



Governing Board Meeting
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United States: +1 (669) 224-3412
Access Code: 809-785-685
Monday, April 27, 2020 • 8:30 a.m. – 10:00 a.m.

AGENDA

1. Call to Order and Roll Call
2. Public Comment – Agenda Items
3. Approval of the February 24, 2020 Minutes **Action Required**
4. Report on Financial Activities: *Brenda Isenhardt, Chief Financial Officer*
 - a. ACSET Financial Report- Notes to March 2020 Board Financials **Information Item**
 - b. Proposed FYE 2020-2021 Budget *(75% affirmative vote of members present)* **Action Required**
5. Bylaws of the West Michigan Works! (WMW) Workforce Development Board (WDB) **Action Required**
Jacob Maas, Chief Executive Officer *(75% affirmative vote of members appointed and serving)*
6. West Michigan Works! (WMW) Workforce Development Board (WDB) Member Appointment **Action Required**
Jacob Maas *(75% affirmative vote of members present)*
7. ACSET/West Michigan Works! Chief Executive Officer 2020 Key Objectives **Action Required**
Jacob Maas
8. Report on Administrative Activities: *Laura Krist, Human Resource Director*
 - a. ACSET Personnel Actions Report **Information Item**
 - b. ACSET Operations Staffing **Information Item**
9. Strategic Plan Update: *Angie Barksdale, Chief Operating Officer* **Information Item**
10. Solutions Driven Updates: *Angie Barksdale* **Information Item**
11. Other Business, *Jacob Maas* **Information Item**
 - a. Legislative Day- canceled
 - b. MiCareerQuest 2020- canceled
 - c. Barry (Hastings) Service Center
12. Public Comment
13. Adjournment

Next Scheduled Governing Board Meeting:
Monday, June 22, 2020 located at:
Franklin Service Center, 121 Franklin St. S.E. (CAA Multipurpose Room A) Grand Rapids, MI 49507



**Governing Board Meeting
Franklin Service Center
121 Franklin St. S.E. (CAA Multipurpose Room A)
Grand Rapids, MI 49507
Monday, February 24, 2020 ▪ 8:30 a.m. – 10:00 a.m.**

MINUTES

Governing Board Members Present: Commissioners Mahoney, De Young, Storey, Geiger, Tiejema, Womack, Sorensen, Bergman, Garcia, Reppart

Governing Board Members Absent: Commissioners Sparks, Stek, Hughes, Lenear

Staff Present: Jacob Maas, Angie Barksdale, Laura Krist, Amy Lebednick, Brittany Lenertz, Janette Monroe, Nichole Northern, Melanie White, Tawanna Wright

Guests Present: William (Bill) Tucker IV, CPA, Maner Costerian P.C.

1. Call to Order and Introductions, Commissioner Mahoney at 8:33 a.m.
2. Public Comment- Agenda Items- None
3. Approval of the December 9, 2019 Minutes

Action Required

Motion – Com. De Young

Second – Com. Womack

Item Approved by Vote – Motion carried

4. 2020 Governing Board Election of Chair and Vice-Chairperson **Action Required**
 Melanie White, Staff Attorney, reviewed that the newly elected officers will begin their duties at this Governing Board meeting immediately following the election. Based on the rotation listed in the Interlocal Agreement, it is Muskegon County's turn to serve as Chairperson of the Board for 2020. Susie Hughes and Kenneth Mahoney are the representatives from the Muskegon County Board of Commissioners. Melanie further reviewed that it is Ottawa County's turn to serve as Vice-Chairperson of the Board for 2020. The names of the two representatives from the Ottawa County Board of Commissioners are Roger Bergman and Frank Garcia.

Motion – Com. Tiejema nominated Commissioner Mahoney to serve as the Chair of the ACSET Governing Board for 2020.

Second – Com. Womack supported the nomination of Commissioner Mahoney to serve as Chair.

Item Approved by Vote – Motion carried

Motion – Com. Storey nominated Commissioner Garcia to serve as the Vice-Chairperson of the ACSET Governing Board for 2020.

Second – Com. Bergman supported the nomination of Commissioner Garcia to serve as the Vice-Chairperson.

Item Approved by Vote – Motion carried

Com. Mahoney proceeded to conduct the meeting as the newly appointed Chairperson of the ACSET Governing Board.

5. Procurement Policy **Action Required**
Melanie White, Staff Attorney, reviewed that this policy includes changes to align with the State Policy Issuance from October 2019. Melanie reviewed the changes with board members and requested approval.

Motion – Com. De Young

Second – Com. Tiejema

Item Approved by Vote – Motion carried

6. Report on Financial Activities

- a. Presentation of Audited Financial Statements **Action Required**
William (Bill) Tucker, IV, CPA, Maner Costerisan, P.C., presented a summary of the annual audit results, which is an opinion of ACSET's financial statements for the year ending June 30, 2019. As a result of the single audit, Bill Tucker reported on ACSET's internal control over financial reporting and its major federal programs. Bill reported that no audit findings were reported. ACSET staff requested that the board approve receipt of the audited financial statements. Com. Geiger commended ACSET staff for a job well done.

Motion – Com. Garcia

Second – Com. Womack

Item Approved by Vote – Motion carried

- b. Notes to January 2020 Board Financials **Information Item**
Nichole Northern, Accounting Manager, reviewed ACSET's statement of revenue and expenditures for the seven months ending January 31, 2020. Brief discussion took place, and Nichole answered board members' questions.
- c. FYE 2020 Budget Modification Request *(75% affirmative vote of members present)* **Action Required**
Nichole Northern stated that the proposed budget for fiscal year ending June 30, 2020 has been modified. The proposed modification includes a decrease in the budget for grant income and expenditures. The current approved budget includes funding for the FY2020 Going Pro Talent Fund (GPTF), which the State has not approved yet. Because of the uncertainty of the GPTF program funding, the budget modification is being proposed. Discussion took place, and WMW staff answered board members' questions.
Nichole requested the ACSET Governing Board's approval, noting that the modification requires a 75% affirmative vote of members present.

Motion – Com. Geiger

Second – Com. Bergman

Item Approved by Vote – Roll call vote taken. All 10 members present voted affirmatively.

Motion carried

- d. Renewal of Line of Credit Request **Action Required**
Nichole Northern reported that ACSET currently holds a \$325,000 line of credit with Fifth Third Bank. This line expires March 2020. Nichole reported that this line of credit would only be needed in the event of unforeseen expenses or a delay in receiving cash requests. Nichole requested the Governing Board's approval to renew the line of credit for another year.

Motion – Com. Bergman

Second – Com. Sorensen

Item Approved by Vote – Motion carried

7. Report on Administrative Activities

- a. ACSET Personnel Actions Report **Information Item**
Laura Krist, Human Resource Director, reported that there have been sixteen (16) appointments,

seven (7) separations, ten (10) promotions, one (1) transfer to a different position, and two (2) temporary staff hired.

- b. ACSET Operations Staffing **Information Item**
Laura Krist reported that West Michigan Works! currently has 192 out of 218 positions filled and 26 vacancies.

- c. Request to Update Staffing Chart **Action Required**
Laura Krist reported that after reviewing the current staffing chart and assessing the needs of various programs, staff would like to add 1 Business Solutions Coordinator and 1 Policy Coordinator. Laura also requested the deletion of 2 Business Solutions Representative positions. Laura answered board members' questions and requested approval to add 2 and delete 2 positions.

Motion – Com. Tiejema

Second – Com. Geiger

Item Approved by Vote – Motion carried

8. Bylaws of the West Michigan Works! (WMW) Workforce Development Board (WDB) **Action Required**
(75% affirmative vote of members appointed and serving)
Jacob Maas, Chief Executive Officer, reported that the State of Michigan notified West Michigan Works! that updates are needed to the current WDB bylaws. Jacob reviewed the requested changes. Jacob noted that the Governing Board will need to table the agenda item until 75% of members present and serving are in attendance. Discussion took place. Com. Geiger made a recommendation to update language in Article II, Section 2. T. from "Participate in the administration of other federal, state or privately-funded employment and/or training programs in the West Michigan Works! area, to the extent provided by law;" to "Participate in the administration of **funding for** employment and/or training programs in the West Michigan Works! area, to the extent provided by law".

Agenda Item tabled until 75% of members present and serving are in attendance.

9. Strategic Plan Update **Information Item**
Jacob Maas reported that the One-Stop Operator Janie McNabb (Strategic Policy Consultants) completed her report of the updated West Michigan Works! strategic plan with the WMW WDB in February. Jacob reviewed the updated Strategic Plan with Governing Board members. Angie Barksdale, Chief Operating Officer, stated that the full report will be provided to the Governing Board members at the next meeting. Angie answered board members' questions.

10. Solutions Driven Updates **Information Item**
Angie Barksdale reported that there are multiple organizational initiatives and updates as provided in the board packet. Angie reviewed the initiatives.

- a. Central Oklahoma WIB Site Visit
Angie Barksdale reported that on January 7th, WMW staff, partners from Mercy Health, NN Mobile Solutions|Autocam, TGW, and GRCC hosted a full day event of best practices in workforce development for Central Oklahoma Workforce Innovation Board (COWIB). Angie reported that COWIB is the policy and guidance board for the Workforce Oklahoma system in Central Oklahoma, serving as a connector between the U.S. Department of Labor and the Oklahoma Works American Job Centers for a 9-county region.
- b. Livability Lab – Muskegon's 100-Day Challenge
Angie Barksdale reported that Muskegon's 100-Day Challenge is intended to bring together leaders and citizens of Muskegon County to pursue several challenges over 100 days to promote equity, health and wellbeing in the community. Angie noted that in January, WMW hosted an Expungement Clinic for the Lab, and 29% of the 279 individuals in attendance met the criteria to expunge their criminal histories, thus creating more opportunities for employment and earnings.

c. MiCareerQuest Update

Angie Barksdale reported volunteer registration is now open for the May 13, 2020 event and volunteers can register online at micareerquest.org/volunteer.

d. Youth Solutions Summer Programs

Angie Barksdale reported that WMW will be operating a series of Summer Youth Work Experience programs throughout the region, and each program will include an element of employment skills development, as well as a paid work experience with a local employer. Angie reviewed the programs involved and answered board members' questions.

e. Labor Market Information Study

Angie Barksdale reviewed that WMW is partnering with the Michigan Bureau of Labor Market Information (LMI) and Strategic Initiatives, the U.S. Department of Labor, and researchers from Mathematica, Urban and Upjohn Institutes, and the University of Chicago. This project will build and test the information WMW provides to new users of the system in an effort to help job seekers make informed decisions about the region's labor market and connections to in-demand careers. The project is expected to launch in March for a six-month study.

f. Retention Solutions Network (RSN)

Angie Barksdale reported that Pliant Plastics became the fifth employer to join the RSN. Since the last meeting, the WMW RSN has broken up into two networks, with two success coaches based on employer members' geographic locations. RSN Lakeshore serves Allegan, Ottawa and Muskegon County employers. RSN Central serves Kent, Ionia and Montcalm County employers. WMW continues to recruit additional employers to join both networks.

