



Governing Board Meeting
Westside Service Center
215 Straight Ave. N.W.
Grand Rapids, MI 49504

<https://westmiworks-org.zoom.us/j/95353930021>

You can also dial in using your phone

+1 (929) 436-2866

Meeting ID: 953 5393 0021 Passcode: 876204

Monday, October 25, 2021 ▪ 8:30 a.m. – 10:00 a.m.

AGENDA

1. Call to Order
2. Public Comment – Agenda Items
3. Approval of the August 23, 2021 Minutes Action Required
4. Report on Financial Activities: Notes to August 2021 Board Financials Information Item
Robert (Bob) Perkins, Chief Financial Officer
5. Workforce Development Board (WDB) Activities: *Jacob Maas, Chief Executive Officer*
 - a. WDB Member Resignation/Nominations (75% affirmative vote of members present) Action Required
 - b. WDB Terms of Office Applications: Action Required
November 1, 2021 – October 31, 2023 (75% affirmative vote of members present)
6. Governing Board Activities: *Jacob Maas, Chief Executive Officer*
 - a. 2022 Meeting Calendar Action Required
 - b. Governing Board Membership Presentation Action Required
7. Report on Administrative Activities: *Laura Krist, Human Resource Director*
 - a. Personnel Actions Report Information Item
 - b. Operations Staffing Information Item
 - c. Top of Scale Pay Action Required
 - d. Compensation Schedule Action Required
 - e. Update Pay Grades (3 separate items included) Action Required
 - f. Request to Update Staffing Chart Action Required
8. WDB Dashboard and Solutions Driven Updates Information Item
Angie Barsdale, Chief Operating Officer
9. Strategic Workforce Solutions Update: *Angie Barksdale* Information Item
10. Other Business Information Item
 - a. MI New Economy: <https://www.michigan.gov/mineweconomy/>
 - b. December 13, 2021 at 11:00 a.m. (Closed Door), WDB Meeting at 11:30 a.m.
11. Other Business Information Item
12. Public Comment
13. Adjournment

**Next Scheduled Governing Board Meeting: Monday, December 13, 2021 at 11:00 a.m. located at:
Fredrick Meijer Gardens (Klopcic Family Foundation Room)
1000 East Beltline Ave N.E. Grand Rapids, MI 49525**

Governing Board Meeting
Westside Service Center
215 Straight Ave. N.W. Grand Rapids, MI 49504
<https://westmiworks-org.zoom.us/j/92710506076>
You can also dial in using your phone +1 (929) 436-2866
Meeting ID: 927 1050 6076 Passcode: 111951
Monday, August 23, 2021 ▪ 8:30 a.m. – 10:00 a.m.
MINUTES

Governing Board Members Present: Commissioners Garcia, Lenear, De Young, Storey, Tiejema, LaGrand, Stek, Womack, Scolnik, Pego, Reppart

Governing Board Members Absent: Commissioners Bergman, Geiger, Stowell

Staff Present: Jacob Maas, Angie Barksdale, Bob Perkins, Laura Krist, Janette Monroe, Amy Lebednick (virtual), Brittany Lenertz (virtual), Melanie White (virtual), Tawanna Wright (virtual), Jane Kreha (virtual), Nichole Northern (virtual)

Guests Present: Peter Ronza (Pontifex Consulting Group, LLC)

1. Call to Order by Commissioner Garcia at 8:33 a.m.
2. Public Comment- Agenda Items- None.
3. Approval of the June 28, 2021 Minutes

Action Required

Motion – Com. LaGrand

Second – Com. De Young

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

4. Introduction of New Chief Financial Officer – Robert (Bob) Perkins
Bob Perkins, Chief Financial Officer, introduced himself to the board.
5. Report on Financial Activities

Information Item

- a. Notes to June 2021 Board Financials – Year End Financials
Bob Perkins, Chief Financial Officer, reviewed ACSET's statement of revenue and expenditures for the twelve months ending June 30, 2021. Brief discussion took place, and staff answered board members' questions.
- b. Notes to July 2021 Board Financials
Bob Perkins, Chief Financial Officer, reviewed ACSET's statement of revenue and expenditures for the one month ending July 31, 2021. Brief discussion took place, and staff answered board members' questions.

Information Item

Information Item

Commissioner Garcia requested introductions of Commissioners and staff members present.

6. Classification and Compensation Study
Peter Ronza, Pontifex Consulting Group, presented Pontifex's final report to the Board regarding ACSET/West Michigan Works! 2021 compensation study. The study provided analysis of the following areas: (1) ACSET's compensation strategy, (2) current job classifications, (3) compensation analysis of ACSET jobs compared to the average market rates, (4) comparison of ACSET benefits to the average market and (5) a summary of the work performed and recommendations. Discussion took place and Peter

Information Item

and staff answered board members' questions. The report is available here:

<https://www.westmiworks.org/public-info/>.

7. Report on Administrative Activities

Information Item

a. ACSET Personnel Actions Report

Laura Krist, Human Resource Director, reported that there have been seven (7) appointments, eight (8) separations, and six (6) promotions.

b. ACSET Operations Staffing

Information Item

Laura Krist reported that ACSET West Michigan Works! (WMW) currently has 200 out of 231 positions filled and 31 vacancies. Laura indicated that staff are actively looking to fill the career coach, and floating career navigator positions.

c. Request to Update Staffing Chart

Action Required

Laura Krist reported that after reviewing the current staffing chart and assessing the needs of the various programs and departments, staff have determined that an additional position should be created and added to the current staffing chart. Laura reviewed that the Director of Development and Innovation would be a new position responsible for overseeing innovations and initiatives that are outside of the core Michigan Works! programming such as CareerPoint, RiseUp, HireReach, and Retention Solutions and this individual would report to the COO. Laura requested Governing Board approval to add this position to the staffing chart.

Motion – Com. Womack

Second – Com. Lenear

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

8. ACSET/West Michigan Works! Remote Work Policy

Action Required

Angie Barksdale, Chief Operating Officer, reported that ACSET West Michigan Works! supports remote work arrangements in situations where remote work does not negatively impact a staff person's ability to provide services or conduct business, and job expectations are being met. Angie reviewed the draft policy with the board. Discussion took place and staff answered board members' questions. Angie requested Governing Board approval of the Remote Work Policy.

Motion – Com. Tiejema

Second – Com. LaGrand

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

9. Service Center Location

Action Required

Jacob Maas, Chief Executive Officer, reported that the current lease for the Ottawa County (Holland) Service Center is set to expire December 31, 2021, and that ACSET staff is currently in the process of reviewing proposals for a new service center location in Holland. Jacob reported that although a vote is not necessarily needed at this time because staff are still vetting location options for a new service center within Holland, staff are requesting approval from the Governing Board to move forward with the selection of a new Ottawa County service center location in the next six months, provided the new location has access to public transportation and meets ADA compliance guidelines.

Motion – Com. Garcia

Second – Com. Storey

Roll call vote taken.

