



**Executive Leadership and Strategic Engagement Committee (EC)
of the West Michigan Works! (WMW) Workforce Development Board (WDB) Meeting
Grand Rapids NW Service Center**

215 Straight Ave NW Grand Rapids, MI 49504

The public may attend in-person or by remote participation via Teams.

[Click here to join the meeting](#) Meeting ID: 233 371 979 676 Passcode: aZsVMt

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Phone Conference ID: 149 314 733# [Find a local number](#)

Monday, September 18, 2023 ▪ 11:30 a.m. – 1:00 p.m.

AGENDA

1. Call to Order and Attendance
2. Public Comment – Agenda Items
3. Approval of the May 8, 2023 Minutes **Action Required**
4. Report on Financial Activities: *Bob Perkins, Chief Financial Officer* **Information Item**
 - a. ACSET Financial Report- Notes to July 2023 Board Financials
 - b. FYE 2023 Budget – Second Modification
5. WDB Term of Office: *Janette Monroe, Executive Assistant* **Action Required**
 - a. Member Term of Office: November 1, 2022 – October 31, 2024
 - b. Member Term of Office: November 1, 2023 – October 31, 2025
 - c. Call for Nomination of WDB Officers: November 1, 2023 – October 31, 2025 **Information Item**
6. WDB Activities: *Jacob Maas, Chief Executive Officer*
 - a. Executive Committee Roster **Discussion Item**
 - b. October 9, 2023 Agenda **Discussion Item**
 - c. 2024 Meetings Schedule **Action Required**
7. Annual Review of Strategic Plan **Discussion Item**
Janie McNabb, One-Stop Operator & Angie Barksdale, Chief Operating Officer
8. WDB Committee/Council Updates **Information Item**
 - a. Career Educational Advisory Council (CEAC): *Tonia Castillo, Committee Chairperson*
 - b. Legislative Committee: *Jim Fisher, Committee Chairperson*
 - i. Appointment of Marcus Keech **Action Required**
 - c. Solutions Driven Committee: *Jordan Clark, Committee Chairperson*
9. Other Business: *Jacob Maas* **Information Item**
 - a. Wagner-Peyser (WP) Proposed Rule
 - b. Workforce Innovation and Opportunity Act (WIOA) Federal Budget
10. Public Comment
11. Adjournment

**Next Scheduled Executive Leadership and Strategic Engagement Committee Meeting:
November 13, 2023**



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

The public may attend in-person or by remote participation via Teams

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Monday, May 8, 2023 • 11:30 a.m. – 1:00 p.m.

MINUTES

Members/Alternates Present: Mark Bergsma (Chairperson), Heather Daniel (Vice-Chairperson), Tonia Castillo, Jordan Clark, Jim Fisher, Jon Hofman, Shana Lewis (virtual)

Members/Alternates Absent: John Buchan, Jay Dunwell, Scott McLean

Staff Present: Jacob Maas, Bob Perkins, Janette Monroe, Tawanna Wright (virtual), Malinda Powers (virtual),

Guests Present: None

1. Call to Order, Chairperson Mark Bergsma at 11:37 a.m.
2. Public Comment – Agenda Items – None.
3. Approval of the March 13, 2023 Minutes

Action Required

Motion – Jon Hofman

Second – Jim Fisher

Item Approved – Motion approved

4. Report on Financial Activities

Information Item

Bob Perkins, Chief Financial Officer

- a. ACSET Financial Report- Notes to March 2023 Board Financials
Bob Perkins, Chief Financial Officer, reviewed ACSET's statement of revenue and expenditures for the nine months ending March 31, 2023. Staff answered board members' questions.
- b. FYE 2024 Budget
Bob Perkins reviewed that the budget for fiscal year ending June 30, 2024 was approved by the ACSET Governing Board. Jacob reviewed the budget which includes flat funding in various programs, budget for salaries, consumables, training, and direct client costs. Jacob reported that another budget modification will be presented to the board once final allocations are received. Discussion took place and staff answered board members' questions.