11. Other Business

Information Item

- a. Jacob Maas reported that WMW Staff Attorney Nancy Wiest retired in January. Jacob introduced new Staff Attorney Tawanna Wright.

b. Healthy Michigan Plan (HMP)

Information Item

Chairperson Mahoney requested an update on the Healthy Michigan Plan (HMP). Jacob Maas reported that the Michigan Works! Agencies' statewide workgroup has been working with the Michigan Department of Health and Human Services (MDHHS) regarding information that is being sent out to HMP participants who may need to participate in the work search requirements. Jacob stated that more information should be available within the next three months.

12. Public Comment – None

13. Adjournment at 9:43 a.m. by Chairperson Mahoney

Recorded by: _____ Received by: _____

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MEMORANDUM

TO: ACSET Governing Board

FROM: Brenda Isenhardt, WMW Chief Financial Officer

DATE: April 17, 2020

RE: March 2020 Board Financials

Revenue

Revenues for the nine months ending March 2020 total \$20,051,318 which is 3.28% under budgeted revenue and \$2,153,439 under prior year revenue.

Expenditures

Operating expenses are under the budget by .29%. Some operating expense categories are slightly over budget while others are slightly under budget. In total, operating expenses are within budget.

Subcontractors is under budget by \$106,854 and \$51,897 under prior year. The budget underspending is from our youth contractors in the WIOA Youth program.

Training expense is \$429K under budget and \$3,353K under prior year. Training costs that are under budget are from Trade (\$183K), Michigan Industry Cluster Approach (MICA - \$62K), Trade & Economic Transition DW (TET - \$105K), and FAET Plus (\$68K).

The MICA program is just getting started and will see this funding used in subsequent months. Trade, TET, and FAET Plus under spending reflects less n specific population than what funding could provide.

Direct Client Expense is \$107K under budget and \$790K over the previous year. Increases in direct client expenses over the previous year are from PATH (\$344K), Community Ventures (\$334K), DTE/United Way (\$42K), WIOA Youth (\$38K), and Trade (\$22k).

The increase in PATH supports spending is primarily due to serving more participants (106 more than prior year) and increased caps on support types. Community Ventures is a newer program that was not active the entire previous year.

Administration Expenses represent 12.05% of Operating Expenses and 7.64% of Total Expenses. Prior year Administration Expenses were 15.14% of Operating Expenses and 8.36% of Total Expenses.

Balance Sheet

Decrease in Accounts Receivable and Accounts Payable is primarily due to accrued trainings at June 30, 2019 that have now been paid (Accounts Payable reduction) and reimbursed (Accounts Receivable reduction) by our grantors. The decrease in Property & Equipment reflects the depreciation taken since June 30, 2019. All other line items appear reasonable.

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

	YTD Thru Mar 2020 Actual	YTD Thru Mar 2019 Actual	YTD 2019/2020 Budget	Budget Variance	Budget Variance %
Total Revenue	<u>\$ 20,051,318</u>	<u>\$ 22,204,757</u>	<u>\$ 20,731,574</u>	<u>\$ (680,256)</u>	<u>-3.28%</u>
Expenses					
Operating Expenses					
Wages	\$ 6,851,716	\$ 6,237,308	\$ 6,823,650	\$ (28,066)	-0.41%
Fringe Benefits	2,398,884	2,294,058	2,390,132	(8,752)	-0.37%
Consumable supplies	543,589	709,635	571,763	28,174	4.93%
Transportation	200,456	150,629	224,075	23,619	10.54%
Outside services	620,623	545,557	638,105	17,482	2.74%
Space and communications	1,180,612	1,216,932	1,167,225	(13,387)	-1.15%
Equipment rent and maint	80,482	69,632	78,750	(1,732)	-2.20%
Equipment purchases	266,747	535,936	268,796	2,049	0.76%
Other expense	578,251	500,019	595,828	17,577	2.95%
Total operating expense	<u>12,721,360</u>	<u>12,259,706</u>	<u>12,758,324</u>	<u>36,964</u>	<u>0.29%</u>
Subcontractors	\$ 525,537	\$ 577,434	\$ 632,391	\$ 106,854	16.90%
Training	\$ 5,265,754	\$ 8,619,396	\$ 5,694,967	\$ 429,213	7.54%
Direct Client Expenses	<u>\$ 1,538,667</u>	<u>\$ 748,221</u>	<u>\$ 1,645,892</u>	<u>\$ 107,225</u>	<u>6.51%</u>
	<u>\$ 7,329,958</u>	<u>\$ 9,945,051</u>	<u>\$ 7,973,250</u>	<u>\$ 643,292</u>	<u>8.07%</u>
Total Expenses	<u>20,051,318</u>	<u>22,204,757</u>	<u>20,731,574</u>	<u>680,256</u>	<u>3.28%</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

	Unaudited 3/31/20	Audited 6/30/19	Audited 6/30/18
Assets			
Current Assets			
Cash & Cash Equivalents	\$1,113,816	\$868,143	\$1,014,340
Accounts Receivable	1,079,008	5,416,063	2,450,056
Prepaid Expenses	260,708	309,680	236,264
Deposits	66,021	61,536	61,536
Total Current Assets	2,519,553	6,655,422	3,762,196
Long-term Assets			
Property & Equipment	618,579	651,309	515,174
Total Assets	<u><u>\$3,138,132</u></u>	<u><u>\$7,306,731</u></u>	<u><u>\$4,277,370</u></u>
Liabilities			
Short-term Liabilities			
Accounts Payable	\$787,590	\$5,054,917	\$2,000,131
Unearned Revenue	312,451	206,095	427,655
Compensated Absences	695,788	673,466	671,714
Total Short Term Liabilities	1,795,829	5,934,478	3,099,500
Net Assets			
Total Net Assets	1,342,303	1,372,253	1,177,870
Total Liabilities and Net Assets	<u><u>\$3,138,132</u></u>	<u><u>\$7,306,731</u></u>	<u><u>\$4,277,370</u></u>

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MEMORANDUM

TO: ACSET Governing Board

FROM: Brenda Isenhardt, WMW Chief Financial Officer

DATE: April 17, 2020

RE: Proposed FYE 2021 Budget Modification

The budget for the fiscal year ending June 30, 2021 has been modified for your consideration.

Revenue

The proposed 2020-2021 budget plans for \$25,990,000 of total revenue.

This represents a 2% decrease over the proposed 2019-2020 budget. West Michigan Works! has not yet received any planning allocations for the 2020-2021 year. The proposed budget was prepared with the following assumptions: flat funding for the WIOA, Wagner Peyser, PATH and FAET programs, a 13% decrease in Trade funding based on anticipated need, and a 9% decrease in the Going Pro Talent Fund (GPTF) awards. The 2020 GPTF has a program year that began in December last year.

Therefore, not receiving the 2020 GPTF award affected both the 2019-2020 fiscal year as well as the 2020-2021 fiscal year. The planned decrease of 9% is based on our assumption of reduced GPTF funding available statewide.

Expenditures

The salaries budget is estimated to increase by \$708,000 for the 2020-2021 year. This increase reflects both merit pay increases and additional positions being filled. These additional positions are necessary in order to meet the needs of our employers, job seekers, and youth.

Consumable supplies, Outside Services, Equipment Purchases and Other Expense have been decreased to reflect one-time purchases in 2019-2020 that will not be made during the 2020-2021 fiscal year.

Training costs represent a 9.5% reduction. This reduction is due partially by lack of anticipated need in the Trade and FAET Plus programs (\$292k) and grants ending such as MAICA.2, MAT2, WIOA Integrated Education and Training (IET), and Trade and Economic Transition Dislocated Worker Grant (\$305k). The balance is the net of increased and decreased funding available in the Going PRO Apprenticeship, GPTF and WIOA programs. At this time, we are unsure what training options will be available as a result of the COVID-19 pandemic and possible extensions of the Governor's Stay Home, Stay Safe Executive order.

Direct client cost reduction is primarily due to grants ending that may not be renewed during the 2020-2021 fiscal year that had provided a significant amount of Direct Client assistance. The Community Ventures grant and the Michigan Apprenticeship Industry Cluster Approach (MAICA 2.0) grant account for \$350,000 of the reduction.

Budget modification will be presented to the board for approval once finalized allocations are received from our grantors

Requested Action

We ask that the proposed budget be considered for approval.

Pursuant to Article I, Section 9 of Area Community Services Employment & Training (ACSET) Amended Bylaws dated October 1, 2015, a seventy-five percent (75%) affirmative vote of the members present is required for the budgets and amendment

Area Community Services Employment and Training Council

General Fund Michigan Works! Budgetary Comparison Schedule For the Fiscal Year Ending June 30, 2021

	Fiscal Year 2019 - 2020 Budget	Fiscal Year 2020 - 2021 Proposed Budget	Increase (Decrease)
REVENUES			
Grant Income	\$ 26,417,000	\$ 25,890,000	\$ (527,000)
Program income	100,000	100,000	-
TOTAL REVENUE	\$ 26,517,000	\$ 25,990,000	\$ (527,000)
EXPENDITURES			
Operating costs:			
Wages	\$ 9,126,000	\$ 9,834,000	\$ 708,000
Fringe	3,175,000	3,443,000	268,000
Consumables	748,000	571,000	(177,000)
Transportation	280,000	280,000	-
Outside Services	870,000	767,000	(103,000)
Space & Communications	1,550,000	1,650,000	100,000
Equipment Rent & Maintenance	105,000	105,000	-
Equipment Purchases	346,000	262,000	(84,000)
Other Expenses	685,000	590,000	(95,000)
Subcontracted program costs	882,000	843,000	(39,000)
Training costs	6,593,000	5,965,000	(628,000)
Direct client expenditures	2,157,000	1,680,000	(477,000)
SUBTOTAL OPERATING EXPENSES	\$ 26,517,000	\$ 25,990,000	\$ (527,000)
Net Change in Fund Balance	\$ -	\$ -	\$ -



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MEMORANDUM

TO: ACSET Governing Board

FROM: West Michigan Works! Staff

DATE: April 17, 2020

RE: Bylaws of the West Michigan Works! Workforce Development Board

Background

West Michigan Works! staff members were notified by the State of Michigan in 2019, that there are updates needed to the current WDB bylaws. The requested updates are as follows:

1. The bylaws must address the proxy and alternate designee process that will be used when a WDB member is unable to attend a meeting and assigns a designee as part of the requirements of §679.110(d)(4).
2. The bylaws must address the use of technology, such as phone and Web-based meetings that will be used to promote WDB member participation.
3. The bylaws must address the process to ensure WDB members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities.