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

10. SEIU Local 517M Update

Information Item

Jacob Maas reported that on August 6, 2021, ACSET staff were notified via email and certified letter, that effective immediately, SEIU Local 517M disclaimed interest and would no longer be representing employees working for ACSET under the Collective Bargaining Agreements which were extended through September 30, 2021. Jacob further reported that all ACSET staff have been made aware of this change. Jacob also reported that staff are working with outside legal counsel to determine next steps that may need to be taken by the Governing Board. Discussion took place and Jacob and staff answered board members' questions.

11. Other Business

Information Item

- a. Essential Service Awards: Jacob Maas, reported that West Michigan Works! is now accepting nominations for its 13th annual Essential Service Awards. These rewards recognize workers in West Michigan who provide necessary services that touch our everyday lives (home health and childcare) and keep our economy running (hospitality, skilled labor, transportation), but seldom receive recognition. [Watch the video](#) to meet some of last year's winners and [visit the webpage](#) to learn more about eligibility and the process. Nominations are due September 20.
- b. Angie Barksdale requested that Board members please notify ACSET staff about any emergency orders or declaration of health orders that are issued within the ACSET seven-county region, as they may affect meetings in the future under the Open Meetings Act. Jacob Maas also commented on some current legislative bills that may ultimately change the guidelines of electronic and in-person meetings. The Board members present at the meeting indicated that they prefer the in-person meetings at this time. Staff thanked the Commissioners for attending the meeting.

12. Public Comment- None.

13. Adjournment at 10:13 a.m. by Chairperson Garcia

Motion – Com. LaGrand

Second – Com. Stek

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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Ottawa County

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(616) 396-2154

MEMORANDUM

TO: ACSET Governing Board

FROM: Bob Perkins, Chief Financial Officer

DATE: October 18, 2021

RE: August 2021 Board Financials

Revenue

Revenues for the two months ending August 31, 2021 total \$5.2 million which is \$1.5 million over prior year revenue.

Expenditures

Operating expenses are under the proposed budget by 2.13%.

- Consumables are \$70K less than the prior year. We have opted to not renew the G*s subscription (\$38K) in the current year. In addition, last year we purchased personal protection equipment (\$7,600), we had also purchased youth computers that had not yet been assigned to a youth (\$8,500), and the remainder is related to timing differences of charges from a software vendor (Optimal Resume).
- Outside Services are up by \$63K due to an increase in temporary services.
- Space and Communication is \$67K less than prior year primarily due to the security costs that were incurred in the prior year.

Training expenses are \$1.4 million more than the previous year. Going Pro Talent Fund (GPTF) program was not funded by the State during calendar year 2020. The current year includes GPTF training of \$1.330 million.

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

	YTD Thru August 2021 Actual	YTD Thru August 2020 Actual	YTD 2021/2022 Budget	Budget Variance	Budget Variance %
Total Revenue	<u>\$ 5,231,678</u>	<u>\$ 3,697,917</u>	<u>\$ 6,267,827</u>	<u>\$ (1,036,149)</u>	<u>-16.53%</u>
Expenses					
Operating Expenses					
Wages	\$ 1,715,687	\$ 1,719,853	1,752,934	\$ 37,247	2.12%
Fringe Benefits	610,879	557,694	580,749	(30,130)	-5.19%
Consumable supplies	184,533	254,183	178,234	(6,299)	-3.53%
Transportation	4,134	4,675	17,750	13,616	76.71%
Outside services	190,131	127,267	224,567	34,436	15.33%
Space and communications	279,168	346,318	290,688	11,520	3.96%
Equipment rent and maint	9,354	5,957	3,833	(5,521)	-144.04%
Equipment purchases	16,213	11,849	33,750	17,537	51.96%
Other expense	198,478	155,888	195,979	(2,499)	-1.28%
Total operating expense	<u>3,208,577</u>	<u>3,183,684</u>	<u>3,278,484</u>	<u>69,907</u>	<u>2.13%</u>
Subcontractors	\$ 118,314	\$ 71,694	\$ 190,500	\$ 72,186	37.89%
Training	\$ 1,629,597	\$ 222,009	\$ 2,480,553	\$ 850,956	34.31%
Direct Client Expenses	<u>\$ 284,459</u>	<u>\$ 240,535</u>	<u>\$ 318,290</u>	<u>\$ 33,831</u>	<u>10.63%</u>
	<u>\$ 2,032,370</u>	<u>\$ 534,238</u>	<u>\$ 2,989,343</u>	<u>\$ 956,973</u>	<u>32.01%</u>
Total Expenses	<u>5,240,947</u>	<u>3,717,922</u>	<u>6,267,827</u>	<u>1,026,880</u>	<u>16.38%</u>
Excess of Revenue over Expense	<u>(9,269)</u>	<u>(20,005)</u>	<u>-</u>	<u>(9,269)</u>	<u>-0.15%</u>

Unaudited



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MEMORANDUM

TO: ACSET Governing Board

FROM: West Michigan Works! Staff

DATE: October 18, 2021

RE: WMW WDB Resignations and Nomination

Background

WMW staff were notified that Community Based Organization (CBO) representative Kiesha Guy, is no longer employed with Goodwill Industries of West Michigan, Inc and has had to step down from the WDB. WMW staff reached out to Goodwill Industries and Kristin Garriss, Chief Workforce Officer, has since applied to fill the seat. This term of office is open through October 31, 2022.

WMW staff were also notified that Darryl Todd (DTE Energy), Jessica Babcock (Suburban Inns), Patricia VerDuin (Mobias Coaching) will no longer be participating on the WDB at this time. Sherry White (Hines Corp) has retired from Hines Corp.

On September 20, 2021, the Executive Leadership Committee of the WDB approved and supported the nomination of Kristin Garriss to join the WDB.

Action

WMW staff is further requesting approval from the ACSET Governing Board to support the appointment of Kristin Garriss to serve on the WMW WDB.

Pursuant to Article I, Section 9 of Area Community Services Employment & Training (ACSET) Amended Bylaws dated April 26, 2021, a seventy-five percent (75%) affirmative vote of the members present is required for approval of appointment of members to the Workforce Development Board.

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MEMORANDUM

TO: ACSET Governing Board

FROM: West Michigan Works! Staff

DATE: October 18, 2021

RE: WDB Member Terms of Office 2021-2023

Background

At the end of June 2021, the West Michigan Works! Workforce Development Board had 19 board members whose terms of office expire on October 31, 2021.

WMW staff collected applications for the November 1, 2021 - October 31, 2023 office term. Applications were reviewed by a Nomination Committee assigned by the Executive Committee.

Tonia Castillo Director of Adult Training and Career Services, Ottawa Area Intermediate School District (OAISD), has applied to fill the Adult Education seat previously represented by Valorie Putnam, who has officially retired. Based on the applications received, the WDB would continue to meet State requirements and the WDB would be represented by 33 members' total.