5. WDB Activities

Jacob Maas, Chief Executive Officer

- a. Designation of Nomination Committee for Terms of Office and Vacancies **Action Required**
Jacob Maas, Chief Executive Officer, reported that applications for upcoming terms of office and additional board member vacancies will start being accepted in the upcoming months. The nomination committee will need to be established and staffed by executive committee members whose terms are not expiring. This year, those members are Mark Bergsma and Heather Daniel. Jacob reported that there are currently 16 WDB members whose terms of office are up for

renewal, 2 vacancies (with 1 seat that was previously filled by Randy Boss from Ottawa Kent Insurance with term of office through 2024).

Motion – Jon Hofman

Second – Jim Fisher

Item Approved – Motion approved

- | | | |
|----|---|-------------------------------|
| b. | WDB Meeting Agenda: June 12, 2023 Meeting | Discussion/Action Item |
| | <p>i. Call for Nominations: Election of Officers</p> <p>Jacob Maas reported that current WDB Chairperson, Mark Bergsma, will end his term as Chair in October 2023 and will not be eligible to reapply for another term as Chair. Additionally, current Vice-Chairperson Heather Daniel, will end her term as Vice-Chair in October 2023 and will not be eligible to reapply for another term as Vice-Chair. Jacob reviewed that a call for nomination committee will be due in September 2023. Elections of these officers are slated to take place at the October 2023 WDB meeting. Members discussed designation of a nomination committee for the October election and a motion was made to designate the Executive Committee as the nomination committee for the Election of Officers. Discussion was held about better options for staggering WDB terms of office. A recommendation was made to review the bylaws and state rules to determine whether it's possible to change the terms of office from every 2 years with ½ of the board renewing each time, to every 3 years with only 1/3 of the board renewing each time. Tawanna Wright, Staff Attorney, agreed to look at the issue for next year's election cycle.</p> <p>Motion – Jon Hofman</p> <p>Second – Jim Fisher</p> <p>Item Approved – Motion approved</p> | |
| | <p>ii. Speaker/Presentation</p> <p>Janette Monroe, Executive Assistant, reported that Nick Gandhi, Economic Analyst, with Department of Technology, Management and Budget (DTMB) is available to present at the June WDB meeting. Discussion took place. Jim Fisher recommended an update on the MiCareerQuest event, and any additional budget information as it pertains to the Going Pro Talent Fund (GPTF).</p> | |
| 6. | WMW WDB Subcommittees Updates | |
| | <p>a. <u>Career Educational Advisory Council (CEAC)</u></p> <p>Tonia Castillo, WDB Member and Council Chairperson, reported that the next CEAC meeting is scheduled for Friday, May 26, 2023.</p> | Discussion Item |
| | <p>b. <u>Legislative Committee</u></p> <p>Jim Fisher, WDB Member and Committee Chairperson, reported that the committee met on April 18. Discussion took place about the Michigan Works! Association (MWA) Legislative Day, National Association of Workforce Boards (NAWB) Forum, Legislative visits, and tours.</p> | Information Item |
| | <p>c. <u>Solutions Driven Committee</u></p> <p>Jordan Clark, WDB Member and Committee Chairperson, reported that the committee will meet on May 25, 2023, and that the committee will continue its discussions on career pathways, apprenticeships, partnerships, and retention. Jordan reported that he will be absent from the June WDB meeting, but will provide his updates to staff to report on.</p> | Information Item |
| 7. | Other Business | Discussion Item |
| | <p>a. <u>National Association of Workforce Development Professionals (NAWDP): May 8-10</u></p> <p>Jacob reported that Angie Barksdale and Amy Lebednick will attend this conference and that West Michigan Works! will receive the 2022 Best Practice Award. This conference brings together</p> | |

workforce development professionals from across the nation to receive professional development, share best practices, develop new partnerships, and much more.

