



Governing Board Meeting

<https://westmiworks-org.zoom.us/j/95122203124>

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Meeting ID: 951 2220 3124 Passcode: 701996

Monday, June 28, 2021 • 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 April 26, 2021 Minutes **Action Required**
4. Report on Financial Activities: *Brenda Isenhardt, Chief Financial Officer*
 - a. Introduction of New Chief Financial Officer – Mohamed Douadi **Information Item**
 - b. Financial Report - Notes to May 2021 Board Financials **Information Item**
 - c. Proposed FYE 2021 Budget Modification **Action Required**
(Roll Call: 75% affirmative vote of members present)
5. Report on Administrative Activities **Information Item**
Laura Krist, Human Resource Director
 - a. Personnel Actions Report
 - b. Operations Staffing
 - c. Compensation Study Update
6. Youth Program In and Out-of-School Providers **Information Item**
Angie Barksdale, Chief Operating Officer
7. Dashboard and Solutions Driven Updates **Information Item**
Angie Barksdale
8. Workforce Development Board (WDB) Terms of Office (2021-2023) **Information Item**
Jacob Maas, Chief Executive Officer
9. Other Business: *Jacob Maas* **Information Item**
 - a. Upcoming Board Meetings
 - b. American Rescue Plan Act of 2021
10. Public Comment
11. Adjournment

Next Scheduled Governing Board Meeting:

Monday, August 23, 2021 at 8:30 a.m.

Location: TBD



Governing Board Meeting

<https://westmiworks-org.zoom.us/j/98120081314>

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Meeting ID: 981 2008 1314 Passcode: 600780

Monday, April 26, 2021 • 8:30 a.m. – 10:00 a.m.

MINUTES

Governing Board Members Present: Commissioners Garcia (Park Twp, MI), Lenear (Grand Rapids, MI), De Young (Dorr Twp, MI), Storey (Allegan, MI), Tiejema (Keene Twp, MI), LaGrand (Grand Rapids, MI), Stek (Rose Lake, MI), Womack (Grand Rapids, MI), Scolnik (Norton Shores, MI), Bergman (Grand Haven, MI), Reppart (Grand Rapids, MI)

Governing Board Members Absent: Commissioners Geiger, Stowell, Pego

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

Guests Present: None

1. Call to Order by Commissioner Garcia at 8:32 a.m. Roll Call and locations of Commissioners were taken.

2. Public Comment- Agenda Items- None

3. Approval of the February 22, 2021 Minutes **Action Required**
Commissioner Storey noted that there was an error in his location. Correction has been made to the February 22, 2021 meeting minutes.

Motion – Com. Tiejema

Second – Com. Womack

Item Approved by Vote – All 11 members present voted affirmatively. Motion carried.

4. Report on Financial Activities

a. ACSET Financial Report - Notes to January 2021 Board Financials **Information Item**
Brenda Isenhardt, Chief Financial Officer, reviewed ACSET's statement of revenue and expenditures for the nine months ending March 31, 2021. Brief discussion took place, and Brenda answered board members' questions.

b. FYE 2021 Budget Modification Request **(75% affirmative vote of members present)** **Action Required**
Brenda Isenhardt reported that the proposed budget for fiscal year ending June 30, 2022 has been modified for consideration. Brenda noted that although WMW has not receiving any planning allocations, the proposed modification includes flat funding for the Workforce Innovation and Opportunity Act (WIOA), Wagner Peyser, Partnership. Accountability. Training. Hope. (PATH) and Food Assistance Education and Training (FAE&T) programs; decrease in trade funding and an increase in the Going Pro Talent Fund (GPTF). In addition, there are grants ending that are not expected to be renewed which will decrease, yet new and continuing grants create an increase. Brenda requested the ACSET Governing Board's approval of the modified budget. Brief discussion took place and Brenda answered board members' questions.

Motion – Com. Bergman

Second – Com. LaGrand

**Item Approved by Vote – Roll call vote taken. All 11 members present voted affirmatively.
Motion carried.**

5. Bylaws and Policy Approvals

Tawanna Wright, Staff Attorney, reported that although the WMW WDB Bylaws were recently revised and approved in June 2020, there were subsequent revisions to the Open Meetings Act (OMA) and to the State of Michigan's Policy Issuance (PI) 20-12 regarding Conflict of Interest and Nepotism in 2020 that require the WDB Bylaws to be revised again. Additionally, because of the changes in PI 20-12, the ACSET Conflict of Interest Policy and the ACSET Governing Board Bylaws must also be revised.

a. West Michigan Works! Workforce Development Board Bylaws **Action Required**
(75% affirmative vote of members appointed and serving)

Tawanna Wright, Staff Attorney, reviewed the proposed revisions and additions to the WDB bylaws listed on the memo included in the board packet. Tawanna reported that WDB members voted to revise Article VI, Section 4: "Conflict of Interest," to make the language more discretionary. As a result, the WDB voted to revise this section to change the two references of "will" to "may." Additionally, Com. Stek asked if ACSET would consider making an exception for any board member who might not be able to adhere to the "2 business days' notice" requirement for virtual meeting attendance due to sickness or any other urgent reason, and Tawanna stated that it would. Discussion took place. Staff answered board members' questions. Com. Stek also suggested adding more specific language regarding meeting attendance notice, and Tawanna advised him that the Virtual Meeting Policy (Item #5 d) would more specifically address this concern. A motion was made by Commissioner Stek to approve the WDB Bylaws with the proposed language revisions.

(Commissioner Geiger joined the meeting during the discussion of this item, however experienced audio trouble and could not be heard.)

Motion – Com. Stek

Second – Com. Womack

**Item Approved by Vote – Roll call vote taken. All 11 members present voted affirmatively.
Motion carried.**

b. ACSET Governing Board Bylaws *(2/3 affirmative vote of total membership)* **Action Required**

Tawanna Wright reviewed the proposed revisions and additions to the ACSET Governing Board Bylaws listed on the memo included in the Board packet. GB members suggested revising Article II, Section B: "Virtual Meeting Attendance" to state that a "Board member **should** notify the Board Chairperson ... two (2) business days prior to the meeting," instead of "must notify." Discussion took place and Tawanna answered board members' questions. A motion was made by Commissioner Lenear to approve the GB Bylaws with the proposed language changes.

Motion – Com. Lenear

Second – Com. Tiejema

**Item Approved by Vote – Roll call vote taken. All 11 members present voted affirmatively.
Motion carried.**

[5.a. RECONSIDERATION OF WMW Workforce Development Board Bylaws **Action Required**
(75% affirmative vote of members appointed and serving)

Following the review of the ACSET Governing Board Bylaws, Com. Lenear suggested that the board vote to make the same revisions to the Virtual Meeting Attendance provision within the WDB Bylaws. Accordingly, GB members suggested revising Article VI, Section 7 (A): "Virtual Meeting Attendance" to state that a "Board member **should** notify the Board Chairperson ... two (2) business days prior to the meeting," instead of "must notify." A motion was made by Commissioner Stek to approve the WDB Bylaws with the proposed language change.

