



**Executive Leadership and Strategic Engagement Committee Meeting  
of the West Michigan Works! (WMW) Workforce Development Board (WDB)  
Westside Service Center ▪ 215 Straight Ave. N.W. ▪ Grand Rapids, MI 49504**

**Public Access: <https://westmiworks-org.zoom.us/j/96954325420>**

**You can also dial in using your phone: +1 (929) 436-2866**

**Meeting ID: 969 5432 5420 Passcode: 428333**

**Monday, January 10, 2022 ▪ Meeting 11:30 a.m. – 1:00 p.m.**

**AGENDA**

1. Call to Order and Attendance
2. Public Comment – Agenda Items
3. Approval of the November 8, 2021 Minutes **Action Required**
4. Strategic Plan Discussion **Discussion Item**  
*Janie McNabb, One-Stop Operator*
5. National Association of Workforce Boards (NAWB) 2022 Forum: (April 11-14) **Discussion Item**  
*Jacob Maas, Chief Executive Officer*
6. Request to reschedule April 11, 2022 WDB Meeting **Action Required**  
*Jacob Maas*
7. WDB Meeting Agenda: February 14, 2022 **Discussion Item**  
*Janette Monroe, Executive Assistant*
8. WDB Committee/Council Updates **Information Item**
  - a. Career Educational Advisory Council (CEAC): *Cindy Brown, Council Chairperson*
  - b. Legislative Committee: *Jim Fisher, Committee Chairperson*
  - c. Solutions Driven Committee: *Jordan Clark, Committee Chairperson*
9. Other Business **Discussion Item**
10. Public Comment
11. Adjournment

**Next Scheduled Executive Leadership and Strategic Engagement Committee Meeting:**

**March 14, 2022**

**Location: Westside Service Center**



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**+1 (929) 436-2866 Meeting ID: 974 7672 1198 Passcode: 830819**

**Monday, November 8, 2021 ▪ Meeting 11:30 a.m. – 1:00 p.m.**

**MINUTES**

**Members/Alternates Present:** Mark Bergsma, Heather Daniel, Cindy Brown, John Buchan, Jim Fisher, Rebecca Herrington (Plainwell, MI), Jon Hofman, Scott McLean

**Members/Alternates Absent:** Jay Dunwell, Jordan Clark, Shana Lewis

**Staff Present:** Jacob Maas, Angie Barksdale, Bob Perkins, Janette Monroe, Brittany Lenertz (virtual), Melanie White (virtual)

**Guests Present:** Janie McNabb (One-Stop Operator)

1. Call to Order, Chairperson Mark Bergsma at 11:39 a.m. Committee members attending virtually due to a medical condition provided their physical location in the public chat on the Zoom meeting.
2. Public Comment – Agenda Items
3. Approval of the September 20, 2021 Minutes **Action Required**

**Motion – Jim Fisher**

**Second –Cindy Brown**

**Item Approved – Motion approved**

4. Report on Financial Activities: Notes to August 2021 Board Financials **Information Item**  
Bob Perkins, Chief Financial Officer, reviewed ACSET's statement of revenue and expenditures for the two months ending August 31, 2021. Discussion took place and staff answered board members' questions regarding staff turnover, internal "Ask Anything" sessions with staff, work with the ACSET Governing Board on compensation study for the organization, remote work policy, infrastructure needs and updates at upcoming lease expirations, and the relocation of Ionia and Ottawa service centers.
5. WMW WDB Resignation and Nomination **Action Required**  
Jacob Maas, Chief Executive Officer, reported that staff were notified that Jim Edmonson needs to step down from his seat on the WDB. Jim has recommended that Morgan Carroll, Director of Business Development with Greater Muskegon Economic Development, take his seat, and Morgan since applied to fill Jim's seat on the WDB. Jacob requested approval from the Executive Leadership Committee to support the nomination of Morgan Carroll to fill the open seat as an Economic Development representative on the WDB with the term of office through October 31, 2022. Staff will further request appointment from the ACSET Governing Board.

