ERN USA
Employer Resource Network®

Lighting a Path for Your Success
SOUTHWEST MICHIGAN EMPLOYER RESOURCE NETWORK®

2025



Battle Creek SOUTHWEST MICHIGAN ERN®

KPI REPORT

MARCH 2026

Employer Resource Networks®

Key Performance Indicators

An Employee Retention Solution With Real Social Impact

President's Message

Innovative Workforce Solutions: Collaboration for Impact

Reflecting on our 20th anniversary with the development and sustainability of Employer Resource Networks® through the 2008 crash and Covid pandemic, there has been no better time for ERNs®. The ever-changing world brings opportunities to achieve solutions we have only dreamed of in strategic employer and community partnerships driven by cutting edge technology. Funding cuts force a re-thinking of how we alleviate poverty, improve lives, grow companies, and strengthen communities.

Our focus is on leveraging resources, sharing best practices, and creating solutions on a large scale for real social impact. This year, we will grow the ERN USA Network with special attention in healthcare, hospitality, and manufacturing industries utilizing structures and customizable integration based on employer needs. Projects center around benchmarking, model integrity; cliff benefit transitions; employer recruitment; funding collaboration; and a community solutions framework incorporating data trends.

We continue to expand our use of technology around process, content, engagement, and data analysis. Integrating AI into onboarding, research, service delivery, and reporting will not replace onsite success coaching, but provide efficiencies for increased face-to-face employee time and success coach wellness. Nothing compares to the human perspective and touch in supporting employees through crisis prevention or intervention, goal setting, resource connection, training, and advancement.

With the completion of the ERN USA 2025 KPI Report, we congratulate and thank each employer member, ERN Admin Organization, and Success Coach for their remarkable dedication and success. Among 26 ERNs, employer ROI averaged 804.1% with 167 employers and a collective workforce of 56,542 employees. ERN® Success Coaches served 5,394 unique employees and their families, delivering 10,489 case need solutions with 15.3% workforce utilization. Extended aspects of return on investment include HR support and burn-out prevention, workforce advancement, and company culture improvement.

Recent studies highlight a workforce crisis across industries with turnover tied to employee struggles and support needs. "Personal and work pressures can reduce productivity, increase absenteeism, and lead to higher turnover, especially when employees feel unsupported," said James Vander Hulst, CDO, ERN USA. "With childcare costs averaging $10,500 annually for one child, and the broader financial strain showing up in mental health concerns – it's no surprise one in four employees consider quitting due to these pressures. Collectively, we can change that."

ERN USA is at the forefront of collaborative workforce investment with the development of cutting-edge technologies that connect us in our shared vision. We invite employers, organizations, and researchers with regional, state, and national partnerships to collaborate with ERNs® in wide-sweeping change for employees, companies, and communities. We look forward to creating greater impact together in the years ahead.

James Vander Hulst, Chief Disruptive Officer, ERN USA

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2025 KPI

Battle Creek

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Key Performance Indicators

Return on Investment

499%

Employer ROI

Distinct Employees Served

174

And their families

5

Employers

Workforce Utilization

5.5%

3,159

Collective Workforce

Delivered Cases

377

Average Case Time Spent

10 MINUTES

Industry Sectors:

Hospitality	Manufacturing
1	4
Employers	Employers

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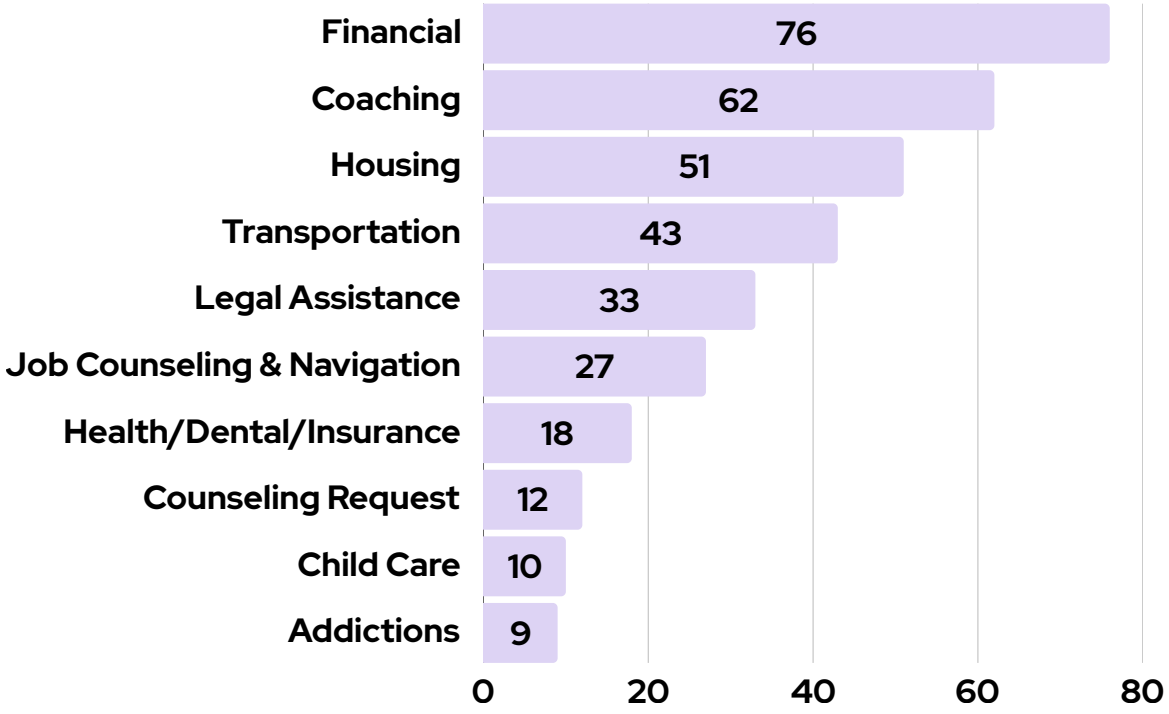
2025 KPI

Battle Creek

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Top Ten Case Needs



*Number of cases

Group Training Participants

283

Resource Values

$5,800

ERN Loan Total: $3,000

Savings Component Total: $1,560

Community, State & Federal Resources Total: $2,800

"We've been proud partners with the Employer Resource Network for over a decade through the ERN Hardship Loan program. When I joined Kalsee Credit Union in 2019, the ERN team warmly welcomed me and helped champion the idea of introducing our financial wellness initiative—the Kalsee Employee Empowerment Program (KEEP)—to their member companies. This partnership has been invaluable, positively impacting hundreds of employees through one-on-one referrals, financial wellness classes, and onsite events."

Matt Duguid, Director of Financial Wellness
Kalsee Credit Union

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ERN® Overview

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Employer Members

DUNCAN AVIATION

FIREKEEPERS CASINO • HOTEL BATTLE CREEK

MARSHALL EXCELSIOR innovation made simple

MELLING ENGINEERED ALUMINUM CASTINGS

SW SNACKWERKS



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Strategic Partners

ERN USA
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W.E. UPJOHN INSTITUTE FOR EMPLOYMENT RESEARCH

UPJOHN INSTITUTE CWIS CENTER FOR WORKFORCE INNOVATION & SOLUTIONS

MICHIGAN WORKS! Southwest
Branch, Calhoun, Kalamazoo & St. Joseph Counties

MICHIGAN ERN
Employer Resource Network®

Sturgis Bank & Trust Company

INTEGRATED Services of Kalamazoo
Community • Independence • Empowerment

KALSEE Credit Union

Admin Organization

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Upjohn Institute for Employment Research

Our Story

The W.E. Upjohn Institute for Employment Research, a private, not-for-profit, nonpartisan, independent research organization, has studied policy-related issues of employment and unemployment since its founding in 1945. The Institute has served as Administrator for the Southwest Michigan ERN® (founded 2011) since 2018.