b. Michigan Works! Association (MWA) Impact Awards: May 10

Jacob reviewed that every year, West Michigan Works! submits nominations for the MWA Impact Awards. The Impact Awards honor those who have contributed to strengthening Michigan's economy by actively creating jobs and developing fresh talent in their communities. Jacob reviewed that WMW honored these awardees at the 2022 Annual Board meeting held last December. The MWA awards ceremony is scheduled to take place in the presence of local State legislators on May 10, 2023, in Lansing, MI. Jacob reviewed that Gul Aqu Ghaznawi, AC Sewing, Inc., and Bethany Christian Services of Michigan are West Michigan Works! awardees.

c. Wagner-Peyser (WP) Proposed Rule

Jacob reported that earlier this week, Senator Gary Peters met with USDOL Acting Secretary Julie Su, President Biden's nominee for DOL Secretary. While Su faces an uncertain future in the nomination process, Senator Peters was able to share our system-wide concerns over the proposed Wagner-Peyser rules from last year. Su mentioned she would look at the proposed rules in more detail with respect to Michigan's flexible, locally driven workforce delivery model..

8. Public Comment- None.

9. Adjournment at 12:48 p.m. by Chairperson Mark Bergsma.

Recorded by: _____ Received by: _____



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MEMORANDUM

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

FROM: Bob Perkins, Chief Financial Officer

DATE: September 18, 2023

RE: July 2023 Board Financials

Revenue

Revenues for the one month ending July 31, 2023, total \$3.1M which is 3.11% over budgeted revenue and \$596K over prior year revenue.

Expenditures

Operating expenses are under the proposed budget by 1.24%.

Consumable supplies are up by \$75K due to an increase in spending mainly in the WIOA and PATH funds.

Other Expenses were down by \$98K when compared to the prior year due to the timing of the expenditure of \$98K from the Capacity Building Fund.

Training expenses are over budget by \$150K. This is due to timing differences between the prior year and the current year expenditures.

Area Community Services Employment and Training Council
Michigan Works Agency Programs
Statement of Revenue & Expenses
For the One Month Ending July 31, 2023

| | YTD Thru July 2023 Actual | YTD Thru July 2022 Actual | YTD 2023/2024 Budget | Budget Variance | Budget Variance % |
|---------------------------------------|---------------------------------|---------------------------------|-------------------------|---------------------|----------------------|
| Total Revenue | <u>\$ 3,131,816</u> | <u>\$ 2,535,304</u> | <u>\$ 3,037,326</u> | <u>\$ 94,490</u> | <u>3.11%</u> |
| Expenses | | | | | |
| Operating Expenses | | | | | |
| Wages | \$ 910,633 | \$ 861,709 | 932,338 | \$ 21,705 | 2.33% |
| Fringe Benefits | 348,961 | 309,078 | 343,074 | (5,887) | -1.72% |
| Consumable supplies | 114,382 | 38,716 | 103,486 | (10,896) | -10.53% |
| Transportation | 6,212 | 5,944 | 9,892 | 3,680 | 37.20% |
| Outside services | 40,604 | 27,776 | 55,958 | 15,354 | 27.44% |
| Space and communications | 138,985 | 145,476 | 147,523 | 8,538 | 5.79% |
| Equipment rent and maint | 1,373 | 2,452 | 667 | (706) | -105.85% |
| Equipment purchases | 11,453 | - | 6,000 | (5,453) | -90.88% |
| Other expense | 42,170 | 139,778 | 36,072 | (6,098) | -16.91% |
| Total operating expense | <u>1,614,773</u> | <u>1,530,929</u> | <u>1,635,010</u> | <u>20,237</u> | <u>1.24%</u> |
| Subcontractors | \$ 49,091 | \$ 45,263 | \$ 54,183 | \$ 5,092 | 9.40% |
| Training | \$ 1,238,614 | \$ 731,990 | \$ 1,089,072 | \$ (149,542) | -13.73% |
| Direct Client Expenses | <u>\$ 229,338</u> | <u>\$ 227,122</u> | <u>\$ 259,061</u> | <u>\$ 29,723</u> | <u>11.47%</u> |
| | <u>\$ 1,517,043</u> | <u>\$ 1,004,375</u> | <u>\$ 1,402,316</u> | <u>\$ (114,727)</u> | <u>-8.18%</u> |
| Total Expenses | <u>3,131,816</u> | <u>2,535,304</u> | <u>3,037,326</u> | <u>(94,490)</u> | <u>-3.11%</u> |
| Excess of Revenue over Expense | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>0.00%</u> |

