

WIB BOARD MEMBERS

LARRY BOOTH
Frank M. Booth, Inc.

LESLIE BOTOS
Blood Source

BRIAN BROADWAY
Sacramento Job Corps

BILL CAMP
Sacramento Central Labor Council

PAUL CASTRO
California Human Development Corporation

COREENA CONLEY
Sacramento Veterans Resource Center

LYNN R. CONNER
Parasec

MICHAEL DOURGARIAN
MDDV, Inc.

DIANE FERRARI
Employment Development Department

TROY GIVANS
County of Sacramento, Economic
Development

DAVID W. GORDON
Sacramento County Office of Education

BERNADETTE HALBROOK
CSUS

JASON HANSON
Sierra Pacific Home and Comfort, Inc.

LISA HARR
Vision Service Plan

BARBARA HAYES
Sacramento Area Commerce & Trade
Organization

THOMAS P. KANDRIS
American River Packaging

MATTHEW KELLY
Sacramento Sierra Building & Construction
Trades Council

GARY R. KING
SMUD

DANIEL KOEN
California Teachers Association

KATHY KOSSICK
Sacramento Employment & Training Agency

STEVEN M. LADD, Ed.D
Elk Grove Unified School District

PAUL LAKE
County Department of Human Assistance

JAMES E. LAMBERT
Sacramento Builder's Exchange

FRANK A. LOUIE
Xerox Corporation

JOANNE MAHANEY-BUEHLER
Area 4 Agency on Aging

ELIZABETH MCCLATCHY
The Safety Center, Inc.

DENNIS MORIN
Sacramento Area Electrical Training Center

ROGER NIELLO
Sacramento Metropolitan Chamber of
Commerce

KIM PARKER
California Employers Association

MARTHA PENRY
California School Employees Association

DEBORAH PORTELA
Casa Coloma Health Care Center

MAURICE READ
Sacramento Sierra Building & Construction
Trades Council

LORENDIA T. SANCHEZ
California Indian Manpower Consortium

ANETTE SMITH-DOHRING
Sutter Health – Sacramento Sierra Region

MICHAEL R. TESTA
Sacramento Convention & Visitors Bureau

DR. DAN THROGMORTON
Los Rios Community College District

KINGMAN TSANG
East West Bank

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Beutler Corporation

DAVID P. YOUNGER
Lionakis Beaumont Design Group



SACRAMENTOWORKS

SACRAMENTO WORKS, INC. PLANNING/OVERSIGHT COMMITTEE

Date: Wednesday, June 20, 2012

Time: 8:30 a.m.

Location: SETA – Board Room
925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

AGENDA

1. Call to Order/Roll Call
2. Approval of the May 16, 2012 Meeting Minutes
3. Discussion: Criteria for High Performing Workforce Investment Boards
 - Summary of Criteria used in Pennsylvania, Massachusetts, Kentucky
 - Draft California Issue paper
4. Input from the public
5. Adjournment

Committee Members: Lynn Conner (Chair), Leslie Botos, Paul Castro, Coreena Conley, Bernadette Halbrook, Matt Kelly, Kathy Kossick, Paul Lake, Jim Lambert, Frank Louie, Dan Throgmorton

DISTRIBUTION DATE: TUESDAY, JUNE 12, 2012

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Planning/Oversight Committee

Minutes/Synopsis

(Minutes reflect the actual progression of the meeting.)

SETA Board Room
925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

Wednesday, May 16, 2012
8:30 a.m.

1. **Call to Order/Roll Call:** Ms. Conner called the meeting to order at 8:34 a.m.

Present: Paul Castro, Lynn Conner, Kathy Kossick, Paul Lake, Frank Louie, Dan Throgmorton

Absent: Leslie Botos, Coreena Conley, Bernadette Halbhook, Matt Kelly, Jim Lambert

Others Present: Robin Purdy, Phil Cunningham, Marty Araiza, Cindy Sherwood-Green, Roy Kim, Marsha Strode, Christine Welsch, Julie Davis Jaffe, Edward Procter.

2. **Approval of the March 21, 2012 Meeting Minutes**

Minutes were reviewed; no questions or comments.

Moved/Lake, second/Kossick, to approve the minutes of the March 21, 2012 meeting.

Voice Vote: Unanimous approval.