Due to a lack of supermajority quorum at the February 2020 and October 2019 Governing Board Meetings, the request to approve the WDB Bylaws was tabled.

Commissioner Geiger made a recommendation to update language in Article II, Section 2. T. from "Participate in the administration of other federal, state or privately-funded employment and/or training programs in the West Michigan Works! area, to the extent provided by law;" to "Participate in the administration of funding for employment and/or training programs in the West Michigan Works! area, to the extent provided by law;" WMW staff have prepared draft changes to the current WDB bylaws.

Action

WMW staff requests approval from the Governing Board for these changes.

Pursuant to Article I, Section 9 of Area Community Services Employment & Training (ACSET) Amended Bylaws dated October 1, 2015, a seventy-five percent (75%) affirmative vote of the members appointed and serving are required for Workforce Development Board Bylaws.

Bylaws of the
West Michigan Works Workforce Development Board

ARTICLE I: IDENTITY

These Bylaws are established on the ninth day of December 2015, for the West Michigan Works Workforce Development Board (hereinafter referred to as WDB). WDB is recognized in accordance with the Workforce Innovation and Opportunity Act (WIOA) P. L. 113-128, by the Governor of the State of Michigan, the Interlocal Agreement of Area Community Services Employment and Training Council (ACSET), and the Agreement between the WDB and the Governing Board of ACSET. The WDB collaborates with ACSET, in accordance with the provisions thereof, and with any other entities or institutions provided by law.

ARTICLE II: ROLE AND FUNCTIONS

Section 1: Role. The WDB in collaboration with the Governing Board of the Area Community Services Employment and Training Council (ACSET) shall ~~establish programs under WIOA and other similar Federal and State laws to train unemployed and economically disadvantaged individuals for entry into unsubsidized employment in in-demand occupations, particularly those in the private sector, and in collaboration with ACSET or other entities provided by law~~ serve as conveners and catalysts of the many stakeholders within its service area to identify and resolve workforce development issues and opportunities. The WDB shall create and maintain comprehensive workforce investment plans for its service area, and engage diverse constituents in the process. ~~The WDB shall promote or participate in programs which expand employment opportunities in the private sector. The WDB will accomplish these goals through the implementation of its Strategic Plan for a Demand-driven Workforce System. The WDB will work in collaboration with ACSET by participating with the Governing Board or other entities provided by law in the~~ The WDB, in partnership with the Governing Board of ACSET, will oversee the local development, implementation, and evaluation of employment and training activities as detailed in the "Agreement Between The Workforce Development Board and the Governing Board of ACSET".

Section 2: Functions. The WDB will function in a manner which will increase private sector employment and training opportunities for eligible persons as defined in WIOA as it may be amended, as well as other publicly ~~or philanthropically-~~ funded programs. The WDB's functions include but are not limited to the following:

- A. Provide policy and program guidance for all activities funded under any WIOA grant or Workforce Development Grant in the West Michigan Works Service Delivery Area in collaboration with the Governing Board;
- B. Developing and submitting the local Four-Year Comprehensive Plan, or collaborate with other workforce development boards in the development of any regional plan, if required by section 108 of WIOA, in collaboration with the Governing Board;
- C. In collaboration with the Governing Board, conduct oversight over workforce investment activities for youth and employment and training activities for adults and dislocated

workers under WIOA to ensure the appropriate use and management of funds for such activities, and to ensure the appropriate use, management and investment of funds to maximize performance outcomes under WIOA; and, in collaboration with the Governing Board, to oversee and monitor any other programs subject to its oversight administered by ACSET.

- D. ~~Acting as~~ Selecting the One-Stop Operator, with the agreement of the Governing Board, ~~the WDB delegates to~~ The responsibility of enforcing rules of conduct in One-Stop Service Centers in the West Michigan Works MWA area is delegated to ACSET;
- E. Initiating Memoranda of Understanding (MOU's) with local partners in the workforce system, with the agreement of ACSET, including methods for funding the infrastructure costs of one stop centers, as provided by section 121 (h) of WIOA;
- F. Entering into an agreement with the Governing Board which describes the respective roles and responsibilities of the parties, together with such other issues permitted by law;
- G. Selecting the following providers in the West Michigan Works! area and, where appropriate, terminating such providers, in accordance with 2 CFR Part 200 and the Agreement between the WDB and ACSET:
 - 1. Providers of youth workforce investment activities;
 - 2. Providers of training services, consistent with the criteria and guidelines established by the WDA and section 122 of WIOA; and
 - 3. Providers of career services.
- H. Develop budgets for the purpose of carrying out the duties of the WDB, with the approval of the Governing Board;
- I. Negotiating and reaching agreement on local performance measures under WIOA with the Governing Board and the Governor;
- J. Make analyses and regular updates of economic conditions, needed knowledge and skills, workforce development (including education and training) activities, including an analysis of strengths and weaknesses of such services, to address identified education and skill needs of the workforce and workforce employers.
- K. Assisting the Governor in developing the statewide employment statistics system under the Wagner-Peyser Act;
- L. Engage with employers and other entities in the region to:
 - 1. Promote business representation on the WDB, particularly from employers offering employment opportunities in existing or emerging businesses in the West Michigan Works! area;
 - 2. Develop linkages with employers in the West Michigan Works! area to support employer utilization of the local workforce development system and local workforce

investment activities;

3. Ensure that local workforce investment activities meet the needs of employers and support economic growth in the West Michigan Works! area by enhancing communication, coordination, and collaboration among employers, economic development entities and service providers; and
 4. Develop and implement strategies for meeting the employment and skill needs of workers and employers that provide the skilled workforce needed by employers in the West Michigan Works! area and that expand employment and career advancement opportunities for participants in in-demand industries and jobs.
- M. With representatives of secondary and post-secondary education programs, lead efforts to develop career pathways within the area by aligning the employment, training, education and supportive services needed by adults and youth, particularly those with barriers to employment.
- N. Develop strategies for using technology to maximize the accessibility and effectiveness of local intake and case management systems for employers and customers by:
1. Facilitating connections between the intake and case management systems of the one-stop partner programs to support a comprehensive workforce development system in the West Michigan Works! area;
 2. Facilitating access to services provided through the one stop system, including access in remote areas;
 3. Identifying strategies for better meeting the needs of individuals with barriers to employment, and providing more access to services and programs, such as improving digital literacy skills; and
 4. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.
- O. Coordinate activities with education and training providers in the West Michigan Works! area, including:
1. Reviewing applications to provide adult education and literacy activities under Title II of WIOA for the West Michigan Works! area to determine whether such applications are consistent with the local plan;
 2. Making recommendations to the eligible agency to promote alignment with such plan; and
 3. Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, including efforts at cooperation and coordination.
- P. Assess, on an annual basis, the physical and programmatic accessibility of all one-stop centers in the West Michigan Works! area.

- Q. Convene local workforce development stakeholders to assist in the development of the local plan and to identify non-Federal expertise and resources to leverage support for workforce development activities.
- R. Work with the Michigan Workforce Development Agency (WDA), or any successor or designee agency, to ensure that there are sufficient numbers and types of providers of career and training services serving the West Michigan Works! area and providing services in a manner that maximizes consumer choice, as required by WIOA and its regulations.
- S. Approval of additional, non-mandatory One-Stop Partners to provide services in the West Michigan Works! service system, with the approval of the Governing Board;
- T. Participate in the administration of funding for other federal or , state or privately-funded employment and/or training programs in the West Michigan Works! area, to the extent provided by law;
- U. Participate in the selection of the Chief Executive Officer of ACSET by having representation on a selection committee;
- V. Provide such recommendations as it wishes to the Governing Board regarding major personnel, organization and fiscal policies of ACSET; and
- W. Appoint the local members of the Talent District Career Council (TDCC) Career and Educational Advisory Council (CEAC) for Prosperity Region 4, and participate in the appointment of its chairperson, as provided by law.

Section 3: Coordination. The WDB will, to the maximum extent possible, enhance the involvement of the private sector with related employment and training activities in order to increase the effectiveness of activities under WIOA and other programs designed to secure employment for eligible persons. The WDB will comply with the Governor's Recertification Criteria and the Certification Criteria for Michigan Works! Service Centers as outlined in the local Four-Year Comprehensive Plan, Michigan Works System Plan, or other statute, regulation or grant.

ARTICLE III: MEMBERSHIP

Section 1: Geographic Representation. The Executive Committee shall attempt, to the maximum extent practicable, to ensure that all areas of the West Michigan Works area are adequately represented when it makes recommendations to the ACSET Governing Board for appointment of members to the WDB.

Section 2: Appointment. The WDB shall be made up of members appointed by Governing Board of ACSET, in accordance with law and the ACSET Interlocal Agreement. Members representing the following sectors must have been nominated prior to appointment as follows:

- A. **Business Sector:** Business sector representatives must be nominated by business associations and business trade associations in the West Michigan Works! agency area.
- B. **Organized Labor:** Organized labor representatives must be nominated by labor federations in the West Michigan Works! agency area.
- C. **Adult Education/ Literacy:** Eligible providers that administer adult education and literacy activities under Title II of WIOA. If there are multiple eligible providers administering such programs under Title II of WIOA serving the West Michigan Works! area, each representative on the WDB shall be appointed from among persons nominated by such eligible providers. The adult education/literacy representative may be nominated by the [TDCC-CEAC, or any successor organization](#), for Prosperity Region 4, by majority vote, and the ACSET Governing Board shall give considerable priority to this nomination.
- D. **Higher Education.** Institutions of higher education that provide workforce investment activities, including community colleges. If there are multiple such institutions of higher education in the West Michigan Works! area, each representative on the WDB shall be chosen from among individuals nominated by such institutions. The higher education representative may be nominated by the [TDCC-CEAC, or any successor organization](#), for Prosperity Region 4, by majority vote, and the ACSET Governing Board shall give considerable priority to this nomination.
- E. Any member of the WDB that represent an organization or entity must have optimum policymaking authority, which means that the member may reasonably be expected to speak affirmatively on behalf of the organization or entity and have authority to commit the entity to a chosen course of action.
- F. **Nomination/Appointment Process:**
1. Members will be appointed to a two-year term of office with the members being appointed to fixed and staggered terms. In the first year following the effective date of these bylaws, approximately one-half of the membership of the WDB shall have a term of three years, but all members shall have a two-year term of office thereafter. Those members whose term shall be three years shall be determined by lot.
 2. The Chief Executive Officer of ACSET, or his or her designee, shall solicit nominations for membership on the WDB from the associations, federations, providers and institutions indicated in this section whenever the WDB needs to fill vacancies in the following sectors: (a) Business Sector; (b) Labor; (c) Adult Education/Literacy; and (d) Higher Education. The solicitations shall indicate that the nominations must be submitted to the Chief Executive Officer, or his or her designee, by the date indicated in the solicitation and shall describe any documentation that must accompany the nomination.
 3. Other organizations eligible to be represented on the WDB may submit nominations for membership to the Chief Executive Officer, or his or her designee.
 4. The Chief Executive Officer, or his or her designee, shall submit nominations received for membership of the WDB to the Executive Committee, which shall review the nominations and submit its recommendations to the ACSET Governing Board. If the Executive Committee has appointed a Nomination Committee to review such nominations, the Nomination Committee shall first review the nominations and submit its recommendations to the Executive Committee. When making its recommendations to the ACSET Governing Board

for membership of the WDB, the Executive Committee shall indicate which candidates, if any, have been nominated by the ~~TDCCEAC~~, or any successor organization.

