



**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/95616366596>

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

**Meeting ID: 956 1636 6596 Passcode: 173507**

**Monday, March 14, 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 January 10, 2022 Minutes  | <b>Action Required</b>  |
| 4. Report on Financial Activities: Notes to January 2022 Board Financials<br><i>Bob Perkins, Chief Financial Officer</i> | <b>Information Item</b> |
| 5. WMW WDB Resignation and Nomination<br><i>Jacob Maas, Chief Executive Officer</i>                                      | <b>Action Required</b>  |
| 6. Board Membership and Attendance<br><i>Jacob Maas</i>  | <b>Discussion Item</b>  |
| 7. WDB Meeting Agenda: April 18, 2022<br><i>Janette Monroe, Executive Assistant</i>                                      | <b>Discussion Item</b>  |
| 8. Strategic Plan Update<br><i>Janie McNabb, One-Stop Operator</i>   | <b>Discussion Item</b>  |
| 9. WDB Committee/Council Updates   | <b>Information Item</b> |
| a. Career Educational Advisory Council (CEAC): <i>Angie Barksdale, COO</i>   | <b>Discussion Item</b>  |
| b. Legislative Committee: <i>Jim Fisher, Committee Chairperson</i>   |                         |
| c. Solutions Driven Committee: <i>Jordan Clark, Committee Chairperson</i>  |                         |
| 10. Other Business   | <b>Discussion Item</b>  |
| 11. Public Comment   |                         |
| 12. Adjournment  |                         |

**Next Scheduled Executive Leadership and Strategic Engagement Committee Meeting:  
May 10, 2022  
Location: Westside Service Center**

**Executive Leadership and Strategic Engagement Committee Meeting  
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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.**

## **MINUTES**

**Members/Alternates Present:** Mark Bergsma, Heather Daniel, Cindy Brown, John Buchan (Manatee County, FL), Jordan Clark, Jay Dunwell, Jim Fisher, Scott McLean

**Members/Alternates Absent:** Rebecca Herrington, Jon Hofman, Shana Lewis

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

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

1. Call to Order, Chairperson Mark Bergsma at 11:36 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 – None.

3. Approval of the November 8, 2021 Minutes

**Action Required**

**Motion – Jim Fisher**

**Second – Scott McLean**

**Item Approved – Motion approved**

4. Strategic Plan Update

**Discussion Item**

Janie McNabb, One-Stop Operator, reviewed that at the meeting in November 2021, members recommended creating an ad-hoc committee to dive deeper into the WMW Strategic Plan to identify any potential structural changes within the WDB. Janie also reviewed that in June 2020, the board established a new committee structure, which called for an ad-hoc workgroup to review the strategic plan as needed. Janie reported that Chairperson, Mark Bergsma, called for the Executive Leadership and Strategic Engagement Committee (“the Committee”) to serve as the workgroup. Janie directed the group to engage in discussion regarding the relevance of the current strategic plan, focusing on the twelve strategies. Discussion took place. Following discussion, Janie reported that she will meet with WMW staff to prepare additional information and materials to present to the Committee and Workforce Board.

5. National Association of Workforce Boards (NAWB) 2022 Forum (April 11-14)

**Discussion Item**

Jacob Maas, Chief Executive Officer, reported the 2022 NAWB Forum is scheduled for April 11-14 in-person, in Washington, D.C. Jacob stated that a few staff members will be attending the forum and invited any interested Committee members to notify WMW staff if they would also like to attend.

6. Request to Reschedule April 11, 2022 WDB Meeting

**Action Item**

Jacob Maas, reported that the anticipation of WMW staff and a few Committee Members attending the NAWB Forum creates a conflict with the upcoming April WDB meeting. Staff proposed rescheduling the meeting to the following week, on April 18, 2022, and requested approval from the Executive Leadership Committee to support the meeting date change.