On September 20, 2021, the Executive Committee of the WDB approved and supported the slate of applicants attached.

Action

The WMW WDB Nomination Committee is requesting approval from the ACSET Governing Board to approve the slate of applicants for appointment to serve on the WMW WDB with the term of office dates of November 1, 2021 through October 31, 2023.

Sector	First Name	Last Name	Company	Title
Adult Education	Tonia	Castillo	Ottawa Area Intermediate School District	Director of Adult Training and Career Services
Business	John	Buchan	Autocam Corporation	VP of Operations
Business	Jordan	Clark	Meijer	Sr. Mgr, Compensation
Business	Paul	David	Fleis Vandenbrink	Human Resources Director
Business	Jay	Dunwell	Wolverine Coil Spring Co	President
Business	Jim	Fisher	Second Act, LLC	President
Business	Rebecca	Herrington	Perrigo	VP-HR Talent Acquisition
Business	Jon (Jonathan)	Hofman	Holland Board of Public Works (HBPW)	Human Resources Manager
Business	Shana	Lewis	Mercy Health/Trinity Health	Executive Director, Talent Requisition (West MI)
Business	Scott	McLean	Spectrum Health Ventures, LLC	Managing Director
Business	Samantha	Semrau	Kendrick Plastics	VP of Human Resources
Community Based Organization	Jennifer	Heinzman	Barry County Chamber of Commerce & Economic Development	President/Executive Director
Higher Education	Bill	Pink	Grand Rapids Community College	President
Labor	David	Kitchen	West Michigan Electrical JATC	Training Director
Organized Labor/Employee Rep	Ryan	Bennett	West Michigan Plumbers & Fitters #174	Business Manager
Public Assistance Agencies (PA 491 req)	Michelle	Seigo	MI Department of Health and Human Services, I	Director

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MEMORANDUM

TO: ACSET Governing Board

FROM: West Michigan Works! Staff

DATE: October 18, 2021

RE: ACSET Governing Board 2022 Meeting Schedule

Background

West Michigan Works! staff would like to make the following recommendations for the 2022 ACSET Governing Board Meeting Schedule.

Governing Board**DRAFT-2022 Meeting Schedule:**

Meetings are held at 8:30 a.m. on the following dates:
(except December)

February 28, 2022	Westside Service Center 215 Straight Ave NW ▪ Grand Rapids, MI 49504
April 25, 2022	Westside Service Center 215 Straight Ave NW ▪ Grand Rapids, MI 49504
June 27, 2022	Westside Service Center 215 Straight Ave NW ▪ Grand Rapids, MI 49504
August 22, 2022	Westside Service Center 215 Straight Ave NW ▪ Grand Rapids, MI 49504
October 24, 2022	Westside Service Center 215 Straight Ave NW ▪ Grand Rapids, MI 49504
December 12, 2022 11:00 a.m.	Fredrick Meijer Gardens 1000 East Beltline NE ▪ Grand Rapids, MI 49525

Action

WMW staff is requesting approval of the ACSET Governing Board 2022 Meeting Schedule.



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MEMORANDUM

TO: ACSET Governing Board

FROM: West Michigan Works! Staff

DATE: October 18, 2021

RE: Bylaws for the Governing Board: Section 2.) Membership

Background

In accordance to the amended Bylaws for the Governing Board of ACSET, it is time to review the Membership section of Article I: Board of Local Elected Officials. According to the Bylaws: Section 2: Membership.

Section 2: Membership.

- a. The members of the Governing Board are elected legislative officials chosen by their respective Public Agencies in accordance with the provisions of the current ACSET Interlocal Agreement.
- b. The Governing Board will review the structure of its membership in every odd-numbered year on the basis of the following factors:
 - The funding provided to each Public Agency for employment and training programs administered by ACSET;
 - The number of participants served in employment and training programs administered by ACSET in each Public Agency; and
 - Population estimates by the U. S. Bureau of the Census for each Public Agency.

During this review, the members of the Governing Board will affirm the existing board composition/representation model or recommend to the Public Agencies that the composition of the Governing Board be amended in the Interlocal Agreement to take effect the next even-numbered year.

Action

WMW staff presents the requested factors for your review and approval to maintain the existing board composition.



Governing Board Meeting

October 25, 2021

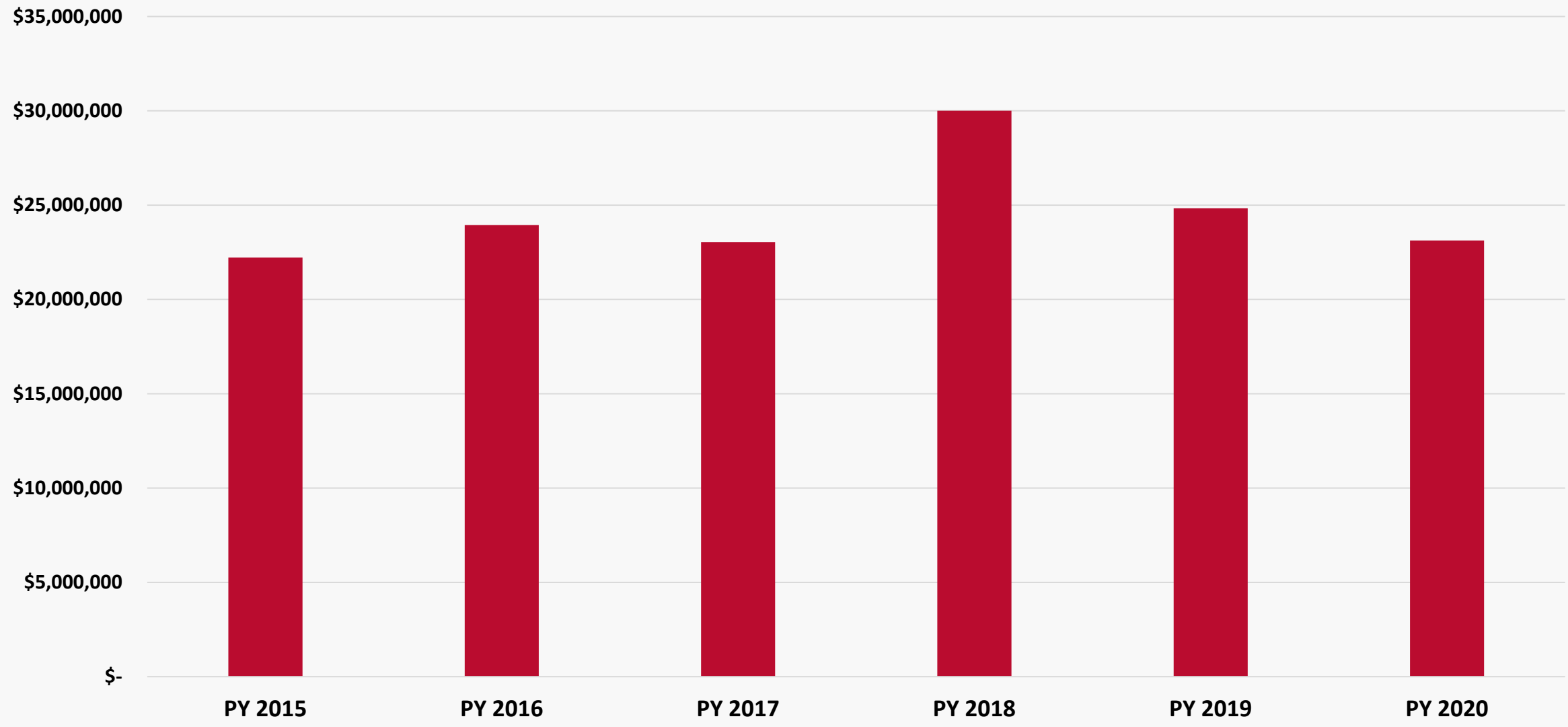
ACSET GOVERNING BOARD MEMBERS**January 2021 – December 2021**