5. The WDB shall exercise and embrace the principle of equal opportunity on the basis of race, color, religion, sex, age, national origin, disability, and political affiliation or belief in its membership, appointment to committees, and approval of programs.

Section 3: Business Sector Representation.

- A. A majority of the members of WDB shall consist of persons who are owners, chief executives, chief operating officers, or other business executives, of private for-profit employers and major nongovernmental employers in the West Michigan Works Agency area who
 1. Have optimum policymaking or hiring authority;
 2. Represent businesses, including small businesses, or organizations representing businesses, that provide employment opportunities in in – demand industry sectors or occupations, as defined by WIOA;
 3. Provide high – quality, work – relevant training and development opportunities to its workforce, or the workforce of others (in the case of organizations representing businesses); and
 4. Are appointed from individuals nominated as provided by Section 2.
- B. The business sector membership of the WDB shall reasonably represent the industrial and demographic composition of the business community. At least two (2) business sector members must be representatives of small businesses, as defined by the U. S. Small Business Administration.
- C. Businesses that have been certified as Disadvantaged Business Enterprises, as defined by the Small Business Administration, shall, to the extent possible, be represented on the WDB consistent with their representation in the business community, and the WDB shall strive to ensure that its private sector members reasonably represent, to the extent possible, the industrial/demographic composition of the business community of the West Michigan Works! Agency area.
- D. Private not-for-profit entities and public entities that operate as businesses and are employers may be represented on the WDB in the business sector if they align with the key industry sectors in the West Michigan Works! area, such as a nonprofit hospital or prison, if identified in the West Michigan Works! local plan. Representatives of proprietary schools may not be representatives of the business sector.
- E. ACSET must document how members of the WDB who represent the business sector qualify as representatives of businesses that provide employment opportunities in in – demand industry sectors or occupations and retain such documentation on file.

Section 4: Other Members. In addition to business sector membership, WDB shall include at least one member from each of the following groups, unless indicated otherwise:

- A. Organized labor (2);
- B. Representative of joint labor – management, or union – affiliated, registered apprenticeship program who must be a training director or a member of a labor organization;
- C. Providers of Adult Education and Literacy activities under Title II of WIOA;
- D. Higher Education;
- E. Rehabilitation Agencies;
- F. Economic/Community Development.

Section 5: Economic/Community Development. This representative may be a representative of an Economic Development Organization, a local planning or zoning commission or board, a community development agency, or another local agency or institution responsible for regulating, promoting, or assisting in local economic development.

Section 6: Community-Based/Youth Organizations.

- A. The WDB may also include one or more representatives of private nonprofit organizations, including faith-based organizations, that have demonstrated experience and expertise, as defined in WIOA regulations, in addressing the employment, training, or educational needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities.
- B. The WDB may also include one or more representatives of organizations that have demonstrated experience and expertise, as defined by WIOA regulations, in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

Section 7: Labor and Community-Based Organizations. The representation from Labor (Section 4 A and B) shall constitute at least 20 percent of the total WDB membership. However, any representatives of community-based or youth organizations on the WDB shall count toward meeting the 20 percent requirement for Labor representation.

Section 8: Dual Representation. An individual WDB member may represent more than one group or sector, provided that the member meets all the qualifications for each sector that he or she represents, including the nomination process.

Section 9: Representation of Sector. Members must be employed in the sector that they represent, except that:

- a. An educational representative can be a member of a school board and not an employee of a school district.
- b. An organized labor representative may be a member of a labor organization or steward without being employed by a labor organization.

Section 10: Chambers of Commerce. Individuals representing local Chambers of Commerce may be appointed to the WDB as a representative of a community-based organization or, if the Chamber functions as the local economic development agency, as an Economic Development representative.

Section 11: Loss of Membership. A member will forfeit membership on WDB should that member no longer represent the sector or group from which he/she was originally selected. A resignation is not effective until it has been accepted by the ACSET Governing Board or a successor appointed. A vacancy on the WDB must be filled within 120 days from the time it was created. Persons missing two regularly scheduled consecutive meetings will be sent written notice from the Chair inquiring as to their interest in continued membership on WDB. Persons missing three regularly scheduled consecutive meetings, except persons who have attended two regularly scheduled meetings of a standing committee during the months in which they missed the three WDB meetings, will be removed from WDB by the Executive Committee at a regularly scheduled meeting. The Executive Committee will send written notice to a member of the time and place of the meeting at which his or her removal from membership in the WDB is proposed to be considered. Exceptions may be made by the Executive Committee based on information provided by the member.

ARTICLE IV: ORGANIZATION

Section 1: Officers. There shall be two Officers of WDB. These are:

- A. The Chairperson, and
- B. The Vice-Chairperson.

Section 2: Selection. The Chairperson and the Vice-Chairperson shall be elected by the WDB to a two-year term of office. ~~For the initial election of the officers in 2015, the Ad hoc Steering Committee will seek nominations for Chairperson and Vice Chairperson from the WDB at the first regular meeting. Following the close of the time period for making nominations, the Ad hoc Steering Committee will prepare any necessary recommendations and present nominations to the WDB at the second regular meeting in December 2015. At that meeting, the Chairperson and Vice Chairperson will be elected by the WDB. For subsequent elections, n~~Nominations for these offices will be sought by the Executive Committee prior to the meeting at which the elections shall take place. The Executive Committee will present such nominations to the WDB at the meeting at which officers are to be elected. If the Executive Committee has established a Nominations Committee, the Nominations Committee shall solicit nominations for these positions from the membership of the WDB and present the nominations to the Executive Committee. The Chairperson and Vice-Chairperson, by law, shall always be chosen from among members representing the business sector, and no local elected official may serve as chairperson or vice-chairperson. No officer may serve more than two consecutive terms in that position.

Section 3: Duties. The Chairperson shall preside at all WDB Council meetings, report to the Governing Board on WDB activities, and appoint members to committees. The Chairperson shall have the right to vote on matters as a member of the WDB. In the absence of the Chairperson, the Vice-Chairperson will perform these duties.

Section 4: Executive Committee. There shall be an Executive Committee composed of the WDB Chairperson and Vice-Chairperson, the Chairperson or his or her designee of all committees described herein (except ad hoc committees), together with any additional members of the WDB appointed by the Executive Committee; provided that the total membership of the Executive Committee shall not exceed eleven (11). To establish a quorum, a majority of the membership must participate in any decision made by the Executive Committee. The Executive Committee will perform two functions: to meet when urgent action is required by the WDB but circumstances do not permit a special meeting to be called; and to provide coordination and broad guidance to the work of the WDB,

- A. When circumstances require an emergency meeting, the Executive Committee is authorized to meet at such times as may be determined by the WDB chairperson and act on behalf of the WDB. All actions taken by the Executive Committee shall be reported to the WDB in writing and this communication shall be mailed to the members within two working days following the action of the Executive Committee.
- B. The Executive Committee will provide coordination and broad guidance to the WDB in the following areas:
 - 1. Recommend Bylaws for the WDB including procedures for selecting a chairperson and other officers, as well as determinations of the size of the WDB;
 - 2. Make recommendations for the standardization of procedures for initiating, evaluating and monitoring programs, and for orientation and in-service training of the WDB;
 - 3. Recommend the use of sub-committees and/or technical advisory committees;
 - 4. Initiate long-range planning for WIOA or any other federally-funded programs in the West Michigan Works! Area.
 - 5. Review the nominations for membership on the WDB received from the Chief Executive Officer and submit its recommendations for membership on the WDB, from among those candidates properly nominated, to the ACSET Governing Board, pursuant to Section 2.F. of Article III. The Executive Committee may appoint a Nomination Committee to receive nominations for membership on the WDB received from the Chief Executive Officer, which Nomination Committee would make its recommendations for membership on the WDB to the Executive Committee. Any such Nomination Committee shall consider the principle of geographic representation described in Section 1 of Article III when making such recommendations.
 - 6. Develop meaningful system-wide metrics and monitoring indicators of progress toward demand-driven system goals and the results of employer-driven training programs.

Section 5: Ad-hoc Proposal Review Committee. Whenever ACSET receives proposals from potential service providers for programs administered by ACSET which are within the responsibility of the WDB, the Chairperson shall appoint an ad hoc proposal review committee for the purpose of reviewing and evaluating such proposals and making funding recommendations to the WDB. A Proposal Review Committee shall consist of WDB members and ACSET staff and shall be discharged when the WDB has chosen a proposal from among those which the committee has reviewed and evaluated.

Section 6: Committees. ~~The WDB may appoint standing committees to assist the WDB in dealing with its responsibilities. Any such committee must be chaired by a member of the Local Board, may include other members of the Local Board, and must include other individuals appointed by the Local Board who are not members of the Local Board and who have demonstrated experience and expertise in accordance with WIOA regulations and as determined by the WDB.~~

The Chairperson of WDB, as he/she deems it appropriate, may designate a special committee(s) to carry out a specific assignment. The Chairperson of any such special committee shall be a member of the Executive Committee, or their designee, during the term of the special committee's existence. Special committee(s) shall be given a specific charge and shall be discharged when their task is completed. ~~The WDB may appoint standing committees to assist the WDB in dealing with its responsibilities. Any such committee must be chaired by a member of the Local Board, may include other members of the Local Board, and must include other individuals appointed by the Local Board who are not members of the Local Board and who have demonstrated experience and expertise in accordance with WIOA regulations and as determined by the WDB.~~

ARTICLE V: STAFF AND ADMINISTRATION

Section 1: Staff. Staff support for the work of WDB will be provided by the Chief Executive Officer of ACSET at a level commensurate with the responsibilities of WDB, and in accordance with the provisions of the ACSET Interlocal Agreement, and the WDB and ACSET Governing Board agreement. Staff support will be determined through mutual agreement between WDB and ACSET.