**Motion – Jim Fisher**

**Second – Cindy Brown**

**Item Approved – Motion approved**

7. WDB Meeting Agenda: February 14, 2022 **Discussion Item**  
Janette Monroe, Executive Assistant, reported that staff plan to host the WDB meeting at Grand Valley State University's (GVSU) Seidman Building in downtown Grand Rapids. Janette requested additional agenda suggestions from the Committee. One recommendation was hearing presentations from the Industry Talent Councils to share some of their best practices and challenges with the current workforce.
8. WMW WDB Subcommittees Updates **Information Item**  
a. Career Educational Advisory Council (CEAC): Cindy Brown, WDB Member and CEAC Chairperson, reported that the CEAC has scheduled its first meeting of the year, to be held in-person, on Friday, January 28, 2022.  
b. Solutions Driven Committee: Jordan Clark, WDB Member and Solutions Driven Committee Chairperson, reported that the committee convened and is in the process of scheduling its meetings for the year.  
c. Legislative Committee: Jim Fisher, WDB Member and Legislative Chairperson, reported that the legislative committee met on September 27th and discussed legislative updates, meetings with legislators, critical issues related to unemployment insurance and work registration, the State of Michigan 2022 Budget, including support for the GPTF, and the American Rescue Plan (ARP)- known as the MI New Economy Plan. The next meeting is scheduled for January 19, 2022.
9. Other Business **Discussion Item**  
a. Jim Fisher inquired about the level of WDB member participation on board committees. Janette Monroe agreed to review the rosters and provide an update to the full workforce board regarding member interest in participation on additional committees.  
b. Jacob Maas reported that Brittany Lenertz, Talent Solutions Director, is leaving WMW for another career opportunity, and her last day is January 28, 2022. Jacob thanked Brittany for her years of service with the organization. Committee members thanked Brittany. Jacob further reported that staff will be seeking to fill Brittany's position along with a newly created Director of Innovation and Opportunity position.
10. Public Comment- None.
11. Adjournment at 12:46 p.m. by Chairperson Mark Bergsma.

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

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

**ADMINISTRATIVE OFFICE**

Area Community Services  
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1550 Leonard NE  
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**MEMORANDUM**

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

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

**DATE:** March 7, 2022

**RE:** January 2022 Board Financials

**Revenue**

Revenues for the seven months ending January 31, 2022 total \$18.8 million which is \$6.4 million over prior year revenue and .69% over current year budgeted revenue.

**Expenditures**

Overall operating expenses are over the proposed budget by .66%.

- Fringe Benefits are up \$180K from the prior year due to health insurance costs that are up 16.6% over the previous year
- Consumables are \$220K more than the prior year. This increase is due to office furniture purchased for the Ottawa and Ionia service centers - \$217.5K
- Outside Services are up by \$246K compared to prior year. Year-to-date budget variance is 25.15% which amounts to \$156K over budget. The following items make up the majority of the difference:
  - Includes \$128K related to the build out of the Ionia service center
  - Work Ready Assessment Web Applications Project with a cost of \$80K
  - \$36K Career Coach Curriculum – GRCC
- Equipment Purchases is up by \$145K compared to prior year. Year-to-date budget variance is 14.59% which is \$22K over budget. Below are the main items that contributed to the increase
  - \$10.9K Ricoh Copier for Ottawa Service Center – Applied Imaging
  - \$10.9K Ricoh Copier for Ionia Service Center – Applied Imaging
  - \$22.2K Chevy Malibu car purchase for PATH
  - \$100K in replacement Lap Top computers

Subcontractors is up over the prior year by \$129K. The increase is due to Future of Work grant of \$81K as well as an increase in the WIOA Out-of-School Youth program spending of \$57K and a reduction in WIOA In-School Youth Program.

Training expenses are \$5.4 million more than the previous year. Going Pro Talent Fund (GPTF) was not funded by the State during calendar year 2020.

Direct Client Expenses are \$55K under the previous year. This difference is due to the Community Ventures fund expending less in housing, auto purchases, and public transportation.

**Area Community Services Employment and Training Council**  
**Michigan Works Agency Programs**  
**Statement of Revenue & Expenses**  
**For the Seven Months Ending January 31, 2022**