Motion – Com. Stek

Second – Com. Lenear

Item Approved by Vote – Roll call vote taken. All 11 members present voted affirmatively.

Motion carried.

- c. Conflict of Interest (COI) and Nepotism Policy **Action Required**
- Tawanna Wright reviewed the proposed revisions and additions to the Conflict of Interest and Nepotism Policy listed on the memo included in the board packet. Discussion took place. Staff answered board members' questions. Tawanna reported that the new language in the COI Policy defining "immediate family" and the "conflict of Interest" is taken directly from the State COI and Nepotism Policy PI 20-12. Board members asked additional questions about the meaning of the terms "affinity" and "apparent conflict." Com. Stek recommended providing additional explanatory guidance to help officers and agents understand the meaning of an "apparent conflict of interest." Com. Lenear recommended using the previous definition of "immediate family" from the previous version of the COI policy to help members better understand the meaning of "affinity" as it is used in the phrase "relation by blood or **affinity**". Tawanna agreed that additional guidance would be helpful and stated that supporting documentation would be drafted and disseminated to Board members to further explain the meaning of these terms. A motion was made by Commissioner Bergman to approve the Policy as written with the understanding that supporting documentation would be provided to better explain the terms discussed above.

Motion – Com. Bergman

Second – Com. Tiejema

Item Approved by Vote – All 11 members present voted affirmatively. Motion carried.

- d. Virtual Meeting Policy **Action Required**
- Tawanna Wright, Staff Attorney reported that this is a new policy that is intended to house all of the background procedure for virtual meeting attendance. Tawanna reported that this new policy is consistent with the State OMA and its recent amendments and that it will be revised once the legislature enacts new amendments to the OMA that govern the procedure for conducting virtual meetings. Tawanna also stated that the staff would revise the language contained in Section B of the policy so that it aligns with the changes that were made in the virtual meeting attendance provisions of the WDB and GB Bylaws. Accordingly, the language that reads "**is required** to send" would be revised to say "**should send**." Discussion took place and staff answered board members' questions. GB members also suggested that the language in Section B. 3 be revised to read, "The CEO ... **should** notify members of the board..." instead of "shall notify members of the board." A motion was made by Commissioner Tiejema to approve the Policy with the proposed language changes.

Motion – Com. Tiejema

Second – Com. LaGrand

Item Approved by Vote – All 11 members present voted affirmatively. Motion carried.

6. Chief Executive Officer (CEO) 2021 Key Objectives **Action Required**
- Chairperson Garcia reported that he and Vice-Chairperson Lenear met with Mr. Maas via conference call in March to discuss the ACSET CEO Key objectives for 2021. Commissioner Garcia reviewed the key objectives with GB members. Com. Bergman made a motion to accept the CEO Key objectives for 2021.

Motion – Com. Bergman

Second – Com. Storey

Item Approved by Vote – All 11 members present voted affirmatively. Motion carried.

7. Report on Administrative Activities

Information Item

- a. ACSET Personnel Actions Report
Laura Krist, Human Resource Director, reported that there have been four (4) appointments, five (5) separations, and six (6) promotions.
- b. ACSET Operations Staffing
Laura Krist reported that ACSET West Michigan Works! (WMW) currently has 198 out of 225 positions filled and 15 vacancies.
- c. Update to Staffing Chart
Laura Krist reported that after reviewing the current staffing chart and assessing the needs of various programs, staff would like to add 1 Quality Assurance Specialist, 1 Career Coach, 1 Marketing and Communications Coordinator, and 3 Project Managers to the chart.

Action Required

Motion – Com. Lenear

Second – Com. Bergman

Item Approved by Vote – All 11 members present voted affirmatively. Motion carried.

8. Virtual Dashboard and Solutions Driven Updates

Information Item

Due to the limited time remaining for the board meeting, Jacob Maas requested board members to review the dashboard and updates provided in the board packet.

- a. Virtual Dashboard
Information provided in board packet.
- b. Clean Slate Navigator
Information provided in board packet.
- c. **Grants/Funding Opportunities:** Information provided in board packet.
- d. Future of Work
Information provided in board packet.
- e. Digital Literacy and Education
Information provided in board packet.
- f. State Apprenticeship Expansion (SAE)
Information provided in board packet.
- a. Industry Talent Council Initiatives:
Information provided in board packet.
- b. Multi Industry Talent Council Leadership Meeting, Collaborative Solutions
Information provided in board packet.
- g. MiCareerQuest
Information provided in board packet.
- h. Retention Solutions Network (RSN)
Information provided in board packet.

9. Other Business

Information Item

- a. 501 (c)(3) Update
Angie Barksdale, Chief Operating Officer provided a quick update notifying board members that the non-profit entity, Strategic Workforce Solutions, has been created and that WMW has filed a 1023 application with the IRS to receive the 501 (c)(3) tax designation. A response from the IRS is expected in approximately six months. Angie briefly explained the purpose of the nonprofit and answered board members' questions.

b. Workforce Development Advocacy Month

Jacob Maas, Chief Executive Officer, reported that the Michigan Works! Association is advocating workforce development month to spread awareness on the key priorities with the State. Jacob stated that staff will be hosting visits with legislators over the next month and GB members are welcome to join the virtual meetings if they are available.

10. Public Comment- None

11. Adjournment at 10:01 a.m. by Chairperson Garcia

Motion – Com. Storey

Second – Com. LaGrand

Item Approved by Vote – All 11 members present voted affirmatively. Motion carried.

Recorded by: _____ Received by: _____

**ADMINISTRATIVE OFFICE**

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

SERVICE CENTERS**Allegan County**

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Holland, MI 49423
(616) 396-2154

MEMORANDUM

TO: ACSET Governing Board

FROM: Brenda Isenhardt, Chief Financial Officer

DATE: June 21, 2021

RE: May 2021 Board Financials

Revenue

Revenues for the eleven months ending May 31, 2021 total \$20,958,536 which is 18.54% under budgeted revenue and \$2.3M under prior year revenue.

Expenditures

Operating expenses are under the proposed budget by 2.64%.

- Wages are under budget by \$247K. Our employee count has been lower in the past couple of months and lower than what our budget included by about 10 employees. Offsetting some of the lower wages, Staff continue to use less vacation and sick time than what is earned. There are 7,400 more accrued leave hours at the end of May 2021 than May 2020. A budget modification will be requested to reduce the wages budget.
- Fringe are not as under budget as wages in part due to the increase in health insurance premiums beginning April 1 of 15%. Health insurance costs still appear reasonable and are less than what we were paying several years ago.
- Space and communication is \$14K over budget. Our West Side service center janitor retired in December. His responsibilities are now contracted out with a cleaning service.