ACSET shall be governed by a 14 Member Governing Board, which shall consist of:

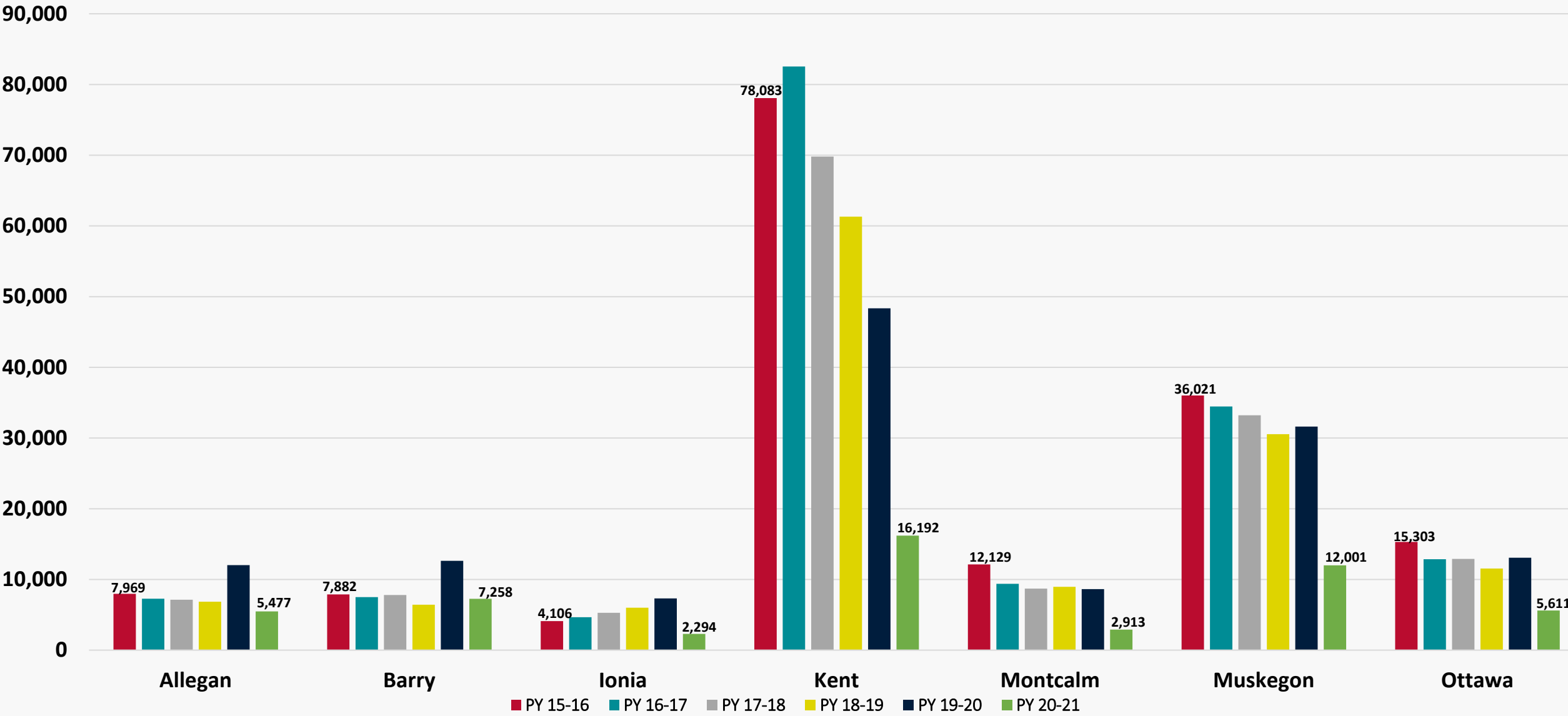
Public Agency	ACSET Governing Board Member	Member
Allegan Co.	County Board Chair or Designee	Jim Storey (Chair)
	County Board Member	Mark De Young (Member)
Barry County	County Board Chair or Designee	Ben Geiger (Chair)
Ionia County	County Board Chair or Designee	Larry Tiejema (Vice-Chair, Designee)
Kent County	County Board Chair or Designee	Stan Stek (Vice-Chair, Designee)
	County Board Member	Melissa LaGrand (Member)
	County Board Member	Robert Womack (Member)
Montcalm Co.	County Board Chair or Designee	Ron Baker (Designee- appointed August 2021)
Muskegon Co.	County Board Chair or Designee	Bob Scolnik (Chair)
	County Board Member	Malinda Pego (Member)
Ottawa Co.	County Board Chair or Designee	Roger Bergman (Chair)
	County Board Member	Frank Garcia (Designee) ACSET Chairperson
City of Grand Rapids	Mayor or Designee	Senita Lenear (Designee) ACSET Vice-Chairperson
	City Commission Member	Kurt Reppart (Member)