Our Mission

To conduct research into the causes and effects of unemployment and to study and investigate the feasibility and methods of insuring against unemployment and to devise ways and means of preventing and alleviating the distress and hardship caused by unemployment, and to create, experiment with and put into effect any plan or device that the Board of Trustees may determine feasible to accomplish said purposes.

ERN® Director's Message

"The Southwest Michigan ERN® team is honored to serve as a support system for thousands of individuals facing various challenges, thereby fostering positive outcomes within their lives and the broader community. Witnessing our employees overcome barriers and achieve stability is the driving force behind our dedicated and compassionate efforts."

Kelli Adams, ERN® Director
Southwest Michigan ERN®

upjohn.org

facebook.com/Upjohn.Institute

W.E. UPJOHN INSTITUTE FOR EMPLOYMENT RESEARCH

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Our Work Supports

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Employees, Employers & Communities

Engaging & supporting employees for company growth and social impact

"Success Coach April Gordon has become a valued resource for FireKeepers Casino Hotel Team Members, offering warm, welcoming, and engaging support. Her flexibility and presence at Team Member events drive visibility and connection - Team Members often stop by just to catch up. April exemplifies our WEEA company culture: welcoming, engaging, enthusiastic, and appreciative. The ERN program remains a vital link between company offerings and community resources, benefiting Team Members in need."

Jannus Cottrell, Team Member Relations Manager
FireKeepers Casino & Hotel

"Before I even started working here at Duncan Aviation, April had been working timelessly to help me find daycares for my son and a place for us to stay. She helped with this transition, and I was so grateful. Once I relocated, I was able to put a smile with the voice and thank her in person.
She recently gave me information of contacts to gain financial literacy, and I am excited for the future".

Member Employee Erika, Duncan Aviation

Solving barriers and achieving goals for employee personal & career stability

Equipping and training to administer ERNs for company and community change

"April Gordon is a dedicated Success Coach who truly cares about ERN employers and their employees' success. She went above and beyond for an ERN employer closing in 2026, organizing a successful onsite hiring event that helped displaced employees find new jobs. April is an asset to the ERN Team, Michigan Works! Southwest, and her teammates."

Shawn DeYoung, Business Solutions Coordinator
Michigan Works! Southwest/W.E. Upjohn Institute

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Overview

Our Story

We first launched Employer Resource Networks® with Michigan's Lakeshore ERN® in 2006. The ERN USA national network has grown to over 30 existing and developing ERNs®.

Our Mission

ERN USA assists member companies in supporting working families to gain self-sufficiency while driving business growth and community change.

Our Work Supports

Employers	Employees	Administrators
Engage and support employees for company growth and social impact	Solve barriers and achieve goals for personal, family, and career stability	Equip and train to administer ERNs for company and community change

Customized ERN® Structures Diverse Business & Community Needs



Multi-Member

Nonprofit Administrator supports employer-led collaborative of small to mid-sized companies

Single Member

Large employer leads across its locations with a turnkey HR solution for barrier solutions and employee advancement