Unaudited



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MEMORANDUM

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

FROM: Bob Perkins, Chief Financial Officer

DATE: September 18, 2023

RE: FYE 2023 Budget – Second Modification

The budget modification for the fiscal year ending June 30, 2023 was presented and approved on August 28, 2023 by the ACSET/West Michigan Works! Governing Board.

Revenue

The 2022-2023 budget modification decreases grant income by \$3,868,000 and increases program income by \$130,000 as a reflection of the following expenditure budget changes.

Expenditures

Operating cost categories are being adjusted to reflect anticipated spending and are decreasing by a net \$6,000. Other Expenses are increasing by \$184,000. This category is used for Membership Dues, Property and other Insurances, staff training and conferences as well as other miscellaneous expenses.

Training costs are estimated to decrease by \$3,727,000 due to the completion timing of the GPTF awards.

Subcontracted costs are decreasing by \$95,000 because of lower than anticipated costs in WIOA Youth. Goodwill and Steepletown expenditures are less than contracted for the period.

Direct client expenditures are increasing by \$90,000 because of increased PATH supports being provided and increased supports being provided through newer grants.

Area Community Services Employment and Training Council

General Fund
Michigan Works! Budgetary Mod 2 Request
For the Fiscal Year Ending June 30, 2023

| | Fiscal Year 2022 - 2023 Mod 1 | Fiscal Year 2022 - 2023 Proposed Mod 2 | Increase (Decrease) |
|-----------------------------------|-------------------------------------|--|------------------------|
| REVENUES | | | |
| Grant Income | \$ 40,713,000 | \$ 36,845,000 | \$ (3,868,000) |
| Program income | 20,000 | 150,000 | 130,000 |
| TOTAL REVENUE | \$ 40,733,000 | \$ 36,995,000 | \$ (3,738,000) |
| EXPENDITURES | | | |
| Operating costs: | | | |
| Wages | \$ 11,400,000 | \$ 11,200,000 | \$ (200,000) |
| Fringe | 4,037,000 | 3,950,000 | (87,000) |
| Consumables | 1,000,000 | 1,175,000 | 175,000 |
| Transportation | 185,000 | 165,000 | (20,000) |
| Outside Services | 901,000 | 960,000 | 59,000 |
| Space & Communications | 1,767,000 | 1,750,000 | (17,000) |
| Equipment Rent & Maintenance | 55,000 | 55,000 | - |
| Equipment Purchases | 300,000 | 200,000 | (100,000) |
| Other Expenses | 556,000 | 740,000 | 184,000 |
| Total Operating Costs | 20,201,000 | 20,195,000 | (6,000) |
| Subcontracted program costs | 895,000 | 800,000 | (95,000) |
| Training costs | 17,287,000 | 13,560,000 | (3,727,000) |
| Direct client expenditures | 2,350,000 | 2,440,000 | 90,000 |
| Total Expenses | \$ 40,733,000 | \$ 36,995,000 | \$ (3,738,000) |
| Net Change in Fund Balance | \$ - | \$ - | \$ - |