Section 2: Staff Coordination. The WDB will communicate with staff members who have been designated by the Chief Executive Officer of ACSET to coordinate WDB activities with those of the other elements of ACSET.

Section 3: Administration and Fiscal. The ACSET Administrative Unit will act as the administrative and fiscal unit for all activities of WDB. The WDB will neither receive nor disburse funds.

ARTICLE VI: MEETINGS

Section 1: Regular Meetings. At the first regular meeting after the annual appointment of new members by the Governing Board, the WDB shall set a day and time for the regular monthly meeting of WDB during the next 12 months. Meetings will be held at least once each quarter.

An annual schedule of meetings must be submitted to the WDA and posted on ACSET's website by January 15 of each year.

Section 2: Special Meetings. At the discretion of the Chairperson, or upon the written request of five or more members of the WDB, a special meeting of WDB may be called, provided that written notice is mailed to each member at least seven calendar days prior to the day on which the special meeting shall be held. This written notice must state the time, place and purpose of the meeting, and the business of the special meeting must be confined to the items described in the notice.

Section 3: Quorum and Voting. A quorum shall exist when a majority of the current members of WDB are present. A motion shall be passed or defeated by a majority of those members voting at a meeting where a quorum has been established. Each member shall be entitled to one vote. No proxies or substitutes shall be permitted.

Section 4: Conflict of Interest.

- A. No member of the WDB may have an ownership interest in or be employed by any organization which receives funds under direct control of the WDB, or engage in any other activity that creates a conflict of interest or what would appear to a reasonable person to be a conflict of interest. However, this rule does not apply to a member who has an interest in or is employed by an entity that receives money under the partial or complete control of the WDB but
 - a. Does not hold a policy-making position with the entity; and
 - b. Would not receive other than a remote or incidental benefit from the board's decisions.

This exception applies to members who are associated with:

- 1. Educational institutions which enroll students whose tuition is paid with such funds;
 - 2. Employers who accept compensation for the extraordinary costs of providing employer-based training from funds under the control of the WDB;
 - 3. An organization which receives funds under the direct control of the WDB, if the member is not employed by, has no ownership interest in, and receives no compensation or income from the organization;
 - 4. Government agencies required to be represented on the WDB;
 - 5. Other persons or organizations authorized by statutes, rules or exemptions established by the State of Michigan.
- B. No person may be a member of the WDB who:

- a. Is an employee of an agency that is contracted by the WDB to provide coordination services or administrative functions; or
- C. If an organization does receive funds under the partial or complete control of the WDB, a representative of the organization authorized to sit on the WDB by subsection A may not cast a vote or participate in any decision-making capacity on any matter regarding the provision of services by the member or by the entity that the member represents, or that would provide direct financial benefit to the member or a member of his or her immediate family. The member must also refrain from influencing the votes of other WDB members on matters involving the member or entities which the member represents or that would provide direct financial benefit to the member or a member of his or her immediate family. "Immediate Family" is defined as spouse, child, parent, brother, brother-in-law, stepbrother, sister, sister-in-law, stepsister, son-in-law, daughter-in-law, mother-in-law, father-in-law, aunt, uncle, niece, nephew, grandparent, stepparent, stepchild and grandchild or any member of the household of the WDB member. However, all members of the WDB may vote upon the WIOA local Four-Year Comprehensive Plan.
- D. WDB members and WDB Committee members associated with agencies which are service providers to ACSET or which will be responding to Request For Proposals released by ACSET are not to be appointed to any WDB committee which can directly affect funding of the service provider or potential service provider. This rule is not applicable to employers involved in ACSET's Employer - Based Training Program.
- E. Representatives of a government agency who are required by federal law to serve on the WDB, such as the Michigan Rehabilitation Services, which receive funds under the control of the WDB, may serve on the WDB without first obtaining a waiver from the WDA.
- F. No WDB member will solicit or accept gratuities, favors, or anything of monetary value, except for unsolicited goods or services of nominal intrinsic value, from contractors, service providers, potential contractors, or service providers. Any good or service with a fair market value of \$25.00 or less shall be presumed to be of only nominal intrinsic value.
- G. The WDB must file reports as required with the WDA describing the extent to which organizations with which members are affiliated received funds controlled by the WDB.
- H. If any agency or organization represented on the WDB submits a proposal to ACSET for the delivery of program services funded with monies under partial or complete control of the WDB, any member of the board who represents that agency or organization, must assume inactive status, unless the member would be allowed to sit on the board by subsection A even if the proposal were accepted by WDB and ACSET. A member's designation as inactive shall be recorded in the minutes. A member in inactive status may not vote or participate in meetings of the WDB, nor may he or she receive any information from the WDB until the expiration of the deadline for the submission of proposals, except as provided by law. Members in inactive status are not prohibited from attending meetings of the WDB as members of the general public. If the agency or organization represented by the inactive member is not awarded a contract by

ACSET, he or she is restored to active status; but if the agency or organization is awarded the contract, the member must resign immediately.

- I. If it is established at a meeting of the WDB that a member knowingly violated this section, the Chief Executive Officer of ACSET will report that finding to the ACSET Governing Board at its next meeting and ACSET will terminate any contract or contracts which are the subject of the violation. The Chief Executive Officer of ACSET will also request that the Governing Board remove the offending member from the WDB. Notice of the alleged violation will be provided in the written agenda for the WDB meeting.

Section 5: Conduct of Meetings. The current edition of Robert's Rules of Order Newly Revised will be the official document governing the conduct of meetings of WDB, and all its committees except as it may conflict with these bylaws, special rules of order WDB may adopt, WIOA, and applicable federal or state statutes or regulations.

Section 6: Compliance with Open Meetings Act. The WDB and the Executive Committee will abide by the provisions of the State of Michigan's "Open Meetings Act." A notice of the date, time and place of meetings will be posted in advance.

Participation in meetings of WDB or its committees shall be limited to members except in the following cases:

1. Non-members specifically invited to give information to WDB;
2. Non-members who desire to address WDB and who are recognized for that purpose by the Chairperson at appropriate points during the meeting; and
3. Members of Committees who are not members of the WDB may participate in committee meetings.

Section 87: Participation Options

The WDB will make every effort and will pay particular attention to participation options made possible by advancements in electronics and telecommunications. The use of electronic means of communication will be made available for members to attend meetings and vote on matters that come before the WDB. WDB member's participation in meetings by teleconferencing shall be consistent with the Open Meetings Act (1976 PA 267, as amended, MCL 15.261, et seq.). Upon approval of the Chairperson, Board members may appear at a meeting via teleconferencing device, including speaker phone or interactive television, provided that a quorum is present at the meeting site and all individuals attending the meeting can hear, and be heard by, the Board member(s) attending via teleconferencing device. The Board member wishing to participate in meetings by teleconferencing must notify the Board Chairperson or the Agency CEO by 12:00 noon on the business day prior to the meeting that will be missed so the teleconferencing can be arranged. Failure to establish a video/audio teleconference due to technical or other problems shall not preclude conducting the meeting, as long as a quorum is present. In the event that a Board member participates via teleconferencing, this will be indicated on the meeting minutes as "Present via teleconferencing." Members present via teleconferencing shall be permitted to participate in Board deliberations and vote on matters before the Board, if there is a quorum physically present. However, in pressing circumstances where the WDB needs flexibility to meet its obligation to provide services in the WMW Service Delivery Area, WDB members present at a meeting via electronic communication may be allowed to count toward a quorum if the WDB Chairperson approves.

Section 78: Minutes. Minutes of all meetings of the WDB and the Executive Committee shall be duly recorded and made available to all interested parties, as required by law. Members of the WDB and the Executive Committee shall review, amend as necessary, and approve the Minutes by formal action at their next meeting. Copies of minutes of meetings ~~of the WDB, Executive Committee, and their committees or subcommittees~~ shall be posted on ACSET's Internet website within five (5) business days of their approval. Such minutes shall remain posted on the website for at least two (2) years.

ARTICLE VII: AMENDMENT OF BYLAWS

Section 1: Amendments. The WDB shall have the authority to amend or repeal these Bylaws at any meeting by the affirmative vote of two-thirds of the members present; provided that a copy of any proposed amendment is mailed to each member at least seven (7) calendar days prior to the day of the meeting at which the changes are to be considered. The WDB may revise the proposed changes as they are debated at the meeting, but may not alter any other section of the Bylaws not specified in the notice of meeting.

Definitions:

The terms below shall have the following definitions as used in these bylaws:

1. Area Community Services Employment and Training Council (ACSET) is a Michigan Council formed in accordance with the Michigan Urban Cooperation Act of 1967 to administer programs under the Workforce Innovation and Opportunity Act (WIOA) , Welfare Reform Programs, and similar state or federal social programs, for the West Michigan Works Agency area.
2. West Michigan Works! Area is a geographical section of the State for which ACSET has been designated the Michigan Works! Agency (MWA) to operate programs under WIOA, Welfare Reform, and other similar state or federal social programs. ACSET represents the MWA area of the City of Grand Rapids and Allegan, Barry, Ionia, Kent, Montcalm, Muskegon, and Ottawa Counties.
3. ~~Governing Board refers to the elected representatives of the political territories of the West Michigan Works! MWA Area responsible for the operation of programs under WIOA and other Federal or State statutes or regulations within the West Michigan Works! Area. For ACSET, the Governing Board includes two representatives of the Grand Rapids City Commission (the Mayor or designee and one Commissioners); two representatives of the Allegan County Board of Commissioners (the Chairperson or designee and one other commissioner); one representative of the Barry County Board of Commissioners (the Chairperson or designee); One representative of the Ionia County Board of Commissioners (the Chairperson or designee); the three representatives of the Kent County Board of Commissioners (the Chairperson or designee and two other commissioners); one representative of the Montcalm County Board of Commissioners (the Chairperson or designee); two representatives of the Muskegon County Board of Commissioners (the Chairperson or designee and one other commissioner); and two representatives of the Ottawa County Board of Commissioners (the Chairperson or designee and one other commissioner). The Governing Board is responsible, in full~~

~~collaboration with the WDB, for the operation of WIOA programs within the MWA Area, Welfare Reform Programs, and similar state or federal social programs.~~

4. Local Comprehensive Plan is a plan for the operation of WIOA programs, Welfare Reform Programs and the Employment Service funded under the Wagner-Peyser Act within the MWA Area required to be delivered by the WDB, approved by both WDB and the Governing Board, and submitted to the State for approval.
5. Fourth Amended and Restated Interlocal Agreement is an agreement between the City of Grand Rapids and the Counties of Allegan, Barry, Ionia, Kent, Montcalm, Muskegon, and Ottawa to establish a Michigan Council, ACSET, under the Urban Cooperation Act of 1967. The Interlocal Agreement establishes ACSET as the recipient of funds and administrative entity under WIOA in the West Michigan Works Area.
6. Agreement Between the Workforce Development Board and the ACSET Governing Board is an agreement between WDB and the Governing Board of ACSET. This agreement defines the respective roles and responsibilities of the WDB and ACSET Governing Board and is the framework for the collaboration between WDB and ACSET.
7. ~~Michigan Works! Service System is the system under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams (the One-Stop Partners) collaborate to create a seamless system of service delivery that will enhance access to the programs' services and create long-term employment outcomes for individuals receiving assistance.~~

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

136 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: ACSET Governing Board
FROM: WMW Staff
DATE: April 17, 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 Edmundson: 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

In March 2020, the Executive Committee of the WMW WDB supported these member nominations. WMW staff is requesting approval from the ACSET Governing Board to support the above listed applicants to serve on the WMW WDB.