**Motion – Jim Fisher**

**Second – Cindy Brown**

**Item Approved – Motion approved**

6. Strategic Plan Update **Discussion Item**  
Jacob Maas reported that Jim Fisher, WDB member, recently inquired about the alignment of the WMW Strategic Plan since the COVID-19 pandemic has changed the workforce in many different areas. Jacob stated that staff would like to begin initial discussions with the Executive Leadership Committee. Jim recommended staff work with the Janie McNabb, One-Stop Operator, to ensure that WMW is still on track with its strategic plan and identify any potential structural changes needed within the WDB. Janie recommended creating an ad-hoc committee to dive deeper into the Strategic Plan. Discussion took place and Jacob answered board members' questions. Janie and staff will discuss the ad-hoc committee for implementation in early 2022.
7. WDB Meeting Agenda: December 13, 2021 **Discussion Item**  
Janette Monroe, Executive Assistant, reported that staff are planning to host the annual WDB meeting in-person at Fredrick Meijer Gardens. Jacob reported that the guest list is smaller and includes members of both the Governing Board and WDB. Awardees will be recognized virtually. Electronic access will be provided as well. The board discussed speakers and staff highlights for upcoming meetings.
8. WDB 2022 Meeting Space **Discussion Item**  
Jacob Maas reported that staff are planning to host 2022 meetings at Grand Valley State University's (GVSU), Seidman Building, in downtown Grand Rapids. Janette further reported that space at the Westside Service Center is not set up for audio visual and space capacity may be another concern. Angie Barksdale, Chief Operating Officer, mentioned that technology updates are currently underway at the Westside Service Center, and if those updates are completed in 2022, meetings could potentially be moved back to that center. Members agreed that the Seidman space is conducive to the needs of the board meeting. Also, staff shared that the April 2022 meeting date may need to change because it conflicts with the recently released National Association of Workforce Board (NAWB) Forum dates, which are April 11-14, 2022 in Washington, D.C.
9. Other Business **Discussion Item**  
a. Jacob Maas additionally reported that early bird registration for the 2022 NAWB Forum is now open. Jacob shared that staff are planning to attend NAWB and requested that if Executive Leadership members are interested in attending, to let staff know. Mark Bergsma, Heather Daniel, and Jim Fisher all indicated they would be interested in attending.
10. Public Comment- None.
11. Adjournment at 12:24 p.m. by Chairperson Mark Bergsma.

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

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

## MEMO

*To: Executive Leadership and Strategic Engagement Committee of the West Michigan Works! Workforce Development Board*  
*From: Janie McNabb, One-Stop Operator*  
*Date: January 10, 2022*

### *Re: Review of West Michigan Works! Strategic Plan*

#### **Background**

The West Michigan Works! Strategic Plan was developed shortly after the organization's inception, when multiple Michigan Works! regions and entities merged into one. It provided guidance and direction as the newly formed agency developed partnerships, established protocols and policies, and ensured high quality services. In 2019, the plan was updated through a process that involved listening sessions with partners and board members, surveys of staff and the entire board, and an analysis of the current economic environment. That update was approved by the Workforce Development Board in February 2020, just prior to onset of the COVID pandemic. The attached two-page document represents that plan.

In addition, the board established a new committee structure at its meeting in June 2020. This structure calls for an ad hoc workgroup to review the strategic plan as needed. Board Chair Mark Bergsma has called for the Executive Leadership and Strategic Engagement Committee to serve as that workgroup. Given the significant changes that have occurred over the past two years, a review at the leadership level and at this point in time is appropriate and warranted.

#### **Considerations**

At the January 10, 2022 committee meeting, we will engage in a discussion regarding the relevance of the current strategic plan. Please note that we will focus the discussion on the twelve strategies found on the second page of the plan. The elements on the first page are long-term aspects of the organization and should not change regardless of shifts in the environment. Also, the five primary goals at the top of the second page are intended to be overarching and are also unlikely to change at this time.

In order to effectively prepare for this discussion, please review the plan and consider the following questions related to the twelve strategies:

- Is each strategy still relevant? Why or why not?
- If any strategy is no longer relevant, should it be revised or removed?
- Is anything missing?

The result of this discussion will determine our next steps. Thank you for your time and attention to this matter.



VISION

MISSION

VALUES

CORE  
COMPETENCIES

# Strategic Plan - Update 2020

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

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



Convening & connecting • Outreach & communication  
Career coaching and assessment • Employment & retention  
Gathering & disseminating information

# GOALS

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

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

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

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

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

## CUSTOMER-FOCUSED STRATEGIES

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

## SYSTEM-FOCUSED STRATEGIES

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

## CAPACITY-BUILDING STRATEGIES

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

## ACCOUNTABILITY STRATEGIES

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



**ADMINISTRATIVE OFFICE**

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

**SERVICE CENTERS**

**Allegan County**

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

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

**Barry County**

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

**Ionia County**

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

**Kent County**

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

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

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

**Montcalm County**

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

**Muskegon County**

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

**Ottawa County**

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

## MEMORANDUM

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

**FROM:** Jacob Maas, Chief Executive Officer

**DATE:** January 3, 2022

**RE:** Request to Reschedule April 11, 2022 WDB Meeting

## Background

West Michigan Works! staff members were recently notified that the 2022 National Association of Workforce Boards (NAWB) Forum is scheduled to take place in-person beginning April 11-14, 2022 in Washington, D.C.

### WDB at 12:00 p.m. – 1:30 p.m.

February 14, 2022

~~April 11, 2022~~ change to April 18, 2022

June 13, 2022

October 10, 2022

December 12, 2022 (Combined with ACSET Governing Board)

## Action

WMW staff is requesting approval of changing the April 11, 2022 WDB meeting to the following week on Monday, April 18, 2022.