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MEMORANDUM

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

FROM: Nomination Committee

DATE: September 18, 2023

RE: Member Term of Office: November 1, 2022 – October 31, 2024

Background

As of July 2023, the West Michigan Works! Workforce Development Board had two (2) vacant seats for the term of office through October 31, 2024. The first vacancy is a business seat, which was previously filled by Randy Boss from Ottawa Kent Insurance. Staff are currently seeking a replacement to fill this seat. The second vacancy is in the Higher Education sector. Dr. Stacy Young recently departed Montcalm Community College (MCC) for a position in another state. Since then, MCC has selected an interim President, Connie Stewart, while the college pursues Dr. Young's predecessor. Connie Stewart has since applied to fill the seat on behalf of Montcalm Community College.

Action

The WMW WDB Nomination Committee is requesting approval from the Executive Leadership Committee to support Connie Stewart to the ACSET Governing Board for appointment to serve on the WDB with the term of office dates through October 31, 2024 and to continue seeking fulfilling the business seat until further notice.

Business (1):

vacant

Higher Education (1):

Connie Stewart, Montcalm Community College

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MEMORANDUM

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

FROM: Nomination Committee

DATE: September 18, 2023

RE: Member Term of Office: November 1, 2023 – October 31, 2025

Background

As of July 2023, the West Michigan Works! Workforce Development Board had 17 board members, including 1 additional vacant business seat, whose term of office expire on October 31, 2023. Of those, staff were notified that John Buchan, recently retired from NN Inc., and Scott McLean, Corewell Health Ventures, requested to step down from his service on the board. Below are the following openings:

| |
|---|
| Adult Education (1) |
| Business (11) |
| Community-Based Organization (1) |
| Higher-Education (1) |
| Labor (1) |
| Organized Labor/Employee Rep (1) |
| Public Assistance (1) |

Applications were reviewed by a Nomination Committee assigned by the Executive Committee. The proposed slate of applicants is listed below. Please note the names highlighted are new applicants interested in joining the board.

| |
|--|
| Adult Education (1): Tonia Castillo |
| Business (11): Emily Babson , Jordan Clark, Paul David, Jay Dunwell, Jim Fisher, Jan Harrington-Davis , Jon Hofman, Kelly Kroll , Shana Lewis, Kolene Miller, Samantha Semrau |
| Community-Based Organization (1): Jennifer Heinzman |
| Higher-Education (1): Charles Lepper |
| Labor (1): David Kitchen |
| Organized Labor/Employee Rep (1): Ryan Bennett |
| Public Assistance (1): Michelle Seigo |

The names highlighted in yellow above, are new applications from the following:

1. Emily Babson, Plascor
2. Jan Harrington-Davis, Corewell Health
3. Kelly Kroll, Bradford White

Action

The WMW WDB Nomination Committee is requesting approval from the Executive Leadership Committee to support the above-listed slate of members to the ACSET Governing Board for appointment to serve on the WDB with the term of office dates through October 31, 2025.



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MEMORANDUM

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

FROM: Jacob Maas, Chief Executive Officer

DATE: September 18, 2023

RE: Call for Nominations of WDB Officers

Background

In accordance to the Bylaws of the West Michigan Works! Workforce Development Board, the selection of board officers will need to be conducted with terms dates of November 1, 2023 through October 31, 2025.

Article IV: Organization Section 2: Selection: "The Chairperson and Vice-Chairperson, by law, shall always be chosen from among members representing the business sector, and no local elected official may serve as chairperson or vice-chairperson. No officer may serve more than two consecutive terms in that position."

A call for nominations will be due September 25, 2023.

Eligible nominees (listed on next page) will then be contacted by the Nomination Committee for interest and willingness to serve. Nominees will be requested to provide the following information by October 2, 2023 to be presented at the October 9, 2023 WDB meeting

1. Provide a brief biography to admin@westmiworks.org.
2. Prepare to speak (3-5) mins to the full board at the October 11 meeting prior to elections taking place.