Pursuant to Article I, Section 9 of Area Community Services Employment & Training (ACSET) Amended Bylaws dated October 1, 2015, a seventy-five percent (75%) affirmative vote of the members present is required for approval of appointment of members to the Workforce Development Board.



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

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

Ionia County

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Holland, MI 49423
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MEMORANDUM

TO: ACSET Governing Board

FROM: Jacob Maas, Chief Executive Officer

DATE: April 17, 2020

RE: Chief Executive Officer (CEO) 2020 Key Objectives

Background

On April 16, 2020, Chairperson Mahoney, Vice-Chairperson Garcia and Jacob Maas met via conference call to discuss the ACSET Chief Executive Officer (CEO) 2020 Key Objectives. These objectives are listed below for your review.

2020 Key Objectives

1. Secure additional formula and non-formula funding.
2. Further enhance services inside and outside the service centers through strengthened and new partner relationships.
3. Increase federal and state advocacy for employment and training programs.
4. Continue to be a recognized leader locally, statewide and nationally.
5. Increase diversity of West Michigan Works! staff ensuring staff demographics mirror communities being served.
6. Ensure local, state and federal performance outcomes met and/or exceeded.
7. Prepare, respond and adapt to the ever-changing economic conditions as a result of the COVID-19 pandemic.

Requested Action

ACSET CEO, Jacob Maas requests ACSET Governing Board approval of the CEO 2020 Key Objectives as listed above.

ACSET Personnel Actions – April 16, 2020

CLASS	EMPLOYEE	APPOINTMENT	DATE	LOCATION
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Appointments

<u>Class</u>	<u>Employee</u>	<u>Appointment</u>	<u>Date</u>	<u>Location</u>
Assistant Manager	William Braylock	Permanent	4/16/20	Westside, GR
Career Coach	Cierra Craig	Permanent	4/13/20	Westside, GR
	Patrick Daniel		4/6/20	Franklin, GR
	Devon Gibson		4/6/20	Barry
	Erin Hollon		4/7/20	Ionia
Career Navigator	Chelsea Allen	Permanent	4/13/20	Ionia
	Tara Becker		4/7/20	Muskegon
	Diana Hernandez-Garcia		3/30/20	Ottawa

Separations

<u>Class</u>	<u>Employee</u>	<u>Appointment</u>	<u>Separation Date</u>	<u>Location</u>
Career Coach	Kristine Hinsley	Permanent	2/13/20	Franklin, GR
Marketing and Communications Coordinator	Christina Dunlop	Permanent	3/6/20	Administrative, GR
Talent Solutions Manager	Allise Wilkerson	Permanent	4/3/20	Ottawa

Promotion

<u>From</u>	<u>To</u>	<u>Employee</u>	<u>Appointment</u>	<u>Date</u>	<u>Location</u>
Career Coach	Talent Development Instructor	Ryan Nykamp	Permanent	3/16/20	Ottawa
Quality Assurance Specialist	Policy Coordinator	Dane Sanders	Permanent	3/16/20	Ottawa

Transfer
From

To

Employee

Appointment

Date

Location

Demotion

From

To

Employee

Appointment

Date

Location

Participants/Temporary

Appointments/Participants

Employee

Appointment

Date

Location

Current

April 2020

CLASSIFICATION	Approved	Filled (Permanent)	Filled (Other)	Vacant
Accountant	3	3	0	0
Accounting Assistant	5	2	0	3
Accounting Manager	1	1	0	0
Accounting Supervisor	1	1	0	0
Assessment Specialist	4	4	0	0
Assistant Manager	13	13	0	0
Attorney	2	2	0	0
Business Solutions Coordinator	4	3	0	1
Business Solutions Director	1	1	0	0
Business Solutions Manager	2	2	0	0
Business Solutions Representative	17	15	0	2
Career Coach	53	48	0	5
Career Navigator	26	25	0	1
Chief Executive Officer	1	1	0	0
Chief Financial Officer	1	1	0	0
Chief Operating Officer	1	1	0	0
Computer Support Specialist	2	2	0	0
Custodian	1	1	0	0
Executive Assistant	1	1	0	0
Facilities Coordinator	1	1	0	0
Facilities Manager	1	1	0	0
Human Resource Assistant	3	3	0	0
Human Resource Director	1	1	0	0
Industry Council Leads	5	4	0	1
Information Technology Manager	1	1	0	0
Marketing & Communications Assistant	1	1	0	0
Marketing & Communications Coordinator	2	1	0	1
Marketing & Communications Director	1	1	0	0
Performance Analyst	6	6	0	0
Policy Coordinator	3	2	0	1
Policy Manager	4	4	0	0
Procurement Manager	1	1	0	0
Project Manager	1	1	0	0
Quality Assurance Specialist	9	7	0	2
Records Service Specialist	5	5	0	0
Resource Specialist	3	1	0	2
Retention Solutions Manager	1	1	0	0

Talent Development Instructor	11	11	0	0
Talent Development Manager	1	1	0	0
Talent Development Specialist	9	8	0	1
Talent Solutions Director	1	1	0	0
Talent Solutions Manager	6	5	0	1
Training Consultant	1	1	0	0
Youth Solutions Manager	1	1	0	0
TOTALS	218	197	0	21

CLASSIFICATION	Filled
Participant/Temporary	0



STRATEGIC PLAN *Report*

Update, 2020

Acknowledgements

The West Michigan Works! Strategic Plan was developed in 2016, shortly after the organization was created through a merger of multiple Michigan Works! agencies to serve a seven-county region. The comprehensive process that resulted in the plan engaged numerous stakeholders, including board members and staff, community partners, education and training providers, economic development, employers, and job seekers. Their input was incredibly valuable and ensured a strong plan that launched the newly formed entity, providing strategic direction and focus.

After nearly four years, it was time to update the plan, based on new conditions and needs among partners and local communities. The update process also engaged numerous stakeholders, through focus groups and surveys. This updated plan reflects the next phase of the organization's forward momentum, building on the progress made to date, and leveraging strengths and opportunities. The participation of everyone involved is greatly appreciated.

Participating Entities

West Michigan Works! Workforce Development Board	Buist Electric JBS Walker Tool & Die	Action Mold Mel Trotter Ministries Steepletown
West Michigan Works! staff	Thompson M-TEC	Kent ISD
Greater Ottawa County United Way	Mary Free Bed	Ottawa Food
Allegan Adult Education	The Employers Association	Heart of West Michigan United Way
Community Action of Allegan County	Digital Tool & Die, Inc Hispanic Center	Portland Adult Education
ITC Holdings	Windemueller Electric	Montcalm Community College
Project Hope	Northview Public Schools	Belding Adult Education
Barry ISD	Advanced Interiors	Ionia-Montcalm DHHS
Barry County EDA	Michigan Rehabilitation Services	Offender Success
Flexfab	Ottawa Area ISD	MSU Extension
Grand Rapids Urban League	Wolverine Coil Spring	Ionia Area Chamber of Commerce
Metron Integrated Health	Kent Friend of the Court	Ionia County Literacy Council
West Michigan Hispanic Chamber of Commerce	Meijer	Heartlands Career Center
Michigan Department of Labor & Economic Opportunity	Grand Rapids chair Co. Blackmer	Montcalm Area Reading Council

The Right Place

United Way of Montcalm-
Ionia Counties

Muskegon Area ISD

Hines Corp

Sintel, Inc

Read Muskegon

UA Local 174

Medallion Instrumentation
Systems

West Michigan Molding

Muskegon DHHS

Zeeland Adult Education

Great Lakes Superior Lakes

Telamon Corporation

Fogg Filler

Star Crane & Hoist

West Coast Chamber

Lakeshore Advantage

Koeze

Associated Builders and
Contractors, West Michigan
Chapter

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Introduction

West Michigan Works! is part of the statewide Michigan Works! system and is the official workforce development agency in West Michigan, serving the employers and job seekers of Allegan, Barry, Ionia, Kent, Montcalm, Muskegon and Ottawa counties. The agency brings federal and state workforce programs to the region, leveraging and aligning resources for maximum impact, with the ultimate goal of preparing a skilled workforce that meets the needs of local businesses.

The agency was formed through a consolidation of three Michigan Works! Agencies and the addition of two counties from a fourth. This regional approach allowed a decrease in administrative overhead and eliminated duplication of services. It allowed the agency to streamline processes and provide consistent, high-quality services for the region's customers.

The reorganization also provided an opportunity to take a fresh look at the regional workforce development landscape and create a unified strategy for moving forward. In 2016, a comprehensive strategic planning process was conducted, establishing a clear vision, mission, and strategy for West Michigan Works! The resulting strategic plan prioritized creating and strengthening relationships, determining employer needs, and increasing outreach.

With this guidance, agency leadership worked diligently to implement the plan. Their persistence and hard work paid off – all tactical items from the plan have been completed, and much progress has been made in strategic focus areas. With this forward momentum and an ever-changing economy, an update to the plan was warranted.

The agency's contracted One-Stop Operator facilitated the update process, evaluating current conditions, collecting and aggregating input, and identifying new strategic directions. The updated plan builds on the success of the previous four years, leveraging the foundations laid by the board and staff. The Vision, Mission, Values, and Core Competencies are unchanged; however, the Goals and Strategies are more targeted than before, reflecting the specific needs expressed by stakeholders during the input process.

Process

Similar to the process that created the Strategic Plan, this update process involved several steps that identified the needs of local communities, as well as the best way for West Michigan Works! to meet those needs. Each step in the process is described below.