4. **Approval of the Workforce Investment Act Sacramento Works Resource Allocation Plan for 2012-2013**

Ms. Purdy stated that most of the things in the packet are policy issues that will impact the plan. There is a requirement that a certain amount of funds must be spent on training activities. The resource allocation plan is the WIB's identification of how the WIA funds will be spent. The plan has been split up into categories. Talent engagement is what is spent at the career centers. No change is being recommended in talent engagement (28%). Talent Development is for enrollment into training programs, including GED preparation; 46% is recommended going into talent development.

Staff is recommending that 40% of the funds go to scholarships, tuition to local training providers, 29% goes to OJT which is an increase from last year. Staff is seeing long-term job retention and wage increase in the OJT program.

The Resource Allocation Plan recommended for approval consists of:

28.5% Talent Engagement (Recruitment and Referral)
 46% Talent Development (Training)
 7% Talent Marketing (Employer Services/ On-the-Job Training)
 2% Board Initiatives
 9% One-Stop Support
7.5% Administration
100% Total

The budget went from \$8.4 million to \$8.7 million so there is more money in all of the categories.

Ms. Purdy will modify the plan to add the number of people to be served in each of the activities.

Moved/Throgmorton, second/Louie, to approve the Resource Allocation Plan for 2012- 2013.

Voice Vote: Unanimous approval.

3. Policy discussion on High Performing Workforce Investment Boards

Ms. Purdy reported that recently two pieces of legislation were passed that will affect how the Agency does business.

Ms. Brown stated that this is an attempt to raise the bar for the WIBs. There will be incentive funds attached to becoming a high performing WIB. Additional funds will be allocated to do board initiative events. The California Workforce Association is collecting input from local WIBs to share with the state. Staff provided information that was enacted in Kentucky. There are 11 criteria and 55 indicators. The goals are:

1. Working strategically,
2. WIBs effectively and efficiently manages assets in the community
3. WIBs have a strong and engaged Board that drives the mission and implementation steps.

It is important to collect input in on what is important for the Sacramento region. There needs to be discussion as to the best way to collect information from the WIB members and get it to the California Workforce Investment Board.

Dr. Throgmorton stated that Kentucky is well respected as well as Sacramento. He would be interested in the perception the DOL has on the Kentucky model and whether they think it would be the ideal model. Also, Kentucky would not probably think regionally because smaller states would have different needs.

Mr. Castro suggested looking at what studies have shown and that the WIA programs provided locally are effective. But there also needs to be a definition

about what is considered to be effective. Dr. Throgmorton stated that maybe the Futures Committee of the regional WIBs could review this issue and have input. The Futures Committee has great energy and his experience attending those meetings has been very positive.

Mr. Lake stated that this is a very structured process and when he sees outcomes, it means jobs to him. The Board can have all of the structure in place and do all of the administrative things correctly but still not achieve 'high performance' when it means getting people into jobs.

Ms. Conner suggested that perhaps we have some full board discussion/retreat to discuss what board members consider to be high performing standards. There are great ideas but there could be so much more. Ms. Kossick suggested a two-hour planning committee to discuss this. Dr. Throgmorton stated that this is a great opportunity for the Sacramento WIB to take a leadership role.

Mr. Louie inquired who is perceived to be the top 2-3 WIBS in the country and benchmark Sacramento against the other WIBs. This would be a good way to measure our effectiveness. Ms. Purdy will contact DOL to find out who the top WIBs are and see how the Sacramento WIB matches up.

Mr. Lake wants to have a more lengthy discussion with even more board members. Ms. Kossick stated that members from the full WIB meeting will be invited to the June 20 Planning/Oversight Committee. This will be the only agenda item.

Ms. Kossick encouraged members to urge other board members at the full WIB meeting to participate.

5. Information Item: SB734 - Training Expenditure Requirements for Local Workforce Investment Boards

This is just information and something that was passed by the state. Mr. Bill Camp was instrumental in the development of document. It will not impact Sacramento because the Agency has always had a high training goal. In 2001-2005, expenditures shifted services away from training to the one stop career centers. This is a move back to training to provide services to more unemployed people. This reverses the trend.

6. Input from the public: No comments.

7. Adjournment: The meeting was adjourned at 9:08 a.m.

ITEM 3 – DISCUSSION

HIGH-PERFORMING WORKFORCE INVESTMENT BOARDS

BACKGROUND:

In September 2011, SB698 was passed and signed into law. This bill requires the Governor to establish, through the California Workforce Investment Board, standards for certification of high-performance local workforce investment boards (LWIBs). The bill requires the Governor and the Legislature, in consultation with the California Workforce Investment Board, to reserve specified federal discretionary funds for high-performance local workforce investment boards.