Business Sector Representatives of the WDB

| | | |
|----------|----------|--------------------------------------|
| Nora | Balgoyen | ITC Holdings |
| Mark | Bergsma | Berends Hendricks Stuit Insurance |
| Kenyatta | Brame | Cascade Engineering |
| Jordan | Clark | Meijer |
| Paul | David | Fleis & Vandenbrink |
| Jay | Dunwell | Wolverine Coil Spring Co |
| Jim | Fisher | Second Act, LLC |
| Heather | Daniel | Haworth, Inc |
| Jon | Hofman | Holland Board of Public Works (HBPW) |
| Shana | Lewis | Trinity Health |
| Samantha | Semrau | Kendrick Plastics |
| Sara | Whisler | CarbonSix |

***New Business Sector Representatives of the WDB
(once appointed by ACSET Governing Board)**

| | | |
|-------|------------------|-----------------|
| Emily | Babson | Plascore |
| Jan | Harrington-Davis | Corewell Health |
| Kelly | Kroll | Bradford White |



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MEMORANDUM

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

FROM: Jacob Maas, Chief Executive Officer

DATE: September 18, 2023

RE: 2024 Meeting schedules

Background

We would like to propose the following dates for the upcoming 2024 Executive Leadership and Strategic Engagement Committee and Workforce Development Board meetings.

Executive Committee at 11:30 a.m. – 1:00 p.m.

January 8, 2024
March 11, 2024
May 13, 2024
September 16, 2024
November 18, 2024

WDB at 12:00 p.m. (lunch at 11:30 a.m.) – 1:30 p.m.

February 12, 2024
April 8, 2024
June 10, 2024
October 14, 2024
December 9, 2024

Action

We are requesting support and approval from the Executive Committee of the 2024 meeting schedules.

MEMO

To: Executive Leadership and Strategic Engagement Committee of the West Michigan Works! Workforce Development Board
From: Janie McNabb, One-Stop Operator
Date: September 18, 2023

Re: Annual Review of West Michigan Works! Strategic Plan

Background and Process

In the fall of 2022, the Executive Leadership and Strategic Engagement Committee (ELSEC) and Workforce Development Board (WDB) approved an updated, streamlined strategic plan. The process for this update incorporated input from the committee and board, agency leadership, and frontline staff. It was determined that the existing plan, updated significantly in late 2019/early 2020, had remained relevant despite the upheaval of COVID. A few language adjustments were made, and the plan was officially approved by the board at its October 2022 meeting.

The ELSE Committee agreed to dedicate its September meeting to reviewing the plan on a yearly basis. The purpose of the annual review is to ensure that the plan remains relevant, front of mind, and up to date. To support you in this effort, I have provided information about the ways in which the agency has been implementing the plan, as well as suggested discussion.

Implementation

The agency continues to utilize the strategic plan for communication, culture alignment, and strategic decision-making. Here are some examples:

- *Customer Service Survey:* Workforce agencies are required to obtain customer feedback. Instead of using a template, we created a survey that aligned with the Core Values from the strategic plan (this was also a topic of discussion for the Solutions-Driven Committee). The survey was used for both job seeker and employer customers. Managers are using the survey results to improve customer service as defined by the values.
- *Managers Retreat:* Managers convened to re-build their team after COVID and re-establish solid communication. They spent considerable time exploring the strategic plan, using it as a framework for thinking beyond their singular roles and connecting to the bigger picture of the organization.
- *Staff Roll-out Sessions:* I visited every service center and met with all departments to “roll out” the strategic plan. Our discussions helped staff to see where they fit into the larger context of the organization.

In addition to the above, please see the attached report, which describes several activities that implement the 12 strategies.

Discussion

In the course of my work with several departments and during the staff roll-out sessions, a common theme emerged regarding the Vision Statement – some felt it has too prominent a focus on employers, with job seekers seeming to be secondary. This is contrary to our Solutions-Driven approach, which emphasizes collaboration across departments for the mutual benefit of job seekers and employers. So there is sufficient reason to explore changing the Vision Statement to be more inclusive. However, there is also reason to avoid changing any organization’s vision statement too soon or too often. A vision should be evergreen, unless extenuating circumstances call for a change.