	YTD Thru January 2022 Actual	YTD Thru January 2021 Actual	YTD 2021/2022 Budget	Budget Variance	Budget Variance %
<b>Total Revenue</b>	<u>\$ 18,785,958</u>	<u>\$ 12,411,865</u>	<u>\$ 18,657,008</u>	<u>\$ 128,950</u>	<u>0.69%</u>
<b>Expenses</b>					
<b>Operating Expenses</b>					
Wages	\$ 6,173,280	\$ 5,999,547	6,187,684	\$ 14,404	0.23%
Fringe Benefits	2,210,785	2,030,574	2,099,989	(110,796)	-5.28%
Consumable supplies	656,877	436,437	605,859	(51,018)	-8.42%
Transportation	41,786	37,688	95,075	53,289	56.05%
Outside services	777,759	531,501	621,458	(156,301)	-25.15%
Space and communications	1,030,488	1,120,798	1,022,344	(8,144)	-0.80%
Equipment rent and maint	34,931	23,344	29,417	(5,514)	-18.74%
Equipment purchases	172,025	27,175	150,125	(21,900)	-14.59%
Other expense	364,770	423,420	396,730	31,960	8.06%
<b>Total operating expense</b>	<u>11,462,701</u>	<u>10,630,484</u>	<u>11,208,681</u>	<u>(254,020)</u>	<u>-2.27%</u>
<b>Subcontractors</b>	\$ 435,719	\$ 305,707	\$ 504,750	\$ 69,031	13.68%
<b>Training</b>	\$ 6,261,277	\$ 808,354	\$ 6,231,301	\$ (29,976)	-0.48%
<b>Direct Client Expenses</b>	<u>\$ 620,144</u>	<u>\$ 674,500</u>	<u>\$ 712,276</u>	<u>\$ 92,132</u>	<u>12.93%</u>
	<u>\$ 7,317,140</u>	<u>\$ 1,788,561</u>	<u>\$ 7,448,327</u>	<u>\$ 131,187</u>	<u>1.76%</u>
<b>Total Expenses</b>	<u>18,779,841</u>	<u>12,419,045</u>	<u>18,657,008</u>	<u>(122,833)</u>	<u>-0.66%</u>
<b>Excess of Revenue over Expense</b>	<u>6,117</u>	<u>(7,180)</u>	<u>-</u>	<u>6,117</u>	<u>0.03%</u>

Unaudited

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**MEMORANDUM**

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

**FROM:** West Michigan Works! Staff

**DATE:** March 7, 2022

**RE:** WMW WDB Resignation and Nomination

**Background**

Cindy Brown recently left The Right Place, Inc and has taken another employment opportunity. Therefore, Cindy is no longer a representative on the WDB. Staff received a recommendation from The Right Place.

TaRita Johnson currently serves as the Senior Vice President, Talent & Diversity at The Right Place, Inc. TaRita assists companies with talent and diversity strategies, Lead "People" Pillar of the Right Place's People, Place and Prosperity pillars. TaRita has served on the GMB Architecture Board providing expertise around talent, recruitment and diversity.

**Action**

WMW staff is seeking approval from the Executive Leadership Committee to support the nomination of TaRita Johnson to fill the open seat as a Community Based representative on the WDB with terms of office through October 31, 2022. Staff will further request appointment from the ACSET Governing Board.



# Strategic Plan-Aligned COVID Pivots

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EXECUTIVE LEADERSHIP AND STRATEGIC ENGAGEMENT COMMITTEE

MARCH 14 2022

# COVID Impacts on Job Seekers and Employers

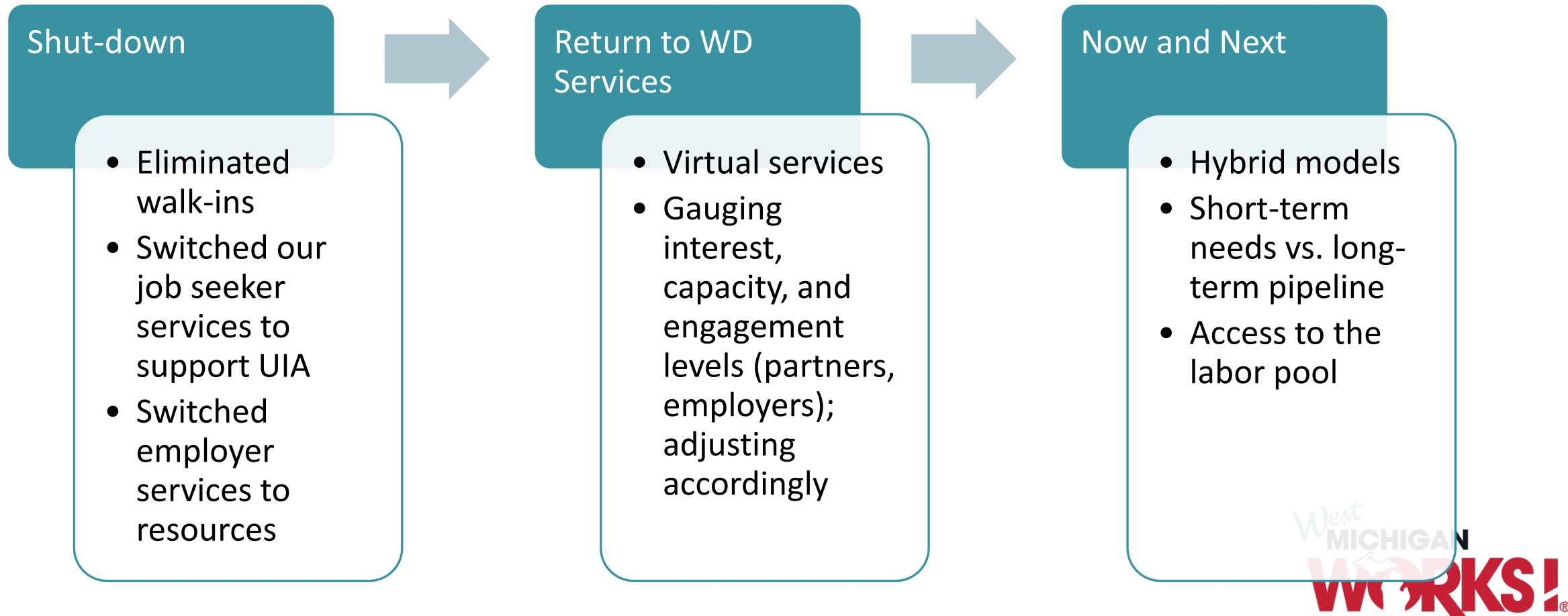
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- Lower labor force participation
- Women leaving the workforce
- Childcare
- High turnover
- Retirements
- New expectations from the workforce: wages, flexibility
- Mental health challenges
- High-demand jobs: remote vs. in-person
- Shift in job seeker industry interests
- Supply chain challenges