Subcontractors expenses is \$238k under budget and consists primarily of our youth providers (\$178k under budget) and Future of Work grant that is just getting started.

Training expenses are \$3.5M under budget \$2.7M of which is in the Going Pro Talent Fund (GPTF) program. Historically, the GPTF started in December. This program year had a delayed start (delayed awards) and did not see activity beginning until February. The awards are still active and we anticipate the training expenses to occur in the next fiscal year. Other programs experiencing significant decreases from the previous year are: WIOA Adult and Dislocated programs \$449K, Trade \$234K, and PATH \$63K.

Direct Client Expenses is \$613K under budget. This underspending is primarily from the decrease in the PATH program as a result of decreased requests and decreased subsidized work (\$572K).

Area Community Services Employment and Training Council
Michigan Works Agency Programs
Statement of Revenue & Expenses
For the Eleven Months Ending May 31, 2021

| | YTD Thru May 2021 Actual | YTD Thru May 2020 Actual | YTD 2020/2021 Budget | Budget Variance | Budget Variance % |
|---|--------------------------------|--------------------------------|-------------------------|-----------------------|----------------------|
| Total Revenue | <u>\$ 20,958,536</u> | <u>\$ 23,228,421</u> | <u>\$ 25,729,568</u> | <u>\$ (4,771,032)</u> | <u>-18.54%</u> |
| Expenses | | | | | |
| Operating Expenses | | | | | |
| Wages | \$ 9,344,182 | \$ 8,578,271 | 9,591,534 | \$ 247,352 | 2.58% |
| Fringe Benefits | 3,224,167 | 2,947,476 | 3,252,469 | 28,302 | 0.87% |
| Consumable supplies | 761,102 | 638,099 | 820,712 | 59,610 | 7.26% |
| Transportation | 46,863 | 199,037 | 59,917 | 13,054 | 21.79% |
| Outside services | 785,271 | 739,685 | 902,394 | 117,123 | 12.98% |
| Space and communications | 1,651,168 | 1,452,726 | 1,637,185 | (13,983) | -0.85% |
| Equipment rent and maint | 37,154 | 87,623 | 45,083 | 7,929 | 17.59% |
| Equipment purchases | 115,472 | 275,201 | 152,800 | 37,328 | 24.43% |
| Other expense | 562,004 | 611,443 | 513,336 | (48,668) | -9.48% |
| Total operating expense | <u>16,527,383</u> | <u>15,529,561</u> | <u>16,975,429</u> | <u>448,046</u> | <u>2.64%</u> |
| Subcontractors | \$ 512,987 | \$ 611,337 | \$ 750,750 | \$ 237,763 | 31.67% |
| Training | \$ 3,043,891 | \$ 5,471,623 | \$ 6,515,810 | \$ 3,471,919 | 53.28% |
| Direct Client Expenses | <u>\$ 874,275</u> | <u>\$ 1,615,900</u> | <u>\$ 1,487,579</u> | <u>\$ 613,304</u> | <u>41.23%</u> |
| | <u>\$ 4,431,153</u> | <u>\$ 7,698,860</u> | <u>\$ 8,754,139</u> | <u>\$ 4,322,986</u> | <u>49.38%</u> |
| Total Expenses | <u>20,958,536</u> | <u>23,228,421</u> | <u>25,729,568</u> | <u>4,771,032</u> | <u>18.54%</u> |
| Excess of Revenue over Expense | <u>-</u> | <u>-</u> | <u>0</u> | <u>(0)</u> | <u>0.00%</u> |

Unaudited

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MEMORANDUM

TO: ACSET Governing Board

FROM: Brenda Isenhardt, Chief Financial Officer

DATE: June 21, 2021

RE: Proposed FYE 2021 Budget – Third Modification

The proposed budget for the fiscal year ending June 30, 2021 is presented for your consideration.

Requested Modification

The proposed 2020-2021 budget modification decreases grant income by \$3,225,000. This reduction is based on the anticipated expenditure changes discussed below.

Expenditures

Wages is decreased by \$200,000 as a result of fewer staff employed throughout the year than budgeted.

Outside Services is anticipated to decrease by \$70,000 for over estimates and for services that will not be completed during the current fiscal year including Web design and updating the Employee Handbook.

Space & Communication is increased by \$40,000 to reflect the additional cleaning costs being provided in our West Side service center and throughout the region for COVID related cleanings.

Other expenses is increased by \$75,000 to reflect additional marketing and staff training not originally budgeted.

Training costs is being reduced by \$2.5M to reflect the timing of the Going Pro Talent Fund training costs from the current year to the next fiscal year.

Direct client cost is decreased by \$600,000 to reflect the reduced demand for supports during the current fiscal year primarily in the PATH program.

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 amendments.

Area Community Services Employment and Training Council

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

| | Fiscal Year 2020 - 2021 Original Budget | Fiscal Year 2020 - 2021 2nd Modification | Fiscal Year 2020 - 2021 Proposed Modification | Increase (Decrease) |
|------------------------------------|---|--|---|------------------------|
| REVENUES | | | | |
| Grant Income | \$ 25,890,000 | \$ 28,498,000 | \$ 25,243,000 | \$ (3,255,000) |
| Program income | 100,000 | 100,000 | 100,000 | - |
| TOTAL REVENUE | \$ 25,990,000 | \$ 28,598,000 | \$ 25,343,000 | \$ (3,255,000) |
| EXPENDITURES | | | | |
| Operating costs: | | | | |
| Wages | \$ 9,834,000 | \$ 10,498,000 | \$ 10,298,000 | \$ (200,000) |
| Fringe | 3,443,000 | 3,552,000 | 3,552,000 | - |
| Consumables | 571,000 | 982,000 | 982,000 | - |
| Transportation | 280,000 | 64,000 | 64,000 | - |
| Outside Services | 767,000 | 1,042,000 | 972,000 | (70,000) |
| Space & Communications | 1,650,000 | 1,770,000 | 1,810,000 | 40,000 |
| Equipment Rent & Maintenance | 105,000 | 55,000 | 55,000 | - |
| Equipment Purchases | 262,000 | 242,000 | 242,000 | - |
| Other Expenses | 590,000 | 530,000 | 605,000 | 75,000 |
| Subcontracted program costs | 843,000 | 819,000 | 819,000 | - |
| Training costs | 5,965,000 | 7,439,000 | 4,939,000 | (2,500,000) |
| Direct client expenditures | 1,680,000 | 1,605,000 | 1,005,000 | (600,000) |
| SUBTOTAL OPERATING EXPENSES | \$ 25,990,000 | \$ 28,598,000 | \$ 25,343,000 | \$ (3,255,000) |
| Net Change in Fund Balance | \$ - | \$ - | \$ - | \$ - |

