u>	<u>1.01%</u>
Excess of Revenue over Expense	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>

Unaudited

Area Community Services Employment and Training Council
Balance Sheet
Governmental Activities

	<u>Unaudited 1/31/20</u>	<u>Audited 6/30/19</u>	<u>Audited 6/30/18</u>
Assets			
Current Assets			
Cash & Cash Equivalents	\$1,491,432	\$868,143	\$1,014,340
Accounts Receivable	2,002,712	5,416,063	2,450,056
Prepaid Expenses	271,908	309,680	236,264
Deposits	61,536	61,536	61,536
Total Current Assets	<u>3,827,588</u>	<u>6,655,422</u>	<u>3,762,196</u>
Long-term Assets			
Property & Equipment	<u>661,410</u>	<u>651,309</u>	<u>515,174</u>
Total Assets	<u><u>\$4,488,998</u></u>	<u><u>\$7,306,731</u></u>	<u><u>\$4,277,370</u></u>
Liabilities			
Short-term Liabilities			
Accounts Payable	\$2,028,521	\$5,054,917	\$2,000,131
Unearned Revenue	431,858	206,095	427,655
Compensated Absences	657,499	673,466	671,714
Total Short Term Liabilities	<u>3,117,878</u>	<u>5,934,478</u>	<u>3,099,500</u>
Net Assets			
Total Net Assets	<u>1,371,120</u>	<u>1,372,253</u>	<u>1,177,870</u>
Total Liabilities and Net Assets	<u><u>\$4,488,998</u></u>	<u><u>\$7,306,731</u></u>	<u><u>\$4,277,370</u></u>

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MEMORANDUM

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

FROM: Brenda Isenhardt, WMW Chief Financial Officer

DATE: March 2, 2020

RE: FYE 2020 Budget Modification

The budget modification for the fiscal year ending June 30, 2020 was approved by the ACSET Governing Board on February 24, 2020.

The budget modification decreases the budget for Grant Income and Expenditures by \$4,345,000.

Changes in Planned Revenue

The current approved budget included \$6.3 million for the FY2020 Going Pro Talent Fund (GPTF). Because of the significance of this grant to our total budget, the continued uncertainty of whether this program will be funded by the State, and at best the significantly delayed start to the program, this proposed budget modification eliminates the FY2020 GPTF from the agency budget.

The above decrease of \$6.3 million in the FY2020 GPTF is offset by new awards and planned increase/(decrease) in utilizing existing awards during the current fiscal year:

New Funding:

Healthy Michigan	\$174,000
Healthy Michigan Navigator	123,000

Significant Increase/(Decrease) in planned funding Utilization:

FY2019 GPTF	\$1,300,000
Trade	380,000
WIOA Programs	(272,000)
PATH	172,000
Community Ventures	141,000

Changes in Planned Expenditures

Additional budget requested for wages to cover new youth related positions as well as staffing needed to administer the Healthy Michigan grants. A reduction of planned spending in Consumables and Equipment purchases related to IT improvements are necessary in order to present a balanced budget. It is anticipated that these planned improvements will be included in the FY2021 annual budget.

Ninety-three percent of the GPTF is used to provide training to area employers. The net changes of the FY2020 and FY2019 GPTF programs reduces the training budget by \$4.6 million. Direct client expenditures have primarily increased as a result of the planned additional utilization of the Trade, PATH, and Community Ventures programs.

Area Community Services Employment and Training Council

General Fund
Michigan Works! Budgetary Comparison Schedule
For the Fiscal Year Ending June 30, 2020

	Fiscal Year 2018-2019 Final Budget	Fiscal Year 2019-2020 1st Amendment	Proposed Fiscal Year 2019-2020 2nd Amendment	Increase (Decrease)
REVENUES				
Grant Income	\$ 32,221,000	\$ 30,737,000	\$ 26,417,000	\$ (4,320,000)
Program income	125,000	125,000	100,000	(25,000)
TOTAL REVENUE	\$ 32,346,000	\$ 30,862,000	\$ 26,517,000	\$ (4,345,000)
EXPENDITURES				
Operating costs:				
Wages	\$ 8,406,000	\$ 8,951,000	\$ 9,126,000	\$ 175,000
Fringe	3,125,000	3,320,000	3,175,000	(145,000)
Consumables	1,100,000	1,046,000	748,000	(298,000)
Transportation	220,000	230,000	280,000	50,000
Outside Services	799,000	940,000	870,000	(70,000)
Space & Communications	1,620,000	1,620,000	1,550,000	(70,000)
Equipment Rent & Maintenance	100,000	100,000	105,000	5,000
Equipment Purchases	626,000	626,000	346,000	(280,000)
Other Expenses	650,000	650,000	685,000	35,000
Subcontracted program costs	945,000	869,000	882,000	13,000
Training costs	13,624,000	11,208,000	6,593,000	(4,615,000)
Direct client expenditures	1,131,000	1,302,000	2,157,000	855,000
SUBTOTAL OPERATING EXPENSES	\$ 32,346,000	\$ 30,862,000	\$ 26,517,000	\$ (4,345,000)
Net Change in Fund Balance	\$ -	\$ -	\$ -	\$ -

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MEMORANDUM

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

FROM: WMW Staff

DATE: March 2, 2020

RE: WMW WDB Member Nominations

Board Member Nominations

Recently, three (3) board members, Robert Ferrentino (Montcalm Community College), Travis Alden (Barry County Chamber of Commerce & Economic Development), and Darryl Todd (Muskegon Area First) had changes to their employment and no longer represent these organizations. WMW has since received applications from the new staff members from the organizations listed below.