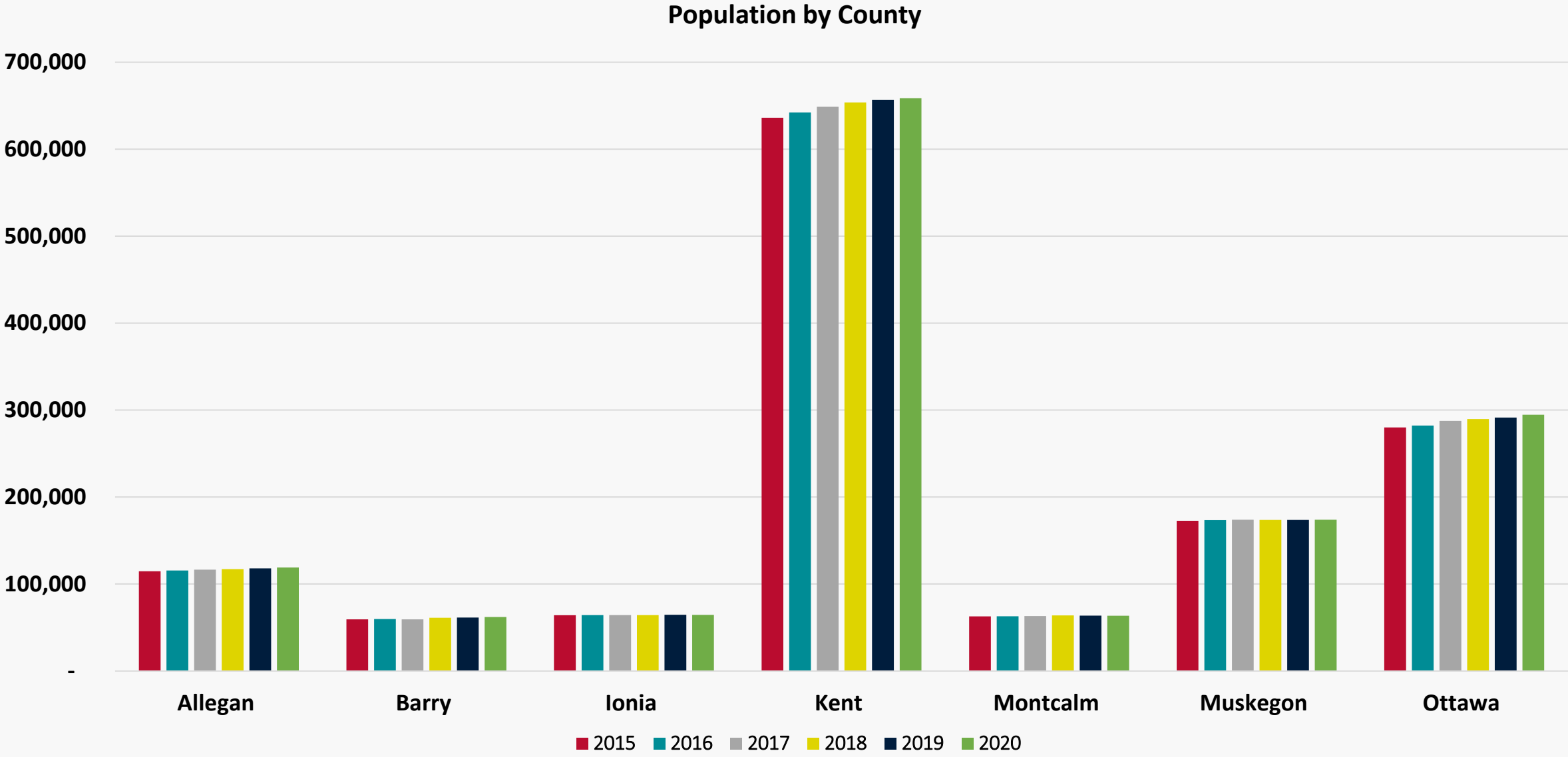
The Members of the Governing Board are elected officials chosen by their respective Public Agencies in accordance with the provisions of the current ACSET Interlocal Agreement.

Total Revenue



Total Traffic by County





ACSET Personnel Actions – October 18, 2021

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>
Business Solutions Representative	Samantha Hinkle	Permanent	9/13/21	Muskegon
Career Coach	Charlotte Johnson	Permanent	10/6/21	Muskegon
Career Navigator	Norma Barajas	Permanent	9/15/21	Ottawa
	Wendy Davis		9/13/21	Allegan/Barry
	Samantha Mason		8/30/21	Westside, GR
	Cassandra Olson		10/12/21	Montcalm/N. Kent
	Melissa VanWyk		9/27/21	Muskegon
	Shakeyda West		9/27/21	Westside, GR
Human Resource Assistant	Heather Bazner	Permanent	9/27/21	Admin, GR
Industry Council Lead	John Rumery	Permanent	9/20/21	Westside, GR

Separations

<u>Class</u>	<u>Employee</u>	<u>Appointment</u>	<u>Separation Date</u>	<u>Location</u>
Business Solutions Representative	Valeria Almanza	Permanent	10/6/21	Westside, GR
	Jonathon Walker		10/1/21	Westside, GR
Career Coach	Zachary Arens	Permanent	10/6/21	Ottawa
	Scott Estrada		9/17/21	Montcalm
	Arlegra Long		9/3/21	Ottawa
	Diana Hernandez-Garcia		9/24/21	Muskegon
Industry Council Lead	Allyson Mills	Permanent	10/15/21	Westside, GR
Marketing & Communication Coord.	Veronica Minard	Permanent	9/24/21	Admin, GR
Project Manager	Alyssa Rickman	Permanent	9/13/21	Westside, GR
Talent Development Instructor	Clementina Ingram	Permanent	10/18/21	Franklin, GR

Promotions/Transfers

<u>Class</u>	<u>Employee</u>	<u>Appointment</u>	<u>Date</u>	<u>Location</u>
Assistant Manager to Project Manager	Mark Dumouchelle	Permanent	9/20/21	Ottawa
Career Coach to Quality Assurance Specialist	Emily Souza	Permanent	10/18/21	Ionia

Current

October 2021

CLASSIFICATION	Approved	Filled (Permanent)	Filled (Other)	Vacant
Accountant	3	3	0	0
Accounting Assistant	5	3	0	2
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	12	0	1
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	13	0	4
Career Coach	54	44	0	10
Career Navigator	26	22	0	4
Chief Executive Officer	1	1	0	0
Chief Financial Officer	2	1	0	1
Chief Operating Officer	1	1	0	0
Computer Support Specialist	2	2	0	0
Custodian	1	0	0	1
Director of Development and Innovation	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	4	0	1
Information Technology Manager	1	1	0	0
Marketing & Communications Assistant	1	1	0	0
Marketing & Communications Coordinator	3	1	0	2
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	5	0	0
Quality Assurance Specialist	10	10	0	0
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	10	0	1
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	6	0	0
Training Consultant	1	1	0	0
Youth Solutions Manager	1	1	0	0
TOTALS	232	200	0	32

CLASSIFICATION	Filled
Participant/Temporary	0



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MEMORANDUM

TO: ACSET Governing Board

FROM: Laura Krist, Human Resource Director

DATE: October 18, 2021

RE: Request to update the Top of Scale Payout Date

Background

The Top of Scale Pay is a lump sum payment issued to employees who are at Step 10 of the pay scale for more than 12 months. Employees at step 10 of the pay scale do not qualify for a raise, so they receive a lump sum payment which is based on a percentage of their annual salary. Currently, this compensation is paid out annually on the first payroll on or after November 1st, for all eligible employees regardless of their evaluation dates.

We would like to change the timing of this annual payment to coincide with the completion of employees' annual evaluations so there is no delay in employees receiving this lump sum payment.

Action

We request Governing Board approval to issue this Top of Scale Pay at the first payroll following the completion of employees' evaluations.