ACSET Personnel Actions – June 21, 2021

| CLASS | EMPLOYEE | APPOINTMENT | DATE | LOCATION |
|-------|----------|-------------|------|----------|
|-------|----------|-------------|------|----------|

Appointments

| <u>Class</u> | <u>Employee</u> | <u>Appointment</u> | <u>Date</u> | <u>Location</u> |
|------------------------------------|---------------------------------------|--------------------|--------------------|-------------------------------|
| Apprenticeship Success Coordinator | Mathew Devereaux | Permanent | 6/21/21 | Westside, GR |
| Career Coach | Blanca Roath | Permanent | 6/9/21 | Barry |
| Chief Financial Officer | Mohamed Douadi | Permanent | 6/7/21 | Admin, GR |
| Industry Council Lead | Karrie Brown | Permanent | 4/26/21 | Westside, GR |
| Project Manager | Joel Elsenbroek Alyssa Rickman | Permanent | 6/14/21 5/10/21 | Westside, GR Westside, GR |
| Quality Assurance Specialist | Melissa Cooper-Prince April Miller | Permanent | 6/7/21 6/1/21 | Westside, GR Allegan/Barry |
| Talent Solutions Manager | Larry Sanders | Permanent | 5/10/21 | Muskegon |

Separations

| <u>Class</u> | <u>Employee</u> | <u>Appointment</u> | <u>Separation Date</u> | <u>Location</u> |
|-----------------------------------|--|--------------------|-------------------------------|-----------------------------------|
| Accounting Assistant | Cherie Craine | Permanent | 6/4/21 | Admin, GR |
| Business Solutions Representative | Justin Smith | Permanent | 4/23/21 | Westside, GR |
| Career Coach | Patrick Daniel Amanda DeCaire Charlean Hemminger | Permanent | 4/30/21 4/30/21 4/30/21 | Franklin, GR Muskegon Ionia |
| Talent Development Specialist | Ruben Duran | Permanent | 6/4/21 | Westside, GR |

Promotion

| <u>Class</u> | <u>Employee</u> | <u>Appointment</u> | <u>Date</u> | <u>Location</u> |
|----------------------------------|--|--------------------|-------------------------------|---------------------------------|
| Career Navigator to Career Coach | Diana Hernandez-Garcia Yolanda Johnson Casey Corey | Permanent | 5/24/21 6/14/21 6/21/21 | Ottawa Franklin, GR Ionia |

Current

June 2021

| 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 |
| Apprenticeship Success Coordinator | 2 | 2 | 0 | 0 |
| Assessment Specialist | 4 | 4 | 0 | 0 |
| Assistant Manager | 13 | 13 | 0 | 0 |
| Attorney | 2 | 2 | 0 | 0 |
| Business Solutions Coordinator | 4 | 4 | 0 | 0 |
| Business Solutions Director | 1 | 1 | 0 | 0 |
| Business Solutions Manager | 2 | 2 | 0 | 0 |
| Business Solutions Representative | 17 | 14 | 0 | 3 |
| Career Coach | 54 | 46 | 0 | 8 |
| Career Navigator | 26 | 20 | 0 | 6 |
| Chief Executive Officer | 1 | 1 | 0 | 0 |
| Chief Financial Officer | 2 | 2 | 0 | 0 |
| Chief Operating Officer | 1 | 1 | 0 | 0 |
| Computer Support Specialist | 2 | 2 | 0 | 0 |
| Custodian | 1 | 0 | 0 | 1 |
| 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 | 5 | 0 | 0 |
| Information Technology Manager | 1 | 1 | 0 | 0 |
| Marketing & Communications Assistant | 1 | 1 | 0 | 0 |
| Marketing & Communications Coordinator | 3 | 2 | 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 | 5 | 3 | 0 | 2 |
| Quality Assurance Specialist | 10 | 9 | 0 | 1 |
| Records Service Specialist | 5 | 5 | 0 | 0 |
| Resource Specialist | 4 | 3 | 0 | 1 |

| | | | | |
|-------------------------------|------------|------------|----------|-----------|
| Retention Solutions Manager | 1 | 0 | 0 | 1 |
| Success Coach | 2 | 2 | 0 | 0 |
| Talent Development Instructor | 11 | 11 | 0 | 0 |
| Talent Development Manager | 1 | 1 | 0 | 0 |
| Talent Development Specialist | 9 | 7 | 0 | 2 |
| Talent Solutions Director | 1 | 1 | 0 | 0 |
| Talent Solutions Manager | 6 | 6 | 0 | 0 |
| Training Consultant | 1 | 1 | 0 | 0 |
| Youth Solutions Manager | 1 | 1 | 0 | 0 |
| TOTALS | 231 | 201 | 0 | 30 |

| | |
|-----------------------|---------------|
| CLASSIFICATION | Filled |
| Participant/Temporary | 0 |

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Muskegon County

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MEMORANDUM

TO: ACSET Governing Board

FROM: Laura Krist, Human Resource Director

DATE: June 21, 2021

RE: Update on Compensation Study

In April 2020, ACSET/West Michigan Works! staff informed Governing Board members that we would be hiring a consultant to conduct a compensation study to review our current job descriptions and classification structure. The purpose of the study is to identify opportunities for changes or improvements to ensure ACSET's competitive status as an employer in recruiting and retaining a skilled work force. The last compensation study conducted was done internally in preparation of regionalization in October of 2015.

Earlier this year the RFP for this study was awarded and a contract is currently in place with Pontifex Consulting Group. They are in the final stages of this study in preparation for collective bargaining discussions that should take place with SEIU 517M in September during contract renewal.

Staff is providing this update to inform Governing Board members that the compensation study will be presented for approval to the Board at the August 23, 2021, board meeting.

**ADMINISTRATIVE OFFICE**

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MEMORANDUM

TO: ACSET Governing Board

FROM: WMW Staff

DATE: June 21, 2021

RE: Funding Update for Workforce Innovation and Opportunity Act (WIOA) In-School Youth Providers

Background:

A Proposal Review Committee consisting of Workforce Development Board members and ACSET staff developed the funding recommendation. The Proposal Review Committee read, reviewed, and rated the proposals and developed a set of recommendations, which it believes satisfies the regulations and the needs of In-School Youth in Kent County, given the allotted funding resources.

The Proposal Review Committee and WDB approved the programs at the funding levels specified in the attachment to this memo.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) SERVICES FOR IN-SCHOOL YOUTH

The funding for these projects is authorized under Title I of the Workforce Innovation and Opportunity Act of 2014 (P.L. 113-128), Subtitle B, Chapter 2 - Youth Workforce Investment Activities and is obligated through the Labor and Economic Opportunity, Workforce Development, State of Michigan. Eligible youth must be 14 to 21 years of age, attending school, and meet at least one of seven barriers to education and employment. Proposers were asked to submit innovative proposals that reflect a clear approach to delivering a comprehensive system to in-school youth in Kent County, based on youth development principles and best practices that support, motivate, and prepare youth for continuing educational achievements, successful transition into adulthood, and long-term success in employment.