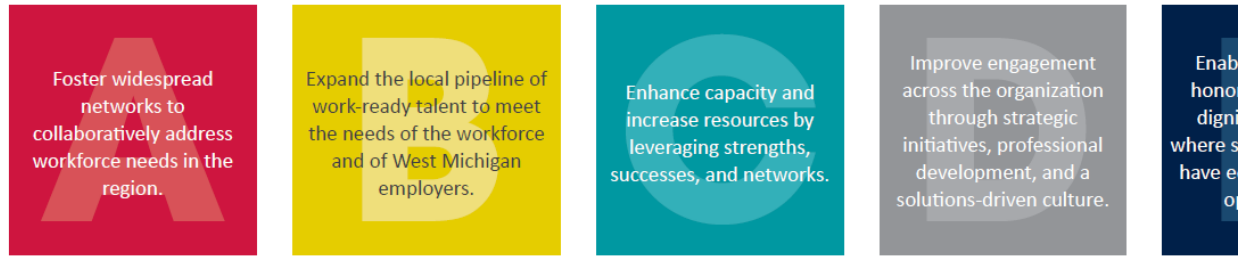




# COVID Impacts on WMW Services



## GOALS



## 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.	●

# Customer-Focused Strategies

# Customer-Focused #1

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*Engage opportunity youth with experiences that build occupational awareness and prepare them for career pathways within the local economy.*

- Virtual work experiences
- Virtual MiCareer Quest
- Hybrid models



# Customer-Focused #2

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*Connect with overlooked talent pools through partnership networks and strategic outreach efforts.*

- Virtual/hybrid services
- TSM re-engagement in their communities
- Marketing activities embedded in every grant
- Neighborhood hubs



# Customer-Focused #3

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*Expand employability skills training services to new, targeted audiences across the region.*

- Partnerships with educational institutions for WorkReady
- Increasing accessibility to WorkReady



# Customer-Focused #4

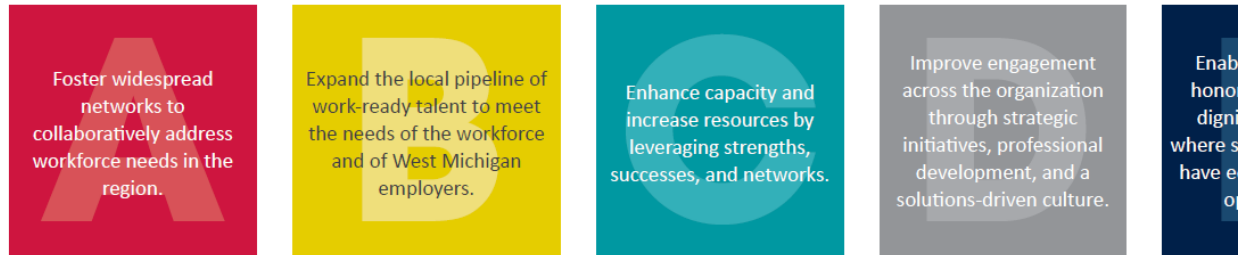
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*Establish and expand services that provide solutions for retention of employees at West Michigan employers.*

- Promotion to employers
- ITC discussions
- Improved facilitation of work-based learning
  - On-the-Job Training
  - GoingPro Talent Fund