Micro Member

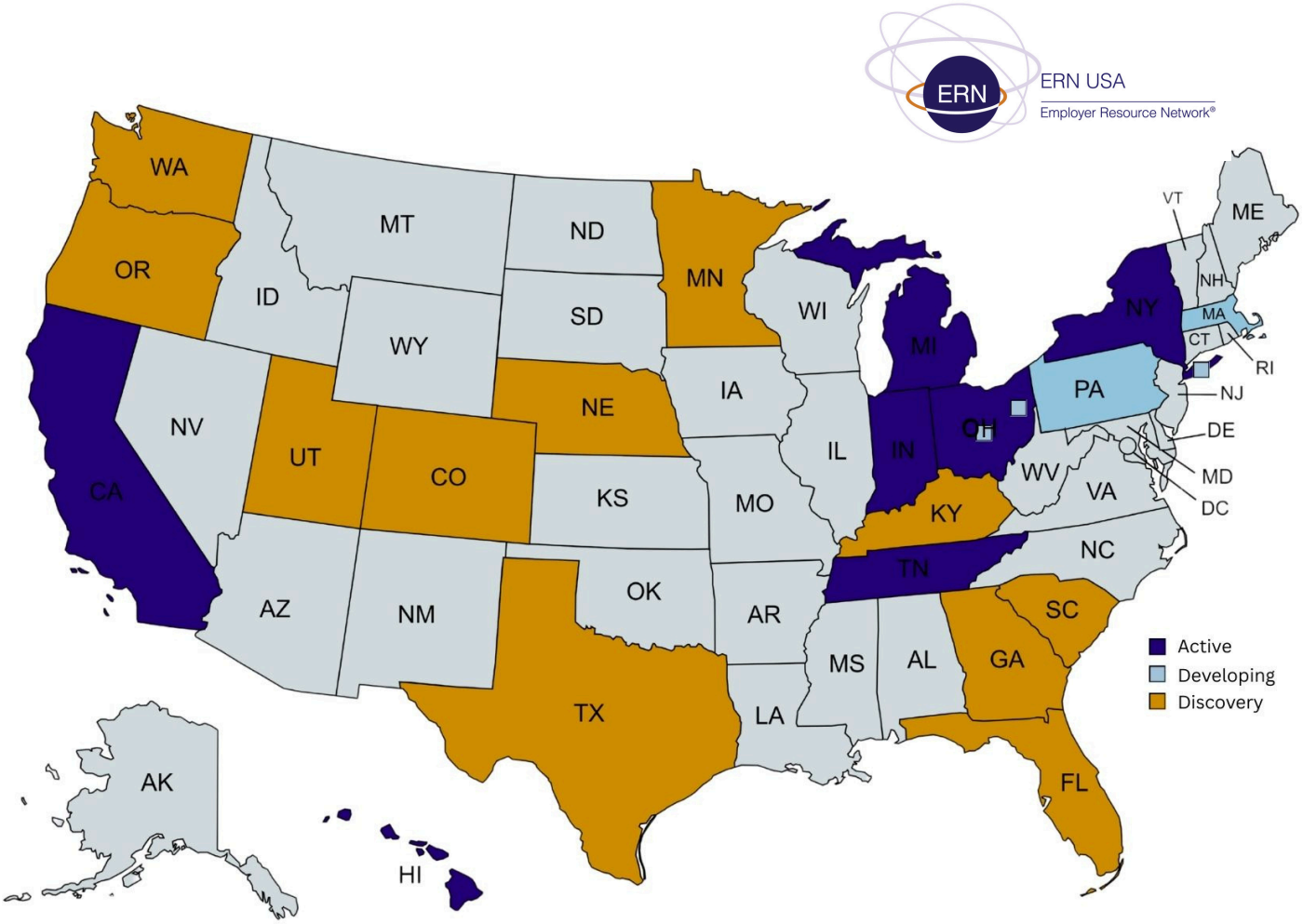
Fiduciary, Nonprofit or Association Administrator leads for small or remote employer subscribers

Employer Growth

Employee Stability

Community Change

Expanding for Impact



26 ERNs® Serving 70 Counties

1 California ERN: Solano

3 Kentucky ERNs: Anderson, Hardin, Lee, Montgomery, Morgan, Wolfe

1 Hawaii ERN: Hawaii, Honolulu, Kalawao, Kauai, Maui

1 Indiana ERN: Johnson

6 Michigan ERNs: Calhoun, Kalamazoo, Kent, Muskegon, Oceana, Ottawa, St. Joseph

4 New York ERNs: Albany, Columbia, Fulton, Montgomery, Ontario, Rensselaer, Rochester, Saratoga, Schenectady, Thompkins

8 Ohio ERNs: Allen, Ashland, Auglaize, Butler, Crawford, Cuyahoga, Defiance, Erie, Fulton, Hamilton, Hancock, Hardin, Henry, Huron, Jackson, Lorain, Lucas, Marion, Mercer, Montgomery, Morrow, Ottawa, Paulding, Putnam, Richland, Ross, Sandusky, Seneca, Shelby, Van Wert, Vinton, Williams, Wood, Wyandot