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MEMORANDUM

TO: ACSET Governing Board

FROM: Laura Krist, Human Resource Director

DATE: October 18, 2021

RE: Compensation Schedule

Background

In response to the compensation study completed by Pontifex Consulting and a review of our internal pay structure, we have determined that the following changes to our compensation structure and current staff compensation would be appropriate. This would allow us to make necessary adjustments for current staff members as well as attract and retain future staff members.

Compensation Charts

The consultant recommended removing the first two pay steps on our current compensation schedule and adding two new steps in increments of 3.8% to the top of our pay scales. Per the consultant's recommendation, we would like to remove the first two steps on each pay grade and add two additional steps to the pay scales. We would continue to have 10 steps for each grade with a 3.8% increase between each step.

In order to bring our current employees' compensation closer to the average market value outlined in the compensation study, we would like to implement a one step pay increase for each employee effective November 1, 2021. Subsequent increases would be in alignment with employees' annual evaluations per our current procedures.

Action

We are requesting Governing Board approval to make the step changes and issue the appropriate compensation as outlined above. We have sufficient funding to cover this request.



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MEMORANDUM

TO: ACSET Governing Board

FROM: Laura Krist, Human Resource Director

DATE: October 18, 2021

RE: Request to update Pay Grades for West Michigan Works!

Background

In response to the compensation study completed by Pontifex Consulting and a review of our internal pay structure, we have determined that the following changes to our grade scale would be appropriate effective November 1, 2021.

This would allow us to make necessary adjustments for current staff members as well as attract and retain future staff members. The requested changes include creating a new pay grade, reclassifying some positions and restructuring our grade scale.

Create a new pay grade

Based on the data provided by the compensation study, it is apparent that we need to adjust some positions in pay grades. These adjustments will bring the positions' pay range closer to alignment with the average market rate for similar positions. Specifically, we would like to add a new pay range between our current M3 and M4 pay grades. To be consistent with the naming of pay grades, we are recommending reclassification of the current M4 range as M5, and the newly created pay range would be designated as M4. In addition, we would increase the M5 pay grade by 10%.

Action

We request Governing Board approval to create a new pay range between our current M3 and M4, move the current positions in M4 grade to the adjusted M5, and increase the M5 wage scale to meet market standards for the positions in this pay grade.

Restructuring our grade scale

We are requesting to remove the following positions which are no longer being used. These are the only positions that we have in the 3 grades indicated.

- Custodian – Grade A
- Administrative Receptionist – Grade B
- Procurement Assistant – Grade C

With the removal of these three positions and the reclassification of the current positions in Grade H (see below), we will no longer have any positions in Grades A, B, C or H, nor do we expect to add future positions to these wage ranges. We would then like to rename our pay grades as follows:

Current Grade	Change to:
D	A
E	B
F	C
G	D
M1	E
M2	F
M3	G
M4	H
M5 (proposed)	I

Action

We request approval to remove the 3 positions and grades indicated and to rename our pay grades.

Reclassification of Positions

The following positions were shown to have large variances between average market value rate and our current salary mid-point. Taking this data into account along with the scope of responsibilities and organizational structure, we would like to move the following twelve positions from their current pay grades to the pay grades indicates.

<u>Position</u>	<u>Current Grade</u>	<u>New Grade</u>
Accounting Manager	M2	M3 (G)
Accounting Supervisor	H	M2 (F)
Business Solutions Director	M3	M4 (H)
Director of Development & Innovation	M3	M4 (H)
Industry Council Lead	H	M1 (E)
Information Technology Manager	M2	M3 (G)
Human Resource Director	M3	M4 (H)
Marketing & Communication Director	M2	M4 (H)
Procurement Manager	M1	M2 (F)
Staff Attorney	M3	M4 (H)
Talent Solutions Instructor	F	G (D)
Talent Solutions Director	M3	M4 (H)

Action

We request Governing Board approval to move the 12 positions listed above to the grades indicated. **A copy of our current wage scale along with the proposed new wage scale effective November 2021 is attached.**

ACSET/West Michigan Works!

Proposed changes to Pay Grades:

New Grade in 2022	Current Grade	Current		Proposed	
		Mininum	Maximum	Mininum	Maximum
delete	A	\$21,207.68	\$29,717.03		
delete	B	\$23,859.68	\$33,432.73		
delete	C	\$26,844.48	\$37,608.32		
A	D	\$30,201.60	\$42,302.07	\$32,552.00	\$45,578.11
B	E	\$33,976.80	\$47,598.20	\$36,620.48	\$51,284.39
C	F	\$38,226.24	\$53,559.31	\$41,198.56	\$57,707.15
D	G	\$39,158.08	\$54,852.57	\$42,205.28	\$59,100.57
delete	H	\$42,095.04	\$58,972.02		
E	M1	\$42,504.80	\$59,546.32	\$45,809.92	\$64,157.83
F	M2	\$50,670.97	\$70,881.91	\$54,595.13	\$76,371.28
G	M3	\$56,971.20	\$79,957.89	\$61,412.00	\$86,150.15
H	M4			\$78,635.29	\$110,000.25
I	M5	\$78,946.28	\$110,799.44	\$93,610.00	\$130,947.87

New grade



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MEMORANDUM

TO: ACSET Governing Board

FROM: Laura Krist, Human Resource Director

DATE: October 18, 2021

RE: Request to update the staffing chart for West Michigan Works!

Background:

After reviewing our current staffing chart and assessing the needs of youth program across the regions, we have determined the following additional position would be appropriate:

Assistant Manager

This position will report to the Youth Solutions Manager and will be responsible for the summer youth program as well as other projects within the youth solutions department.

Action:

We are requesting Governing Board approval to add this position to the West Michigan Works! staffing chart. We have adequate funding in our budget to support this request.

Workforce Development Board Dashboard Narrative

October 2020 – September 2021

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 number of calls received in March of 2020. In July 2020 call volume began a steady decline as UIA issues began to stabilize and WMW staff were no longer providing direct UIA assistance. Although WMW welcomed back walk-in foot traffic in mid-June 2021, we did not reinstate previous self-check in practices due to the development, training and implementation of a new tracking system. The data reported in this PY was primarily captured using manual counts.

Diversity of Job Seekers

Due to the change in how individuals were served during 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 without demographic tracking. In September of this year we were able to successfully implement and train on a new tracking system and we anticipate having demographic data for all foot traffic beginning October 1st.

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 a prior program year(s).

Diversity of Employers

Diversity of Employers is a new metric tracked beginning this program year to provide a 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 remain significantly decreased with closure mandates, capacity caps, and social distancing requirements throughout this program year. Agribusiness was recently added to the dashboard and will be included in the overall training and credential count in the near future.

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, a majority of 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 provided virtual open-hours for each employer while maintaining a flexible work schedule to meet the needs of the employees, rather than having dedicated onsite hours. 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, medical bills, 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.