1. Dr. Stacy Young, Ph.D: President, Montcalm Community College
2. Jennifer Heinzman: President, Barry County Chamber of Commerce & Economic Development
3. Jim Edmonson: President & CEO, Muskegon Area First

WMW staff is also requesting consideration from the Executive Committee to add Darryl Todd onto the board as a business sector representative. This addition would also increase the number of board members from 36 to 37 members.

4. Darryl Todd: Workforce Development Manager, DTE Energy

Action Requested

WMW staff is requesting approval from the Executive Committee to support nomination of the applicants listed above to the ACSET Governing Board for appointment to serve on the Workforce Development Board.

West Michigan Works Strategic Plan Update, 2020 → Measurement, Tracking, and Reporting

Strategic Priority	What does Success look like?	Current Tracking	Potential Reporting	Notes
<p>Enhanced Relationships</p> <p><i>Goal A: Foster widespread networks to collaboratively address workforce needs in the region</i></p>	<p>Relationships among key partners are strong enough to mobilize quickly for new opportunities; they also provide more resources for the organization and customers.</p>	<ul style="list-style-type: none"> Partnership Tracking System by service center Industry Councils 	<p>Annual presentations / reports to the board by Talent Solutions, Business Solutions, and Industry Council leads</p>	<p>Because relationships are inherent to the work of the organization and are more subjective than objective, measuring this strategic priority is difficult. It is important to stay focused on quality rather than quantity.</p>
<p>Targeted Pipeline Development</p> <p><i>Goal B: Expand the local pipeline of work-ready talent to meet the needs of the workforce and West Michigan employers</i></p>	<p>Job seekers and youth are aware of career opportunities in the region; a variety of training options and career pathways are provided for in-demand industries; job seekers of all ages have appropriate employability skills.</p>	<ul style="list-style-type: none"> Training services funded by programs Outcomes for programs, i.e. training completions, credentials, etc. WorkReady certificates 	<p>Currently on the Service Summary dashboard:</p> <ul style="list-style-type: none"> Training Pipeline by Industry Training Concluded and Credentials Earned <p>Add the number of WorkReady Certificates awarded to the dashboard</p>	<p>Developing the pipeline to meet employer needs is focused on career awareness and training; this is tracked through programs and initiatives.</p>
<p>Resource Development</p> <p><i>Goal C: Enhance capacity and increase resources by leveraging strengths, successes, and networks</i></p>	<p>Sources of revenue are diversified to include private sector, foundations, and fee-for-service; the organization is structured to leverage opportunities that may lead to increased and diversified resources; more services and supports are provided to customers.</p>	<ul style="list-style-type: none"> Fiscal systems record revenue sources 	<p>Currently provided in the financial report to executive committee</p>	<p>This strategic priority ties into the initiatives that are implemented from Goals A and B, which provide potential opportunities to increase and diversify revenue: MiCareerQuest, WorkReady, etc.</p>

West Michigan Works Strategic Plan Update, 2020 → Measurement, Tracking, and Reporting

Strategic Priority	What does Success look like?	Current Tracking	Potential Reporting	Notes
<p>Organizational Culture</p> <p><i>Goal D: Improve engagement across the organization through strategic initiatives, professional development, and a solutions-focused culture</i></p>	<p>Employees are well-equipped to provide high quality services and thus are engaged and proactive; board members are engaged at meetings by asking good questions, and serve as ambassadors for the organization among their networks</p>	<ul style="list-style-type: none"> Employee engagement survey (existing employees) Job seeker employment with WMW employer customers 	<p>Updates on initiatives and programs are provided in the Solutions-Driven report</p> <p>Add a professional development report to the Dashboard</p>	<p>This is another subjective strategic priority. Employee engagement surveys are helpful indicators, but should be one of multiple factors used when evaluating organizational culture.</p>
<p>Diversity & Inclusion</p> <p><i>Goal E: Enable a culture that honors the worth and dignity of all people, where all staff and customers have equitable access to opportunities</i></p>	<p>The make-up of the organization reflects the communities served; employers have access to underserved pools of talent</p>	<ul style="list-style-type: none"> Demographics are collected for all customers Demographics are collected for all staff 	<p>Job seeker demographics are currently provided on the Service Summary dashboard</p>	<p>Customer performance outcomes cannot be segregated by demographics.</p> <p>Staff demographics are currently reported to governing board.</p>