Current state analysis

The One-Stop Operator conducted an inventory of the major projects and activities that the agency has accomplished in its implementation of the strategic plan. Staff provided information and the One-Stop Operator, in a neutral capacity, evaluated and analyzed progress to date. This analysis reviewed the information in light of the five goals and 18 strategies from the original plan. A report of this information is included here as [Appendix A](#) (Goals) and [Appendix B](#) (Strategies).

Review of employer surveys

The Business Solutions Unit conducts surveys annually of both existing and potential employer customers. Survey results from the last two years were reviewed to provide an employer perspective in the process. Employers were also included in the Focus Groups, below.

Focus Groups – employers, partners, and board members

Focus groups were conducted in all counties throughout the region, providing ample opportunity for stakeholders to engage in the process. The structure of these sessions consisted of examining community needs and challenges as well as brainstorming potential solutions. A total of 80 individuals representing employers, partners, and board members participated in the sessions.

Staff survey

Following the Focus Groups, a survey was distributed to staff. The goal of the survey was to gather input from the frontline regarding community needs and potential solutions, as well as organizational needs.

Board member survey

A survey was sent to the Workforce Development Board to provide further opportunity for engagement, in addition to the Focus Group sessions. The survey asked board members to rank current goals in order of their importance, provide feedback on the potential solutions that were identified in the Focus Groups and staff survey, and offer additional strategies.

Workforce Development Board Executive Committee review

The Executive Committee of the Workforce Development Board reviewed common themes that had emerged from the process thus far at its November 2019 meeting. They asked questions and provided input. They also reviewed a draft of the updated Goals and Strategies at their January 2020 meeting, again asking relevant questions, providing feedback, and recommending appropriate revisions.

Job seeker survey

A survey was also sent to job seekers in order to determine their needs and which of the potential solutions would be most beneficial. An incentive was offered to increase participation; however, less than 100 job seekers participated.

Key Findings

The comprehensive process for evaluating activities to date and gathering stakeholder input allowed the One-Stop Operator to identify common themes. These helped in determining which aspects of the plan should be revised and which should stay the same. The key findings also laid the foundation for the specific changes to Goals and Strategies.

Mission, Vision, Values, and Core Competencies

It was determined early in the process that these elements of the plan should not change. They are intended to serve as long-term directives for the agency, and are not subject to fluctuations in the economy, funding, partnerships, or other environmental factors.

Common Themes

The themes that recurred throughout numerous conversations indicate priorities for an updated Strategic Plan. These are within the context of the needs of West Michigan communities, employers, job seekers, and partners.

Common Theme	Description
Employer Supports	Helping employers to be successful by connecting them to resources for: <ul style="list-style-type: none"> • Hiring – connecting to partners for hidden pools of talent • Training – improving their current workforce • Retaining – keeping workers once they are hired and providing pathways
Barriers	Engaging with partners to increase access to services for barrier removal for both employers and job seekers; Increasing awareness among legislators and other members of the public about the issues that prevent employment success
Pipeline	Career awareness, early engagement, long-term career planning and pathways
Connections	Communication across partners regarding local job opportunities, career pathways, and workforce development resources; connecting employers to education
Employability skills	Sometimes referred to as “soft” skills: workplace literacy, communication, attitude, attendance, etc.

Some of the common themes that were identified in the previous strategic planning process proved to be still relevant, but in a more integrated manner. For instance, Strategic Partnerships were identified as a priority and formed the basis of several previous goals and strategies. It is clear that the agency made this a focus area: partnerships have received significant attention and have been developed across the region within the last four years. Now, the need lies more in defining roles and proving value as a resource in all partnerships.

It is also important to note that the needs across the region require integrated approaches, including partnerships, employer perspective, and talent development. Therefore, any updated strategy will require multi-faceted, team-based implementation in order to be successful.

In addition, the update process revealed a need to improve the culture within the organization, although employee engagement appears to be positive. Specific ideas for improvement include enhanced professional development and training for frontline staff, as well as an increased focus on diversity and inclusion.

A new concern was expressed in various settings regarding the importance of diversity and inclusion, both for the organization's culture as well as services to customers. This includes increasing awareness of the benefits of a diverse workforce, as well as solutions that engage the current workforce in an inclusive manner. This concern aligns well with the needs of employers to broaden their perspective, reaching pools of talent that might have been overlooked and underappreciated in the past.

Overall, the key finding that emerged from the entire process is that West Michigan Works! has successfully implemented the goals from its initial Strategic Plan, where the focus was creating, establishing, and developing new approaches. For the foreseeable future, the agency should focus on leveraging what they have built in order to find targeted solutions that are beneficial for job seekers, employers, partners, and communities.

Organizational Purpose

An organization's purpose is not a single expression of its vision or mission. It is a collective representation of these and more; it is the reason the organization exists, as well as the drive to move it forward. As such, the Vision, Mission, Values, and Core Competencies are presented here in their original form; the process for updating this plan revealed no need to change them. They were created in order to serve as a long-lasting compass, providing direction and guidance at a strategic level.

Vision

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.

Mission

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.

Values

Integrity

Providing administrative and fiscal oversight to ensure responsibility and accountability of the organization. Promoting values, honesty, and transparency in communication and action.

Diversity and Inclusion

Serving a diverse population of customers – jobseekers across all demographics and skill levels, and employers regardless of industry, geographic location, or size. The Board and staff support a culture of embracing values and leveraging diversity through representation that reflects the diverse community and economy we serve.

Collaboration

Convening workforce development system partners to promote an inclusive network for aligned resources and solutions. Building relationships with individuals and organizations to form partnerships.

Exceptional Customer Service

Promoting consistent, professional, and high-quality customer service throughout all West Michigan Works! centers to exceed the expectations of businesses and jobseekers. Ensuring that customers feel heard and valued and that they are at an advantage due to receiving our services.

Commitment to Community

Working in the best interest of the community. Understanding the unique local needs of West Michigan communities, while leveraging regional resources and connections to increase quality and opportunity.

Data-Driven Action

Continuously tracking metrics to understand quality of service provided and impact on the community. Utilizing data to drive decisions and action.

Continuous Improvement

Encouraging innovation to find solutions that will continuously raise the bar. Promoting responsiveness and agility to adjust based on outcomes.

Core Competencies

Although the Core Competencies have not changed, their descriptions have been updated here to reflect progress thus far as well as opportunities for further leveraging these strengths.

Convening and Connecting

Staff members across the organization have built partnerships and established relationships with partners in the workforce development ecosystem.

West Michigan Works! can build on this competency with the following tactics:

- Act as a hub for connecting organizations across regional networks
- Continuously identify gaps and target resources accordingly
- Continue convening industry councils focused on the talent needs of employers
- Work with Community Colleges and other training organizations to create programs and pathways that meets employers' needs for their current and future workforce

Gathering and disseminating information

During the course of its ongoing work, the organization collects information on employer needs, skills of the labor pool, barriers to employment, training programs, and much more. The organization is positioned to share this information with partners and communities in order to enhance understanding of workforce challenges as well as opportunities.

West Michigan Works! can build on this competency with the following tactics:

- Educate the public, partners, and decision-makers on the impacts of policy, regulations, and structural barriers to successful employment
- Map career pathways and share with partners
- Disseminate labor market information through partner and customer networks
- Provide information to jobseekers about in-demand careers and job opportunities
- Provide information to employers about the talent pool and local labor market
- Understand the talent needs in the region and the training that exists to meet these needs

Outreach and Communication

Outreach occurs at all levels throughout the organization and region, as well as through innovative marketing and public relations. The past four years have produced great success in terms of a positive brand that is recognized and respected.

West Michigan Works! can build on this competency with the following tactics:

- Continue to encourage outreach and partnership development by staff
- Build the brand so that customers see beyond core services
- Position the Board as the voice for workforce development strategy in the region

Career Coaching and Assessment

A Career Coaching model has been implemented for all programs, ensuring a holistic approach that emphasizes comprehensive assessment and preparation. This includes thorough exploration of in-demand occupations. The model improves training outcomes, matching to job opportunities, employer satisfaction, and long-term retention.

West Michigan Works! can build on this competency with the following tactics:

- Promote the use of the Career Coaching model to partners and employers
- Continue fine-tuning the model to ensure continuous improvement

Employment and retention

West Michigan Works! creates solutions that match the skills of job seekers with employer needs, bringing to bear the full scope of the workforce development system, all for the mutual benefit of both parties. This is done with the goal of long-term retention, rather than a quick-fix placement approach.

West Michigan Works! can build on this competency with the following tactics:

- Expand Retention Solutions services
- Ensure effective communication between Business Solutions, Talent Solutions, and Retention Solutions
- Increase access to resources that overcome barriers to obtaining and retaining employment
- Build continuing relationships, not transactions

West Michigan Workforce Development Ecosystem

The full picture of workforce development in West Michigan is much bigger than one agency. It operates as a system, incorporating a broad set of partners and stakeholders, all with a role to play in serving employers and job seekers needs.



During the initial strategic planning process, the Board discussed at length how best West Michigan Works! fits into this ecosystem. The process for updating the plan recognized this perspective, and purposefully chose to engage representatives from all stakeholders. This diverse input allowed for a more accurate analysis of progress made by the agency, as well as determining how best to continue effective collaboration within a broader system.

Goals and Strategies

The goals and strategies have been updated to reflect a “next-phase” focus for the agency. For a list of previous goals and strategies as well as an assessment of their progress, see [Appendix A](#) (Goals) and [Appendix B](#) (Strategies).

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

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

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

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

Goal 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. (A, B, D, E)
2. Connect with overlooked talent pools through partnership networks and strategic outreach efforts. (A, B, E)
3. Expand employability skills training services to new, targeted audiences across the region. (B, C, E)
4. Establish and expand services that provide solutions for retention of employees at West Michigan employers. (A, C, E)

System-Focused Strategies

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

Capacity-Building Strategies

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

Accountability Strategies

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

Appendix A: Accomplishments by Goal

Goals from the previous plan are listed below, along with a summary of accomplishments to date in pursuit of that goal. Considerations lay the foundation for the recommended changes, as shown in the Goals and Strategies section of this report.