Service Summary Oct 1, 2020 to Sept 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

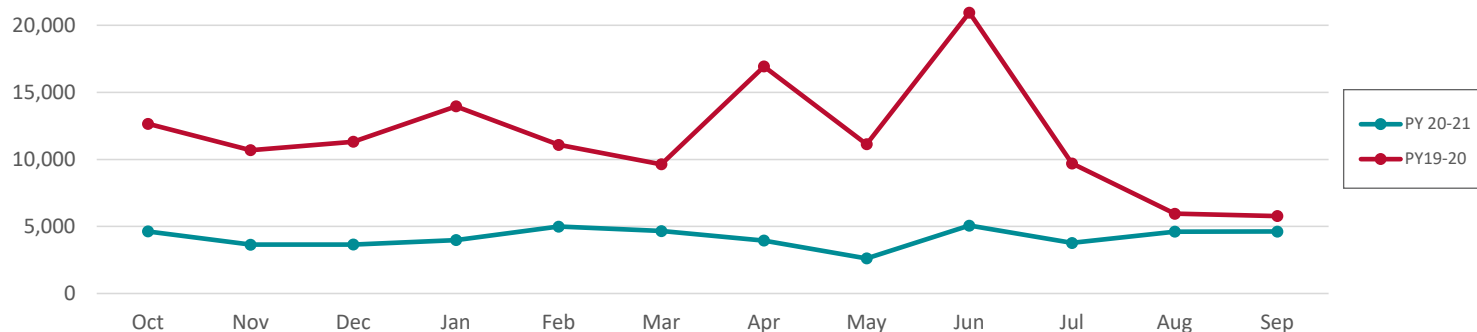


Pipeline Development



Diversity and Inclusion

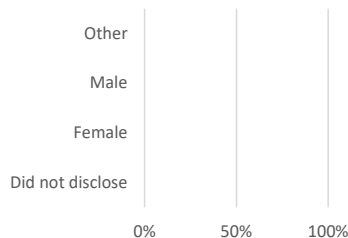
Service Center Traffic & Call Volume (PY comparison by month)



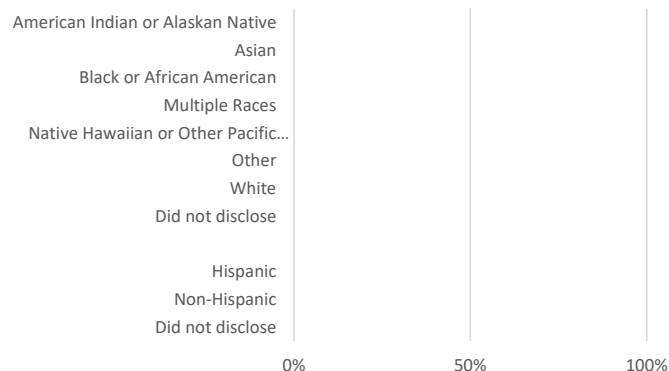
Diversity of Job Seekers Served

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

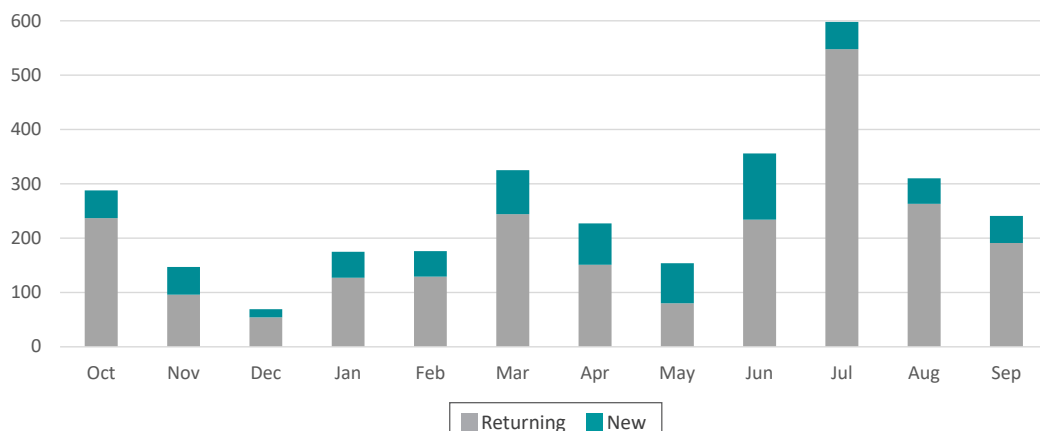
Gender



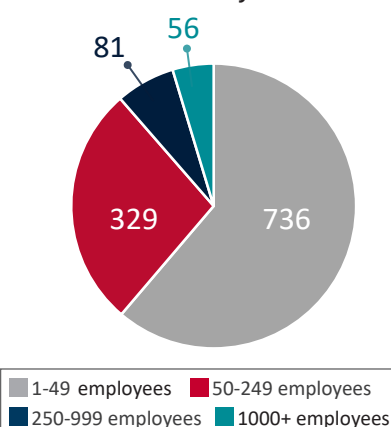
Race & Ethnicity



Employers Served (unique count)



Diversity of Employers Served (by size)



Jobs Filled by Industry

Item #8

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Agribusiness	56	0	0	0	10	45	2	3	122	14	120	52
Construction	0	1	5	0	7	16	1	10	27	12	28	7
Health Care	128	46	3	42	23	74	144	135	107	110	89	99
Information Technology	0	0	0	2	0	0	0	26	4	0	35	7
Manufacturing	238	213	229	235	203	475	454	134	351	422	301	247
Other	195	194	168	188	161	124	134	159	174	522	499	434
TOTAL	617	454	405	467	404	734	735	467	785	1080	1072	846

Training: by Industry

	New Hire	Classroom	Apprenticeship	Credentials Earned
Agribusiness	0	0	0	0
Construction	55	127	1	109
Health Care	8	202	0	93
Information Technology	31	7	0	4
Manufacturing	177	15	0	5
Other	179	32	2	15
TOTAL	450	383	3	226

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

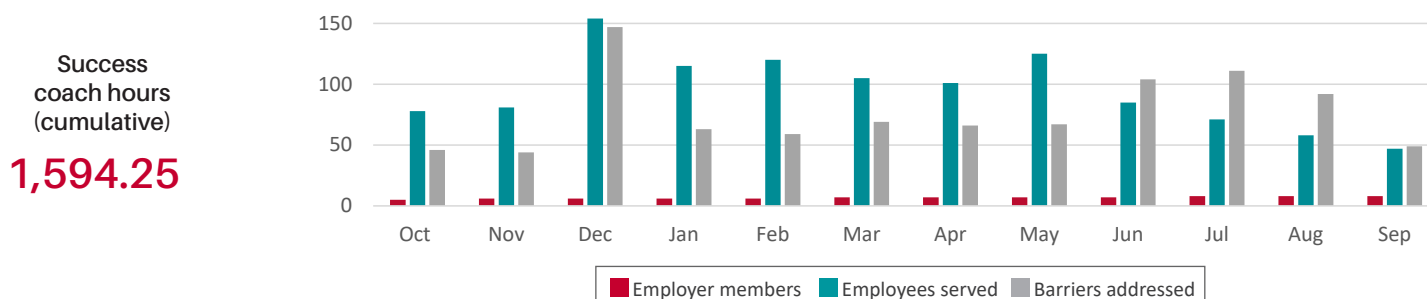
	New Hire	Classroom	Apprenticeship
Agribusiness	27	16	0
Construction	13	6	0
Health Care	38	70	1
Information Technology	39	53	0
Manufacturing	185	575	0
Other	56	170	0
TOTAL	358	890	1