In-School Youth programs operate on a year-round basis and included services such as:

- Tutoring, student skills training, and dropout prevention that lead to a secondary school diploma or equivalent
- Alternative secondary school services or dropout recovery
- Paid/unpaid work experiences
- Occupational Skills Training
- Leadership development
- Support services
- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling (including drug and alcohol abuse, mental health)
- Financial literacy
- Entrepreneurial skills training
- Labor market and employment information
- Education offered concurrently with workforce preparation
- Post-Secondary education transition services



The proposal review committee and WDB approved that Program Year 2021 funding be awarded to the following proposer, at the reduced budget planning level, and the unallocated amount be shifted to out-of-school funding.

| Proposer | Requested Funding | PY 21 Recommended Funding | Number of Youth to be Served |
|--|-------------------|---------------------------|------------------------------|
| Kent Intermediate School District (KISD) | \$190,200 | \$100,000 | To be negotiated |
| TOTAL | \$190,200 | \$100,000* | |

**Based on preliminary, estimated budget planning numbers.*

Only two in-school youth proposals were received. The proposal from the Hispanic Center of Western Michigan is not recommended for funding.

Please note: The proposed PY21 funding is recommended as a phase-out allocation to transition the termination of the in-school youth program model, which is only delivered in Kent County. This recommendation will allow sufficient time to transition or close services to the current caseload. This recommendation also helps to focus current and future resources on out-of-school youth and reduces the duplication of efforts provided by school systems to prepare ISY for their future and careers. WMW will continue to support career exploration activities for K-12 students and school systems through the delivery of information or initial services within our other funding streams, rather than dedicated, intensive programming delivered in an in-school you program model.

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MEMORANDUM

TO: ACSET Governing Board

FROM: WMW Staff

DATE: June 21, 2021

RE: Funding Update for Workforce Innovation and Opportunity Act (WIOA) Out-of-School Youth Providers

Background:

A Proposal Review Committee consisting of Workforce Development Board members and ACSET staff developed these funding recommendations. The Proposal Review Committee read, reviewed and rated the proposals and developed a set of recommendations, which it believes satisfies the regulations and the needs of Out-of-School Youth in Kent County, given the allotted funding resources.

The Proposal Review Committee and WDB approved the programs at the funding levels specified in the attachment to this memo.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) SERVICES FOR OUT-OF-SCHOOL YOUTH

The funding for these projects is authorized under Title I of the Workforce Innovation and Opportunity Act of 2014 (P.L. 113-128), Subtitle B, Chapter 2 - Youth Workforce Investment Activities and is obligated through the Talent Investment Agency State of Michigan. Eligible youth must be 16 to 24 years of age, not attending school, and meet at least one of eight barriers to education and employment. Proposers were asked to submit innovative proposals that reflect a clear approach to delivering a comprehensive system to out-of-school, disconnected youth in Kent County, based on youth development principles and best practices that support, motivate, and prepare youth for continuing educational achievements, successful transition into adulthood, and long-term success in employment.

Out-of-School Youth programs operate on a year-round basis and included services such as:

- Tutoring, student skills training, and dropout prevention that lead to a secondary school diploma or equivalent
- Alternative secondary school services or dropout recovery
- Paid/unpaid work experiences
- Occupational Skills Training
- Leadership development
- Support services
- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling (including drug and alcohol abuse, mental health)
- Financial literacy
- Entrepreneurial skills training
- Labor market and employment information
- Education offered concurrently with workforce preparation
- Post-Secondary education transition services



The proposal review committee approved Program Year 2021 (PY21) funding be awarded to the following contractors at the noted levels, pending final allocations from the State of Michigan.

| Proposer | Requested Funding | PY 21 Recommended Funding | Number of Youth to be Served |
|---|--------------------|---------------------------|------------------------------|
| Goodwill Industries of Greater Grand Rapids | \$353,061 | \$274,575 | To be negotiated |
| Kent Intermediate School District | \$350,000 | \$128,000 | To be negotiated |
| Steepletown Neighborhood Services | \$309,500 | \$274,575 | To be negotiated |
| TOTAL | \$1,012,561 | \$677,150** | |

***Based on shifting \$90,200 ISY funds to the OSY preliminary/base allocation.*

Please note: The proposed PY21 OSY funding recommendations include the request to transfer in-school youth funds released in RFP21-004 of \$90,200 to focus funding and services to the disconnected OSY population. This request aligns with the February 6, 2017, WDB approved Memorandum of the WMW Service Delivery Model. Recommended funding is based on preliminary planning estimates until ACSET receives PY21 youth allocation and WIOA Youth carry-forward funds are finalized. Contract budgets may be evaluated and modified to increased funding levels during the contract evaluation period, and as funding allows.



Service Summary Oct 1, 2020 to Apr 30, 2021

The data shown on this Service Summary are indicators of the organization's progress toward fulfillment of its services-based strategic priorities, as developed in the 2020 Strategic Plan: Enhanced Relationships, Pipeline Development, and Diversity and Inclusion. Each indicator is a reflection of the work conducted on an operational level to ensure robust service delivery and strategic plan alignment.

Additional information and explanation about the data presented are included the narrative.

Strategic Plan Alignment



Enhanced Relationships

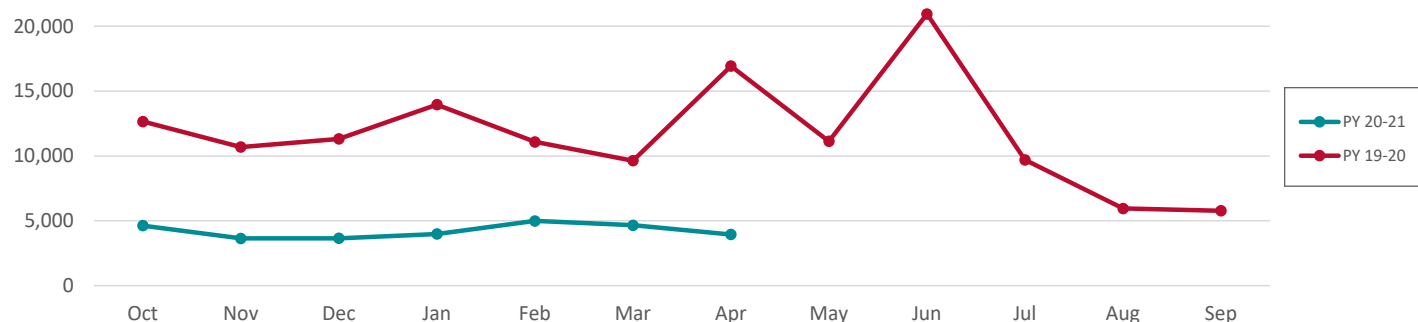


Pipeline Development



Diversity and Inclusion

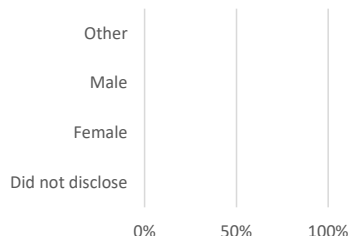
Service Center Traffic & Call Volume (PY comparison by month)