The California Workforce Investment Board is currently drafting the High Performing WIB policy. A document titled “Kentucky High-Performing WIB Standards: Baseline Year 2010” was used as the basis for the policy discussion.

The Planning/Oversight Committee discussed high performing Workforce Investment Board (WIB) standards at their May 16, 2012 meeting and has set aside their June 20 meeting to develop input to provide to the California Workforce Association and the California Workforce Investment Board on the High Performing WIB policy. All Sacramento Works board members are invited to join the discussion. In addition, information on the meeting is being sent to all Workforce Investment Boards in the region and the California Workforce Association in order to ensure input. The Planning/Oversight Committee suggested that the Futures Committee of the Regional Workforce Investment Board Collaborative add this item to their action plan.

Initial thoughts from the Planning/Oversight Committee members regarding High Performing Boards include:

1. Research should be conducted to identify “high performing” WIBs nationally, and the federal perspective/definition of high performing boards.
2. High Performing WIBs should:
 - Develop a local/regional definition of effective/high performing board
 - Engage with the California Workforce Investment Board and its committees
 - Focus on accomplishments and achieving outcomes, not only process and structure
 - Reach out regionally and engage with other regional boards and stakeholders
 - Have a strategy for communicating success
 - Identify 2-3 high performing WIBs in the country and benchmark outcomes against them.

Attached, for your review is a summary of the High Performing WIB Criteria from three early implementing states and a draft matrix of the California Policy.

**Criteria for High Performing Workforce Investment Boards
Pennsylvania, Massachusetts, and Kentucky**

Pennsylvania Criteria	Massachusetts Criteria	Kentucky Criteria
The LWIB has analyzed the regional labor market using the most current available data, and is effectively using this information to guide policy and investments.	A high performing board develops a strategic vision that is evidence-based, addresses local and regional issues, needs of the business community and general workforce, including the area's targeted adult and youth populations and is guided by clearly defined objectives by which the board measures its progress.	
The LWIB is investing resources to promote the development of skills and career ladders in the commonwealth's High Priority Occupations.		WIBs are fiscally responsive to shifts in trends and economic conditions.
The LWIB has organized, or actively supported the development of industry partnerships in key targeted industry sub-clusters and these partnerships are developing innovative approaches to improving their competitiveness and promoting best human resource practices.	A high performing board has developed a strategic vision for the region that demonstrates horizontal and vertical alignment of federal, state and local partners. (e.g. board's strategic plan aligns with other entities' plans).	Resources and assets are coordinated and leveraged with other workforce, economic development and educational organizations/agencies
The LWIB has a clear strategic direction and has aligned relevant regional resources such as regional workforce, education, community development, welfare and economic development organizations, programs and initiatives to that direction.	A high performing board aligns area resource allocation to its strategic objectives.	WIBs have clear strategic direction, with strategic plans that are goal/objective oriented and emerged from an inclusive process
The LWIB has both a broad-based and a targeted cluster-linked integrated business services plan. The business services plan ensures continuous outreach to employers, the identification of employment opportunities and the posting of these opportunities to the PA CareerLink system.	A high performing board seeks out and builds collaborations with business/industry, economic development, education and other key partners to align labor force supply with business demand	The board has adopted a sector approach to workforce development
The LWIB is ensuring that its PA CareerLinks provide excellent and fully accessible services to both employers and job seekers.	A high performing board evaluates and acts to improve and elevate the performance of the regional service delivery system, including the region's One-Stop Career Centers and Youth Providers.	The strategic plan is part of a continuous improvement process