1 Oregon ERN: Clackamas, Multnomah, Washington, Yamhill

1 Tennessee ERN: Shelby

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State ERN® Networks

NEW YORK ERN
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MICHIGAN ERN
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OHIO ERN
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KENTUCKY ERN
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Employer Resource Networks®

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LAKESHORE EMPLOYER RESOURCE NETWORK®

my SUCCESS
WEST MICHIGAN EMPLOYER RESOURCE NETWORK®

JOHNSON COUNTY EMPLOYER RESOURCE NETWORK®

FOOTHILLS EMPLOYER RESOURCE NETWORK®

CUMBERLANDS EMPLOYER RESOURCE NETWORK®

BLUEGRASS EMPLOYER RESOURCE NETWORK®

UDC ERN
UNION DELAWARE COUNTY EMPLOYER RESOURCE NETWORK®

CLEARWATER EMPLOYER RESOURCE NETWORK®

SOARING TO SUCCESS
member of Southwest Ohio Employer Resource Network®

SOUTHERN OHIO EMPLOYER RESOURCE NETWORK®

Shared Success
Member of NW Ohio Employer Resource Network®

EaRNed SUCCESS
Employer Resource Network®

NORTH CENTRAL OHIO EMPLOYER RESOURCE NETWORK®

NORTHEAST OHIO EMPLOYER RESOURCE NETWORK®

Strengthening, guiding, and empowering Hawaii's workforce
HAWAII EMPLOYER RESOURCE NETWORK®

Pacific Northwest ERN
Employer Resource Network®

SOLANO COUNTY
Employer Resource Network®
a Program of the Workforce Development Board of Solano County

Mid-South Employer Resource Network®

TOMPKINS CHAMBER
TOMPKINS COUNTY EMPLOYER RESOURCE NETWORK®

ERN
ROCHESTER
Employer Resource Network®

ERN
CAPITAL REGION
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Five Phase Development Process

1	2	3	4	5
EXPLORE	DEVELOP	IMPLEMENT	SUSTAIN	NETWORK
Exploring the ERN Model	Developing the ERN Strategy	Implementing the ERN Model	Maintaining & Growing the ERN	Partnering in Best Practice Sharing

Model Cornerstones

- Employer-led
- Onsite Success Coach
- Resources
- Skill Building
- Outreach & Marketing Tools
- Data and Process Driven CMS
- Fund Collaboration
- Transformation Framework
- Network Peer Learning Calls
- Customized HR Integration - Support

Employer Benefits

- Retention
- Reduced Absenteeism
- Company Culture
- Employer of Choice
- Employee Advancement
- HR Relief
- Workforce Stability
- Productivity
- Employer ROI 500%+

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National Support Team



James Vander Hulst

President & CDO

ERN® Collaborative Development
ERN USA Network Administration

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Angela Vander Hulst

Chief Operating Officer

ERN® Data Solutions Administration
ERN® Development
ERN® Training & Marketing

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Luis Quezada

Engagement Specialist

SharePoint Administration
Employee Outreach
Communications



Prashant Gupta

Salesforce Developer

Database Configuration

ERN USA Peer Learning

- **Peer Learning Calls**
- **InfoConnect Calls**
- **National Conferences**
- **Webinars**

Network Tools

- **ERN® Data Solutions**
- **ERN USA SharePoint**
- **Network Directory**
- **Salesforce Chatter**





Supportive HR Framework

Training Employees for Advancement

- **Presentation Templates**
- **Supplemental Exercises**
- **Certificates**