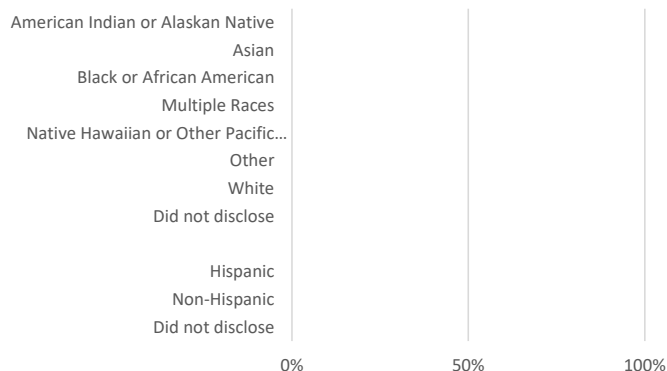
Diversity of Job Seekers Served

NOTE: Due to the low volume of job seeker traffic in our service centers, we cannot collect demographic data at this time.

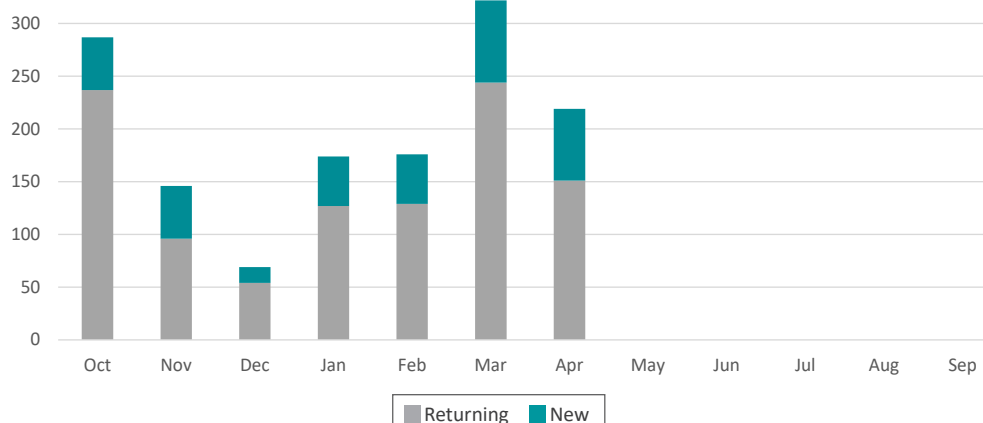
Gender



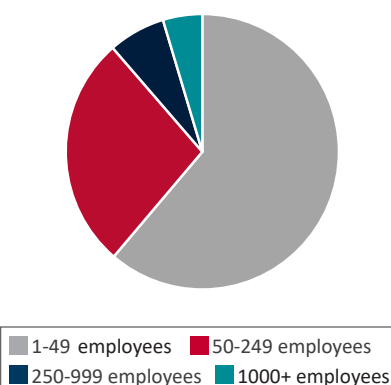
Race & Ethnicity



Employers Served (unique count)



Diversity of Employers Served (by size)



Jobs Filled by Industry

| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
|------------------------|------------|------------|------------|------------|------------|------------|------------|-----|-----|-----|-----|-----|
| Agribusiness | 56 | 0 | 0 | 0 | 10 | 45 | 2 | | | | | |
| Construction | 0 | 1 | 5 | 0 | 7 | 16 | 1 | | | | | |
| Health Care | 128 | 46 | 3 | 42 | 23 | 74 | 144 | | | | | |
| Information Technology | 0 | 0 | 0 | 2 | 0 | 0 | 0 | | | | | |
| Manufacturing | 238 | 213 | 229 | 235 | 203 | 475 | 454 | | | | | |
| Other | 195 | 194 | 168 | 188 | 161 | 124 | 134 | | | | | |
| TOTAL | 617 | 454 | 405 | 467 | 404 | 734 | 735 | | | | | |

Training: by Industry

| | New Hire | Classroom | Apprenticeship | Credentials Earned |
|------------------------|------------|------------|----------------|--------------------|
| Agribusiness | 0 | 0 | 0 | 0 |
| Construction | 22 | 92 | 0 | 60 |
| Health Care | 3 | 126 | 22 | 60 |
| Information Technology | 18 | 23 | 1 | 4 |
| Manufacturing | 124 | 132 | 11 | 15 |
| Other | 36 | 39 | 3 | 5 |
| TOTAL | 203 | 412 | 37 | 144 |

Active grants supporting new hire, classroom and apprenticeship training this reporting period:

MICA 2.0
MAICA 2.0
WIOA Incumbent Worker Training
WIOA On-the-Job Training
WIOA Individual Training Accounts
Going PRO Apprenticeships (GPA)
PATH Subsidized Employment
Future of Work
National Dislocated Worker Grant
Young Professionals

Training (completed): Going PRO Training Fund

| | New Hire | Classroom | Apprenticeship |
|------------------------|----------|------------|----------------|
| Agribusiness | 0 | 0 | 0 |
| Construction | 0 | 0 | 0 |
| Health Care | 0 | 0 | 0 |
| Information Technology | 0 | 1 | 0 |
| Manufacturing | 0 | 100 | 0 |
| Other | 0 | 8 | 0 |
| TOTAL | 0 | 109 | 0 |

Data reported for Program Year 2021 (2/1/21 - 1/31/22)

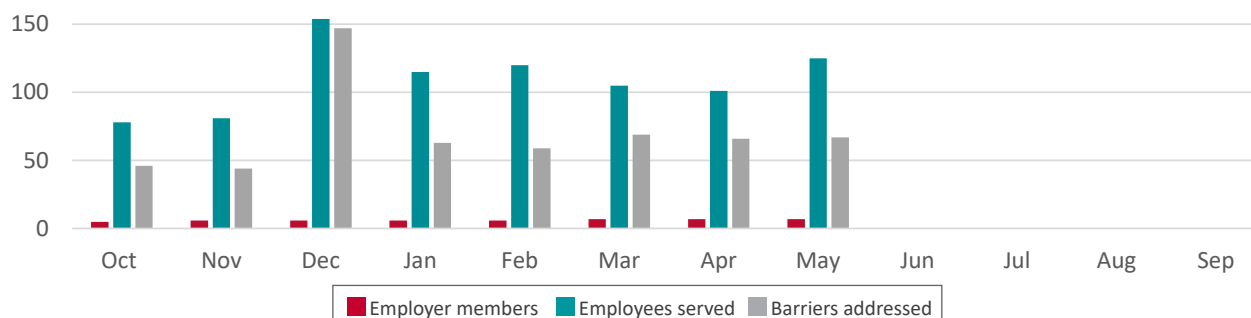
Hiring Events

| | Events | Participating Employers | Job Seekers |
|--------------|-----------|-------------------------|-------------|
| Q1 | 24 | 140 | 104 |
| Q2 | 9 | 108 | 300 |
| Q3 | | | |
| Q4 | | | |
| TOTAL | 33 | 248 | 404 |