## GOALS



## CUSTOMER-FOCUSED STRATEGIES

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## SYSTEM-FOCUSED STRATEGIES

5. Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan.	●
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7. Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities.	●

## CAPACITY-BUILDING STRATEGIES

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## ACCOUNTABILITY STRATEGIES

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## System-Focused Strategies

# System-Focused #5

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*Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan.*

- Talent Survey to improve understanding of barriers
- Employer Survey to improve understanding of changing workforce needs
- Approved training for childcare workers





## System-Focused #6

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*Maintain career pathways mapping for the region's key industries and serve as the primary resource for pathways information across the region.*

- Increased focus on short-term trainings and work-based trainings
- Industry Talent Councils



## System-Focused #7

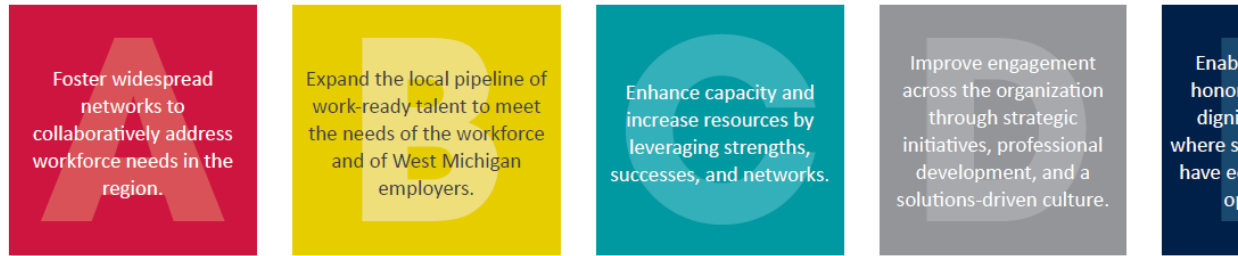
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*Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities.*

- Changed messaging to stress "we are still here for you" with phone and virtual services.
- Quickly converted materials to digital and created more video content to make them available on the website.



## GOALS



## CUSTOMER-FOCUSED STRATEGIES

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## 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.	●

## Capacity-Building Strategies

# Capacity-Building #8

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*Develop mechanisms that enable the organization to capitalize on successful initiatives and pursue different sources of funding.*

- Strategic Workforce Solutions non-profit



# Capacity-Building #9

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*Develop robust systems for professional development in support of a culture that emphasizes staff diversity and inclusion, training, and empowerment.*

- Resume training
- Program-focused convenings
- Learning Management System
- Diversity, Equity, & Inclusion committee

# Capacity-Building #10

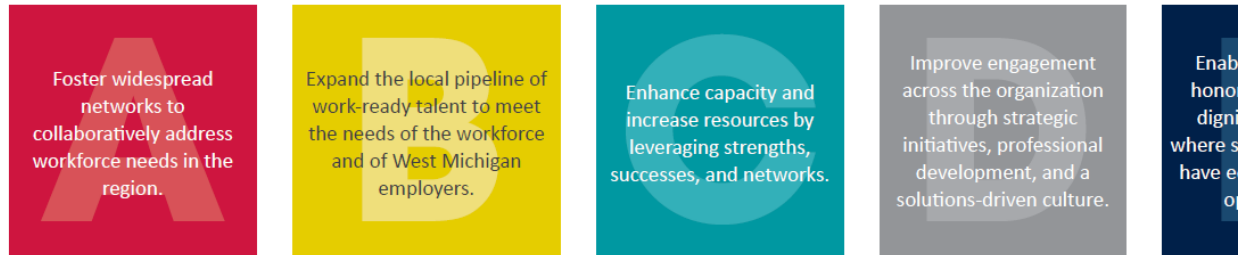
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*Improve communication among staff departments in support of a culture that prioritizes team-based approaches and solutions-driven strategies.*

- Utilized technology to drive connections between Business Solutions and Talent Solutions



## GOALS



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## ACCOUNTABILITY STRATEGIES

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12. Conduct annual reviews of service delivery models and execution to ensure equity, consistency, and quality at all West Michigan Works! Service Centers.	●

# Accountability Strategies

# Accountability #11

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*Engage board members in ongoing continuous improvement through subcommittees and workgroups that reinforce strategic priorities.*

- Solutions-Driven Committee
- Executive Leadership & Strategic Engagement Committee



# Accountability #12

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*Conduct annual review of service delivery models and execution to ensure equity, consistency, and quality at all West Michigan Works! Service Centers.*

- Youth Solutions changes
- Service Center certification