Strategic Plan Implementation – Quick Reference



Customer-Focused Strategies

| Activity | Department | Timeframe |
|--|---------------|----------------|
| Engage local talent, especially area youth, by providing work-based experiences that build occupational awareness and career pathways in the local economy. | | |
| • MiCareer Quest | D&I | Annual |
| • Work Experience Programs (Youth) | TS | Summer/Ongoing |
| • Work Experience Programs (PATH) | TS | Ongoing |
| • OJT, GPTF, IWT | BSU | Ongoing/Annual |
| • Industry Council Career Exploration events | BSU | Ongoing |
| Increase connections with diverse talent through expanded partnerships and outreach efforts. | | |
| • Ascend Partnership Engagement | Youth | Annual |
| • TSM community outreach | TS | Ongoing |
| • TDI/Resource Navigator outreach | TS | Ongoing |
| • Neighborhood Hubs | <i>Paused</i> | |
| • Hybrid/Virtual Services | All | Ongoing |
| Expand employability skills training services to new, targeted audiences across the region. | | |
| • WorkReady offerings through partners | D&I | Ongoing |
| • One-on-one career coaching | TS | Ongoing |
| • Retention Solutions Network | D&I | Ongoing |
| • Career Point development & expansion | D&I | Ongoing |
| Establish and expand services that provide solutions for retention of employees at West Michigan employers. | | |
| • Retention Solutions Network – expansion; connections with ITCs | D&I | Ongoing |
| • Work-based Trainings (OJT, IWT, WEP, GPTF) | BSU | Ongoing |

System-Focused Strategies

| Activity | Department | Timeframe |
|---|-----------------------|-----------|
| Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan. | | |
| • Legislative Advocacy / Testimonials | Legislative committee | As needed |
| • Business Solutions Professional model | BSU | Ongoing |
| • Industry Talent Councils | BSU | Ongoing |
| • Talent Surveys | TS | Annual |
| • Training for childcare workers (policy update) | TS | Completed |
| • TSMs in community conversations | TS | Ongoing |
| Facilitate career pathways for the region's key industries in partnership with industry councils and postsecondary institutions. | | |
| • Career Pathways project | BSU | 2023-2024 |
| • CEAC | BSU | Ongoing |

Strategic Plan Implementation – Quick Reference



| | | |
|---|-----------|---------|
| • Industry Talent Council efforts | BSU | Ongoing |
| Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities | | |
| • Staff serve as ambassadors | Marketing | Ongoing |
| • Outreach and partnership activities (Ascend, TSMs) | All | Ongoing |
| • Marketing & outreach activities | Marketing | Ongoing |

Capacity-Building Strategies

| Activity | Department | Timeframe |
|--|------------|-----------|
| Develop mechanisms that enable the organization to capitalize on successful initiatives and pursue different sources of funding. | | |
| • Strategic Workforce Solutions | Admin | Ongoing |
| • Industry Talent Councils | BSU | Ongoing |
| Develop robust systems for professional development in support of a culture that emphasizes staff diversity and inclusion, training, and empowerment. | | |
| • Learning Management System | HR | 2023 |
| • Our Community Listens | All | Ongoing |
| • DE&I staff workgroup | All | Ongoing |
| • Strategic Plan / Solutions-Driven sessions | OSO | 2023 |
| Improve communication among staff departments in support of a culture that prioritizes team-based approaches and solutions-driven strategies. | | |
| • Leadership relationships | Admin | 2023 |
| • Solutions-Driven roll-out | OSO | 2023 |
| • All staff & Managers retreat | Admin | Annual |
| • Managers Call | Admin | Monthly |