**Criteria for High Performing Workforce Investment Boards
Pennsylvania, Massachusetts, and Kentucky**

Pennsylvania Criteria	Massachusetts Criteria	Kentucky Criteria
<p>The LWIB maintains sound fiscal practices, develops the budget with Board member's input and the budget process ensures that WIA investments are aligned with the strategic direction established by the Board.</p>	<p>A high performing board aligns and manages financial resources (public, private, foundation, etc.) to the strategic plan</p> <p>A high performing board develops and follows a revenue plan</p>	<p>WIBs effectively and efficiently manage the assets in the community</p> <p>Staff develops the budget under the direction of the WIB</p>
<p>The LWIB is in compliance with the negotiated requirements of the quantitative measures of the Pennsylvania Performance Management Plan.</p>	<p>A high performing board communicates to stakeholders and reports on progress of achievement of strategic objectives. A high performing board implements a documented process to measure its success as a board</p> <p>A high performing board organizes and tracks progress on regional initiatives in support of Strategic Plan.</p> <p>A high performing board creates and implements an internal process of continuous quality improvement.</p> <p>A high performing board measures the return on investment (ROI) of strategies, services and investments</p>	<p>WIBs are measuring success using locally relevant outcomes beyond the mandatory WIA performance measures.</p>
<p>The LWIB is structured, staffed, and funded so that it can carry out its oversight and strategic roles in the local area.</p>	<p>A high performing board develops and follows a revenue plan</p>	<p>The Board is diverse, connected to the community and business driven</p>
	<p>A high performing board operates as a functioning business entity</p>	
	<p>A high performing board operationalizes functional responsibilities with respect to services for local businesses in alignment with the local infrastructure.</p>	
	<p>A high performing board actively generates membership commitment to the work of the board</p>	

**Criteria for High Performing Workforce Investment Board
California Draft Policy**

Category	Criteria
<p><u>Strategic planning and implementation:</u> Development and implementation of an actionable strategic plan through an inclusive stakeholder process that articulates key workforce issues and prioritized strategies for impacting them, both within the local workforce area and, where applicable, the overall labor market.</p>	<p>The Plan Meets the Local Planning Requirements in SB 698, including receiving input from the entire workforce pipeline, being data driven, evidenced-based and relevant to the regional labor market. [Required]</p> <p>The Plan’s Scope of Vision is Strategic and Comprehensive.</p> <p>Key Stakeholders are Actively Engaged both in the Planning and Implementation.</p> <p>The Plan’s Goals and Strategies are Evidence-Based.</p>
<p><u>Investment in training/skills development/career pathways:</u> The LWIB prioritizes increasing worker skills and workplace competencies, and development/use of career pathways that connect skills to good jobs.</p>	<p>The LWIB meets the requirements of SB 734, to utilize 25% of WIA funds for training activities. [Required]</p> <p>The LWIB prioritizes training for occupations in demand in the local economy resulting in completion and attainment of a degree and/or other credentials valued and used by industries within the region.</p> <p>The LWIB emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.</p> <p>The LWIB partners with employers, educators, and other stakeholders continually to identify funding to support worker training and education that results in improved skills, credentials, and employment.</p>
<p><u>Business Services/Partnerships/Sector Strategies:</u> The LWIB partners effectively with businesses to identify and resolve skill gaps, working in particular through industry sector partnerships.</p>	<p>The LWIB has adopted a business services plan, consistent with its Strategic Plan, that integrates local business involvement with workforce initiatives.</p> <p>The LWIB partners with employers in key industries and educators in developing and operating industry sector partnerships as a primary strategy.</p> <p>The LWIB facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant LWIBs, educators, and other partners.</p> <p>The LWIB leads in identifying and obtaining resources to sustain operation of industry sector partnerships over time.</p>
<p><u>Youth strategies:</u> The LWIB is a strategic leader in building partnerships to reduce high school dropout rates, effectively re-engage disconnected youth in education and work, to help youth understand career pathway options, and to encourage attainment of post-secondary degrees and other credentials valued by industry in the LWIB’s labor market.</p>	<p>The LWIB is a partner with K-12 education and others on strategies that reduce high school dropout rates. The LWIB</p> <p>LWIB is a partner in strategies to re-engage disconnected youth. The LWIB</p> <p>partners with employers, educators and others to help you understand career pathway options. The LWIB</p> <p>encourages youth to focus on attainment of post-secondary degrees and other credentials important to employers in the LWIB’s labor market</p>
<p><u>Managing the work of the WIB:</u> The LWIB has a strong, engaged board that represents the community, measures its effectiveness in meeting both legal requirements and its own local goals, has a process for continuous review and improvement of performance, and shares information about results.</p>	<p>The LWIB membership meets all legal requirements and is representative of the community. [Required]</p> <p>The LWIB meets all WIA requirements (Required).</p> <p>The LWIB continuously reviews performance of both programs and LWIB initiatives, and has a strategy for encouraging and ensuring ongoing improvement. The LWIB</p> <p>transparently communicates the results of its efforts within the community</p>