Goal (2016 Plan)	Accomplishments	Considerations
<i>Goal 1: Cultivate relationships with employers to understand and address the workforce demand in the region.</i>	<ul style="list-style-type: none"> • <i>Business Solutions Representatives actively work with thousands of employers per year</i> • <i>MiCareerQuest involved dozens of companies</i> • <i>Five active Industry Councils convene regularly: Manufacturing, Healthcare, Information Technology, Construction, and Food Processing</i> • <i>The Medical Assistant Registered Apprenticeship Program (MARAP) was launched</i> • <i>The America's Promise Grant apprenticeship program was launched</i> • <i>During Manufacturing Week, students visit dozens of companies per year</i> • <i>Talent Tours involve numerous employers all year</i> • <i>Retention Solutions programming was launched</i> 	This goal has been a primary focus and it shows: the organization has its finger on the pulse of the business community, and thus is well-informed about employer needs. These relationships will continue to provide insight and local intelligence regarding workforce demand.
<i>Goal 2: Increase the local talent pool.</i>	<ul style="list-style-type: none"> • <i>MiCareerQuest involved thousands of students</i> • <i>Expansion of Jobs for Michigan's Graduates across the region</i> • <i>WorkReady employability skills training was developed and is offered across the region</i> • <i>Collaboration with numerous Adult Education programs</i> • <i>Regular hiring events in all counties</i> • <i>Increased funding for in-demand trainings</i> • <i>Redesign of the PATH program to focus more on training and preparation, not just job search</i> 	This also has been a significant focus, and has resulted in structures that provide occupational awareness, exposure to careers, and supports for improving the skills of the talent pool. This work has laid the foundation for serving as a primary resource regarding career opportunities in the region.

Goal (2016 Plan)	Accomplishments	Considerations
	<ul style="list-style-type: none"> ● <i>Career Coaching and Career Portfolio model was implemented</i> 	
<i>Goal 3: Establish a network for community conversations on issues related to employers' workforce needs.</i>	<ul style="list-style-type: none"> ● <i>The Career & Education Advisory Council was created</i> ● <i>Work closely with Talent 2025</i> ● <i>Talent Solutions Managers sit on numerous community networks and collaboratives</i> ● <i>Industry councils, the Workforce Development Board, and board committees provide a forum for employer conversations</i> 	Other than the industry councils, there is no formal network as described in the goal. However, this is likely unnecessary given the broad reach of numerous networks that the organization either leads, supports, or participates in.
<i>Goal 4: Diversify resources and strategies through innovative partnerships and solutions.</i>	<ul style="list-style-type: none"> ● <i>Apprenticeship USA</i> ● <i>MAICA 2.0</i> ● <i>MICA 2.0</i> ● <i>Kellogg, DeVos</i> ● <i>America's Promise Grant</i> 	Some progress has been made on this goal, with new funding coming from state and federal sources. To improve on this work, the organization should utilize the strengths built over the last few years to ramp up efforts to cultivate alternative revenue streams.
<i>Goal 5: Increase Board and staff engagement through strategic initiatives and professional development.</i>	<ul style="list-style-type: none"> ● NEP ● OCL ● National Skills Coalition ● National Association of Workforce Boards Conference ● Michigan Works! Association Conference ● Career Pathway Leadership Certification ● LEDA Conference ● Career Coach Model / Training ● Human-Centered Design ● LEAN Training 	Progress has been made on this goal, and its relevance has not changed. However, it should be focused on the full organization's engagement. Strategies should relate to organizational culture, staff training, and a new committee structure for the board.

Appendix B: Status and Considerations by Strategy

Strategies from the 2016 Strategic Plan are listed here along with an indicator of their current status. Considerations lay the foundation for the recommended updates in the Goals and Strategies section of this report.

Strategy (2016 Plan)	Status	Considerations
Customer-Focused Strategies		
1. Create a diagnostic tool for use with every employer contact to determine what their service needs may be.	Complete	
2. Convene and facilitate Industry Councils in key West Michigan sectors.	Complete	Five councils established and ongoing
3. Educate youth about the opportunities that are available in the local economy.	Significant Progress	Career awareness events and activities are well-established
4. Increase outreach to youth, underemployed, and hard to serve populations.	Significant Progress	Partnership networks offer a venue to these populations
5. Develop and pilot a soft skills training program.	Complete	WorkReady is offered in all centers
6. Catalogue the services and strengths of partner organizations to have a full picture of the capabilities of the workforce development system and a resource guide to promote services.	Incomplete	Catalogue is not feasible due to dynamic nature of partnerships
System-Focused Strategies		
7. Identify and advocate for infrastructure improvements that could lessen barriers to employment for West Michigan workers.	Partial Progress	Leadership activity at state and federal levels
8. Map career pathways within the region's key industries, including all levels of education and training and multiple entry and exit points.	Almost Complete	Pathways will be ready for release in 2020
9. Create relationships with community-based organizations in each county to widen the Board's network of partners.	Complete	Management is empowered to cultivate relationships and establish partnerships

Strategy (2016 Plan)	Status	Considerations
10. Support innovative initiatives to promote continuous improvement of services.	Significant Progress	This is institutionalized across the system
11. Identify gaps in the workforce development ecosystem and determine what the Board's role in filling those gaps can be.	Complete	Strategic Partnerships assessment; again institutionalized
12. Create an outreach strategy to increase recognition of the West Michigan Works! Brand.	Ongoing	Successfully implemented and brand recognition is now significantly increased
Capacity-Building Strategies		
13. Seek and pursue alternate sources of funding.	Partial Progress	Some non-governmental funding has been obtained; Still primarily reliant on state and federal funding
14. Offer professional development opportunities for all staff.	Partial Progress	Solid onboarding process
15. Provide networking or exchange opportunities for staff from different Service Centers to learn best practices from across the region.	Incomplete	Structure is unnecessary and could be inefficient; the main issue is related to effective communication
Accountability Strategies		
16. Engage board members in strategic plan implementation and progress tracking through subcommittees.	Complete	Subcommittees are functional and engage in effective board-level discussion; however, new committees may be necessary to focus on this updated strategic plan
17. Create metrics and measurement tools to allow the Board to monitor the progress toward its goals.	Complete	Dashboards and performance data are shared and reviewed regularly
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.	Complete	

**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

136 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: ACSET Governing Board

FROM: West Michigan Works! Staff

DATE: April 17, 2020

RE: Solutions Driven Updates

West Michigan Works! has made quick adjustments to serve our communities to the best of our abilities in these unprecedented times. The following is a brief update of what our departments have been doing to quickly adjust to meet the changing needs of our region.

Virtual Services: In a whirlwind two weeks, our services went from normal, to limited, to appointment only, to virtual only. A skeleton crew works in each service center to answer the phones. A majority of calls are to assist people in walking through Unemployment claims. On a given day across the region, we receive between 700 and 800 phone calls, down from 1,400 when the Stay at Home Order was first issued.

In addition, all career coaches are set up with phones from home to continue to coach virtually and assist job seekers with their needs. Our talent development team has worked hard and quickly to digitize our workshops, which are now available on our website, along with virtual interviewing assistance and the tips-and-tricks handouts for job searching.

Unemployment Insurance (UI) Assistance: When asked if the Michigan Works! system could assist UI with taking claims over the phones, we quickly mobilized and have over 60 staff members set up and trained, ready to assist with individuals calling our service centers with UI claims. This will be done from home, and we are hopeful we can alleviate some of the strain from the UI system.

Youth Solutions Summer Programs: Though our summer work experience programs probably won't look the way we were planning, we are continuing to move forward with plans for this summer. The Youth Solutions Team is working to put together a virtual package for youth, given our current unknowns and the reality that finding work sites and doing outreach will be at best challenging. We are continuing to gather interest from employers and planning outreach for students in the hope that we may be able to do some scaled back version of a work experience program before summer's end.

Virtual Hiring Event:

In order to best meet employers' hiring needs during the governor's "Stay Home, Stay Safe" directive, West Michigan Works! will be hosting a "virtual" job fair on April 21st and 23rd. Employers may register to participate in a morning or afternoon session on each day the job fair is held. Each session will include a series of pre-scheduled 15-minute time slots in which the employer and candidate will have the opportunity to connect and discuss job openings. Registration for employers and candidates will be on the West Michigan Works! [website](#). Employer registration is open April 6 – 10th. Job seeker registration will be conducted April 13 – 17.

Weekly Hot Jobs Blast Newsletter

In order to highlight a broad range of jobs for employers that have hiring needs now and to accommodate the influx of employees temporarily laid off, we have expanded the criteria and format of jobs posted in the weekly Hot Jobs Blast Newsletter. In addition, we have added this job information to our website, so it is readily accessible to anyone visiting our page. Changes include highlighting jobs that with 10 or more openings and temporary positions so job seekers with a need for temporary work can easily identify these jobs.

Rapid Response Services

Business Solutions Representatives are reaching out to our employer customers in an effort to provide resources and information on layoff prevention and UIA assistance for employers needing to downsize. Rapid Response Services have been revised to provide assistance and information to job seekers electronically as well.

Retention Solutions Network (RSN)

Following the direction of the Governor, the Retention Solutions Network (RSN) suspended all onsite visits and off-site meetings through the end of the executive order. During this time, RSN Success Coaches are providing services via phone and virtual appointments. Services being utilized during the shutdown include; support services, budgeting assistance/financial literacy, customized referrals/resources to community partners and UIA guidance to employees and members of their household that are displaced due to COVID-19.

The RSN also continues to support outside networks (The SOURCE, MI ERN and The Family Economic Support Office/United Way Barry) with Community Ventures (CV) support service funding to eliminate barriers to employment and household wellness.

West Michigan Works! in the Media

The marketing and communications department has been hard at work keeping the public informed of our services and programming. Below are highlights of recent media promotion of West Michigan Works! services:

- Changes in service delivery:
 - Rapid Growth
 - https://www.rapidgrowthmedia.com/features/WMW_QA.aspx
 - GRBJ <https://www.grbj.com/articles/95670-west-michigan-works-changes-service-model>
 - Muskegon Times <https://muskegontimes.com/2020/03/30/west-michigan-works-assists-unemployed-employers-in-wake-of-coronavirus/>
 - Holland Sentinel
 - <https://www.hollandsentinel.com/news/20200330/employment-expertise-keeping-job-search-active-at-home/1>
 - WOOD TV and Radio
 - <https://www.woodtv.com/health/coronavirus/west-michigan-works-makes-changes-offers-help/>
 - WZZM
 - <https://www.wzzm13.com/article/news/health/coronavirus/west-michigan-works-makes-changes-because-of-covid19/69-5baf5e62-88c2-4fa3-91a7-629bbe4efc56>
- Virtual Job Fair:
 - **GR Outdoor**
 - digital billboard with a general “West Michigan employers are hiring” messaging.
 - digital ad campaign
 - **WZZM**
 - 30 sec commercials
 - digital ads
 - FaceBook campaign
 - **WMW**
 - website, FB campaign
 - ads in El Vocero and GR Times
 - Holland Sentinel article
 - **Earned-to-date** (pitched to all media outlets week of 4/13)
 - WOOD TV and radio
 - Rapid Growth