Accountability Strategies

| Activity | Department | Timeframe |
|--|------------|-----------|
| Engage board members in ongoing continuous improvement through subcommittees and workgroups that reinforce strategic priorities. | | |
| • Solutions-Driven Committee | Admin | 3x/yr |
| • CEAC | Admin | Quarterly |
| • Legislative Committee | Admin | As needed |
| Conduct annual reviews of service delivery models and execution to ensure equity, consistency, and quality at all West Michigan Works! Service Centers. | | |
| • Annual reviews of subcontract vs. direct delivery | Admin | Annual |
| • Quality Assurance reviews / continuous improvement | OSO | Quarterly |



VISION

MISSION

VALUES

CORE
COMPETENCIES

Strategic Plan - Update 2022

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

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



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

GOALS

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

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

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

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

Item #7
Enable a culture that honors the worth and dignity of all people, where staff and customers have equitable access to opportunities.

CUSTOMER-FOCUSED STRATEGIES

| | | | | | |
|--|---|---|---|---|---|
| 1. Engage local talent, especially area youth, by providing work-based experiences that build occupational awareness and career pathways in the local economy. | ● | ● | | ● | ● |
| 2. Increase connections with diverse talent through expanded partnerships and outreach efforts. | ● | ● | | | ● |
| 3. Expand employability skills training services to new, targeted audiences across the region. | | ● | ● | | ● |
| 4. Establish and expand services that provide solutions for retention of employees at West Michigan employers. | ● | | ● | | ● |

SYSTEM-FOCUSED STRATEGIES

| | | | | | |
|---|---|---|---|--|---|
| 5. Advocate for systems and resources that lessen barriers to success for employers and underserved communities in West Michigan. | ● | ● | | | ● |
| 6. Facilitate career pathways for the region's key industries in partnership with industry councils and postsecondary institutions. | ● | | ● | | |
| 7. Enhance the positive reputation of West Michigan Works! through brand association with workforce resources and opportunities. | ● | | ● | | ● |

CAPACITY-BUILDING STRATEGIES

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

ACCOUNTABILITY STRATEGIES

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



ADMINISTRATIVE OFFICE

Area Community Services
Employment & Training Council
215 Straight Ave NW
Grand Rapids, MI 49504
(616) 336-4100

SERVICE CENTERS

Allegan County

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

Barry County

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

Ionia County

603 W Adams St
Ionia, MI 48846
(616) 389-8525

Kent County

121 MLK Jr St SE
Grand Rapids, MI 49507
(616) 336-4040

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

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

Montcalm County

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

Muskegon County

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

Ottawa County

12331 James St, Suite 130
Holland, MI 49424
(616) 396-2154

MEMORANDUM

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

FROM: Legislative Committee

DATE: September 18, 2023

RE: Appointment of Legislative Committee Member: Marcus Keech

Background

In accordance to the Bylaws of the West Michigan Works! Workforce Development Board, Article IV: Organization Section 6: Committees: "The WDB may appoint standing committees to assist the WDB in dealing with its responsibilities. Any such committee must be chaired by a member of the Local Board, may include other members of the Local Board, and may include other individuals appointed by the Local Board who are not members of the Local Board and who have demonstrated experience and expertise in accordance with WIOA regulations and as determined by the WDB."

On July 18, 2023 the Legislative Committee supported the nomination of Marcus Keech to join the committee. Marcus was hired as the new Director of Government Affairs with The Grand Rapids Chamber, previously filled by Nate Henschel.

The current roster is as follows:

Jim Fisher, Second Act: Committee Chairperson/WDB Member
Nora Balgoyen, ITC Holdings: WDB Member
Mark Bergsma, BHS Insurance: WDB Chairperson
Jay Dunwell, Wolverine Coil Spring: WDB Member
Jeran Culina, BLU
Milinda Ysasi, Grow

Action

For formality purposes, staff are requesting formal appointment of Marcus Keech to serve as a member of the Legislative Committee.