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

Hiring Events

	Events	Participating Employers	Job Seekers
Q1	28	140	104
Q2	7	108	293
Q3	7	191	118
Q4	6	169	132
TOTAL	48	608	687

Retention Solutions Network



WorkReady Certificates Earned (cumulative)

2,400	137	62	164
Pre-Assessments	Post-Assessments	WorkReady Certificates	WorkReady Plus Certificates



Service Summary
Oct 1, 2020 to Sep 30, 2021

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MEMORANDUM

TO: ACSET Governing Board

FROM: West Michigan Works! Staff

DATE: October 18, 2021

RE: Solutions Driven Updates

Grants

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.

Future of Work: The first phase of Future of Work Grand Challenge, in partnership with Jobs for the Future, XPrize NewProfit, and MIT Solve is winding down. The challenge to connect a targeted unemployed workforce with fast virtual training truly was a challenge, with low numbers engaging and even lower numbers completing. Those who did participate, however, are getting connected to employment.

MICA 3.0: WMW! submitted a MICA 3.0 grant application on 9/21/2021 to the Department of Labor and Economic Opportunity-Industry Engagement Team. The application focuses on the enhancement and expansion the critical work of the West Michigan Works! Industry Talent Councils. WMW requested \$250,000 in grant dollars over 2 years to fund a project coordinator to lead projects under the Industry Talent Council and to also serve as a connector between schools and industry as well as support training for 34 new USDOL registered apprentices.

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.

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.

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 are due May 7th.

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. These funds will help cover employer costs and has allowed 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 was awarded a contract 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. WMW has hired 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.

Industry Talent Councils

MiCareerQuest 2022 Event Update: After much deliberation the MiCareerQuest Steering Committee has decided not to hold the traditional large in-person event at DeVos in 2022. The committee is considering alternative initiative that would allow for engagement with industry representatives either in the classroom or virtually.

Construction Careers Council (CCC): This is a newly formed West Michigan Works! supported Talent Council. The council was formed 4 months ago and represents a broad range of trades. The council works closely with the Construction Workforce Development Alliance led by Associated Builders and Contractors. Their strategies

of focus are: Recruit, Train, and Sustain. Their first initiative of this council will be projects to roll out for Careers in Construction month.

Discover Manufacturing (DM): Several Projects are underway for the manufacturing talent council including:

- SME Prime – \$6 million Appropriation in the state’s budget will support the SME Education Foundation’s Partnership Response Initiative (PRIME) which will be used to provide Michigan high schools with opportunities to craft and run CTE programs for students interested in learning about manufacturing. Ionia, Ottawa, and Kent ISD have submitted applications for the funding. Discover Manufacturing is excited to support those applications.
- Manufacturing Week / Scholarships: Manufacturing Week registration is open on www.discovermanufacturing.com. There are two ways to participate this year, virtual and in person small group tours. Virtual will feature up to 40 manufacturers for 30 minute sessions Nov 1 -5. In Person will be Nov 15 -19 with emphasis on small groups of highly engaged students. Scholarship to be kicked off during Manufacturing Week, additional information has been added to website.
- Adopt a School: An adopt a School toolkit has been added to the DM website. To date, 11 schools have been “adopted” by a manufacturer.

West Michigan Health Careers Council (WMHCC): The council is planning an additional Career Exploration event, to be held during Healthcare Week January 2022.

West Michigan Tech Talent (WMTT): West Michigan Works! has hired a new Industry Council Lead for WMTT. John Rumery started 9/20/2021 and has extensive experience in the IT industry. Ongoing projects for WMTT include:

- Rebranding of the West Michigan Hour of Code event to {Mi}Code Experience. Initial planning for the {Mi}Code Experience will be hybrid event for 2021 with asynchronous option. The event will provide “live virtual” sessions for mentors to connect with classrooms. A temporary Project Coordinator has been hired to help move that project forward.
- Partnership with MiSTEM Network on a [Congressional App Challenge](#). High School students compete to develop an application. U.S. Representatives publicly recognize the winning teams, and each winning app may be put on display in the U.S. Capitol Building for one year. Additional prizes may be available.

Agribusiness Talent Council of West Michigan (ATC): A Career Ag-xploration project was approved at ATC’s August council meeting. The council is working on details of what the Career Ag-xploration initiative will entail. The council will be developing a draft of a playbook, to share with others in the region. The playbook will contain information on how to implement Career Ag-xploration in their community. Additionally, a newsletter series entitled The Foods That Built West Michigan newsletter is under development. The series will include resources on

best practices connected to agribusiness and will include highlights from an Ag employer interview highlighted in each issue.

WMW Sponsored Registered Apprenticeships Programs

WMW! holds registered apprenticeship standards for 28 occupations in construction, healthcare, I.T., and manufacturing. 57 employers are participating under our sponsorship. In the current Program year, 192 registered apprentices have completed their program and 92 active apprentices assigned under our standards.

Initiatives

Clean Slate Navigator: Through our new Clean Slate Navigator services, we have seen 4 felony convictions and 2 misdemeanor conviction expungements for 3 job seekers. There are 49 job seekers that are currently active in services, representing a total of 89 misdemeanors and 39 felony convictions. 41 of those job seekers are simply waiting for their hearings. There are some significant roadblocks to this work, including scheduling hearings and hearings being adjourned due to the Michigan State Police and Attorney General's office not responding to the court in time for the schedule hearing.

We are working on a new partnership with Legal Aid of Western Michigan, which will allow us to serve more individuals under this funding. We participated in a successful Kent County Expungement fair in August and are currently planning a Muskegon County Expungement fair for November.

Learn, Earn and Provide (LEAP) Pilot: The State of Michigan has invited West Michigan Works! in Muskegon County to join in the LEAP pilot. LEAP is a program aimed to assist non-custodial parents in obtaining and maintaining employment and get back on track with child support payments. This pilot will take place in close partnership with Muskegon County Friend of the Court and will include both voluntary referrals and mandated participation. As this pilot progresses, FOC and WMW will collocate in each of our offices for greater accessibility to individuals.

Launchpad: WMW is launching a new database, connecting multiple departments into one system. Launchpad is built on top of the Salesforce platform and will serve as our case management system, Retention Solutions Network tracking, employer CRM, approval workflows, traffic counting, customer portal, and potentially skills matching for job seekers and employers. We're excited to see how these efficiencies will lead to better customer service in all areas.