Retention Solutions Network

Success coach hours (cumulative)

994.25



WorkReady Certificates Earned (cumulative)

| | | | |
|-----------------|------------------|------------------------|-----------------------------|
| 1031 | 66 | 26 | 66 |
| Pre-Assessments | Post-Assessments | WorkReady Certificates | WorkReady Plus Certificates |



Service Summary
Oct 1, 2020 to Apr 30, 2021

Workforce Development Board Dashboard Narrative

Service Center Traffic & Call Volume

Data represented as service center traffic and call volume includes total counts for both foot traffic and incoming calls. In response to Covid-19, WMW shifted from tracking foot traffic to tracking call volume in March of 2020. As we begin to invite job seekers back on a walk-in bases, we will reinstate standard tracking procedures.

Diversity of Job Seekers

Due to low foot traffic into the service centers and a result of the Covid-19 pandemic, WMW was not able to collect demographic data on job seekers served. Many of the job seekers were served virtually or over the phone.

Employers Served

The numbers reported are employers served each month for the initial time this program year. An employer is counted once per program year as unique; this occurs the first time an employer receives value-added services within a program year. A new employer is one that has never been engaged with WMW. A returning employer is one that has received services from WMW in the past.

Diversity of Employers

Diversity of Employers is a new metric being tracked beginning this program year to give us a more comprehensive picture of our employer base. This metric shows the diversity of employers served by company size (total number of employees) and can be helpful in planning strategies for identifying specific employer groups for size-targeted initiatives.

Jobs Filled by Industry

This is the total number of jobs filled for an employer based on their designated industry. These positions were filled for each employer through WMW assistance and services.

Training by Industry

Training opportunities and completion rates significantly decreased with closure mandates, capacity caps, and social distancing requirements throughout this program year. WMW anticipates seeing training by industry and credential rates continue to increase as the economy begins to fully reopen.

Training: Going PRO Talent Fund

The Going PRO Talent Fund numbers presented are reflective of trainings that have been completed and paid out. New hires are still working to complete retention eligibility. Apprentices will be taking spring or summer classes prior to meeting eligibility to bill out. The balance of the classroom trainings have not been completed to date but are either in process or are scheduled for completion later this year. This program runs February through January for the FY21 grant year and the bulk of the billing won't occur until late summer/fall.

Hiring Events

In response to the pandemic, all hiring events are currently held virtually. Finding qualified talent continues to be a challenge, but we are pleased with the overall employer response. WMW continues to look for new and innovative ways to conduct outreach to job seekers.

Retention Solutions Network

Due to COVID-19, Success Coaches were not able to meet employees on-site and instead provided virtual open-hours for each employer while maintaining a flexible work schedule to meet the needs of the employees. This data reveals the total number of employees served but does not consider the high number of touchpoints each employee had with each of our Success Coaches. The barriers addressed include transportation, housing, and utilities, so that employees can successfully engage in the workplace.

WorkReady Certificates

WorkReady is an employability skills curriculum developed in coordination with employers. It consists of nine modules: five “core employability skills” and four “advanced employability skills”. Job Seekers take a pre-assessment to determine areas of readiness and areas for improvement; they only attend workshops for areas identified as needing improvement. Following attendance at any needed workshop(s) job seekers take the post-assessment to ensure they’ve gained the knowledge necessary to understand and use that skill. Following a successful pre-assessment, workshops and post-assessment, job seekers receive a certificate that communicates to regional employers that they are “work ready.” Job Seekers can choose to obtain a WorkReady Certificate, consisting of the five core employability skills or work toward a WorkReady Plus Certificate that includes the advanced modules.

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MEMORANDUM

TO: ACSET Governing Board
FROM: West Michigan Works! Staff
DATE: June 21, 2021
RE: Solutions Driven Updates

Re-Opening for Walk-In Traffic:

All WMW! Service Centers are open Monday through Friday for walk-in traffic to serve job seekers through job search assistance, Unemployment Insurance work search requirements, and any public re-employment services.

Grants:

Future of Work: Training has begun for two of the three Future of Work solutions: machining and customer service/sales. Entrepreneurship training will begin this month. A second cohort of customer service/sales will begin in late June. The website is still live and interested talent can apply online here: <https://www.mifutureofwork.org/>. We will begin tracking the employment success of these individual in August.

Michigan Rural Enhanced Access to Careers in Healthcare (MiREACH): WMW has partnered with the Department of Labor and Economic Opportunity on a \$2.5 million USDOL H1-B Rural Healthcare grant program. This is a 4-year grant which aims to increase the number of individuals training in healthcare occupations that directly impact patient care; and alleviate healthcare workforce shortages by creating sustainable employment and training programs in healthcare occupations serving rural populations.

Grand Rapids Community College's One Workforce Grant: WMW is partnering on a \$9.8 million H1-B One Workforce Grant, focusing on advanced manufacturing, received by GRCC. Similar to the America's Promise Grant, the H1-B One Workforce Grant is a 4-year grant and will rely on a network of partners across the region, including Montcalm Community College, Muskegon Community College and multiple community partners to provide training and employment to hundreds of workers across West Michigan.

State Apprenticeship Expansion (SAE) – West MI Works: The Michigan Department of Labor & Economic Opportunity, Workforce Development (LEO-WD) approved our proposal submitted in response to the State Apprenticeship Expansion Grant Program. WMW was awarded \$525,800 which will help create 200 new registered apprentices during the grant period of April 13, 2021 through March 31, 2023. This is an increased award amount from our original proposal,

submitted to LEO-WD in the amount of \$305,000 for 116 new registered apprentices. These funds will help cover employer costs and will allow WMW to scale the registered apprenticeship programs by hiring an additional Apprenticeship Success Coordinator to develop new programs by working with our Industry Talent Councils.

State Apprenticeship Expansion (SAE) – Michigan Energy Workforce Development Consortium (MEWDC): WMW responded to an RFP issued by the MEWDC to provide Project Management and Apprenticeship Program Technical Assistance for a \$1.1 million State Apprenticeship Expansion grant awarded to the consortium by LEO-WD. The MEWDC has confirmed they will issue a contract with WMW to provide services for the grant. WMW will hire a Project Manager (PM) to support the hiring of 427 apprentices at 28 energy industry companies statewide in critical job roles within gas and electric skilled trades and line-clearance tree trim. In addition to these employers, the PM will support of 36 partner organizations including community college and K12 partners, energy provider associations, union partners, state agencies and a network of Michigan Works. It is anticipated this work will eventually fall under the new non-profit agency, Strategic Workforce Solutions.

Summer Youth Work Experience:

WMW will again be providing a hybrid summer experience for youth, ages 14 – 24, partnering with multiple funders and community-based organizations. This summer will include both in-person work experience opportunities, as well as an option for a six-week virtual career exploration program. This year's partners include DTE & United Way of the Lakeshore, the City of Grand Rapids and its GROW 1000 program, the Doug & Maria DeVos Foundation and Brown Hutcherson, and the Department of Labor & Economic Growth with Summer Young Professionals and Summer Youth Employment Program for youth in foster care.

Regional Talent Innovation Grants: This program will provide \$7.5 million in Community Development Block Grant-CARES Act funding to local economic development organizations and workforce development partners for competitive training programs that target growth in region-specific occupations. WMW is partnering with our local Economic Development organizations to submit a proposal which will include funds to cover training and support services for incumbent workers in the IT and manufacturing industries. Applications were due May 7th.

Michigan Learning and Education Advancement Program (MiLEAP): WMW!, in partnership with Grand Rapids Community College, Montcalm Community College, Muskegon Community College, and West Michigan Center for Arts and Technology received a \$2 million award to fund short term, high demand training that leads to a credential in the food processing, healthcare, IT, retail, sales, supply chain, and manufacturing. MiLEAP focuses on individuals who are dislocated, underemployed, essential workers, those living in distressed rural and urban communities and economically disadvantaged.

Industry Talent Council Initiatives:

Parent Engagement Event:

Employers representing each of the five industry talent councils worked together, in collaboration with regional representatives from the Intermediate School Districts, to roll out a parent engagement event. The event's purpose was to provide direction to parents with soon-to-graduating seniors that were undecided on their next steps. On Wednesday, June 9th, parents can join professionals from each industry for a virtual discussion about accessible careers in West Michigan's high demand industries. Attendees will be provided with an overview of career pathways and career exploration tools, as well as practical information about current opportunities for graduates, including internships and apprenticeship opportunities.

MiCareerQuest 2021 Outcomes & Next Steps

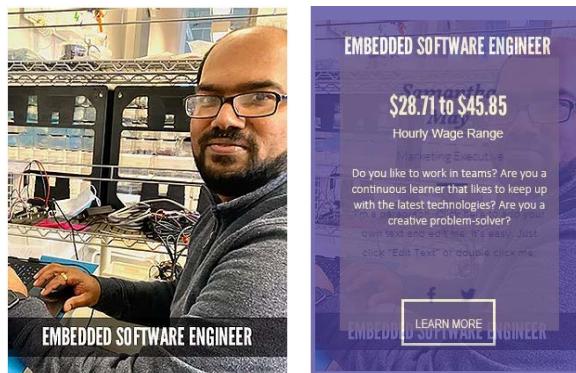
According to a survey administered to students who attended MiCareerQuest™ on April 21st, 81% agreed that they learned about employment and education/training opportunities that they did not know about prior to attending the event. The majority of students felt that employers provided engaging and interesting events. The educators were also given a post-event survey; 92% of those educators agree that this learning experience helps to fill a need that they currently have in their district for students. 80% of educators also agreed that their own personal awareness of career and post-secondary education opportunities were expanded as a result of MiCareerQuest™.

Next year, we are aiming to be back to an in-person MiCareerQuest™. We are working with the ISDs to enhance MiCareerCompass and implement more tools in the Educator Packet in regards to hot jobs and information such as salary, education pathways, and alternative follow up activities/lesson plans tailored for the educator and students. We are also convening with our planning committees to examine our quadrants to accommodate an additional sector, Agribusiness, as its introduction as its own sector this year was very successful.

New resources developed this year (can be access on www.micareerquest.org/resources)

- **Virtual Career Cards**

New virtual career cards for each industry were developed by employer to provide education content on the occupations highlighted at the event. Many individuals showcased on the front of the cards are local industry experts working in that role.



- **MiCareerCompass**

MiCareerCompass is a career awareness and reflection guide for teachers and students. It follows the Michigan Career Development Model and gives educators and students another resource for career development education. Suggested activities are listed for students to prepare for MiCareerQuest and reflect upon the experience. [Download the MiCareerCompass PDF.](#)



Helping students explore careers
and find their TRUE NORTH



WMW Sponsored Registered Apprenticeships Programs

WMW! holds registered apprenticeship standards for 27 occupations with 56 employers actively signed on to our standards. WMW! current holds the standards for 80 actives apprentices. Since WMW! has started to hold apprenticeship standards, 334 apprentices have been added across all industries with 188 total completions.

Initiatives

Clean Slate Navigator:

WMW received funding to hire a Clean Slate Navigator and has begun a soft launch of expungement services. These services will allow certain criminal records to be “set aside”, allowing greater employment opportunities for many residents in West Michigan. These services will be available to the general public for the purposes of increasing our region’s talent pool over the next several weeks.

The State of the West Michigan Workforce Webinar

On June 3, WMW hosted a webinar, "The State of the West Michigan Workforce." Our hope is that a concerted and collaborative effort to address the issues outlined in the report will prepare our community to return to work and meet the talent needs of our region.

Below are links to the final report, presentation and resources mentioned in the webinar.

- Final report: [West Michigan Works! COVID-19 Unemployment Survey](#)
- Webinar recording: [State of the West Michigan Workforce](#)
- PowerPoint Presentation: [Talent Survey Findings](#)

Sources Cited in the presentation:

- [The Demographic Drought: How the Approaching Pandemic Will Transform the Labor Market for the Rest of Our Lives](#)
- [Women in the Michigan Workforce](#)

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MEMORANDUM

TO: ACSET Governing Board

FROM: Nomination Committee
(designated by the WMW WDB Executive Committee)

DATE: June 21, 2021

RE: WDB Member Terms of Office

Background

Listed below are the 19 current board members whose terms of office expire October 31, 2021. WMW staff will be collecting applications for the November 1, 2021 - October 31, 2023 office term. Staff is encouraging current board members to reapply. The application process has been updated this year. Applications can be submitted via online at: <https://www.westmiworks.org/workforce-development-board-application/>.

Applications are due July 30, 2021. Applications will be reviewed by a Nominating Committee assigned by the Executive Committee. The slate of members will be presented to the Executive Committee and the ACSET Governing Board for final approval.

| |
|--|
| Business: 12 seats |
| Community-Based Organization: 2 seats |
| Higher Ed: 1 seat |
| Adult Ed: 1 seat |
| Organized Labor/Employee rep: 1 seat |
| Labor: 1 seat |
| Public Assistance Agencies (PA 491): 1 seat |