

**WORKFORCE DEVELOPMENT  
BOARD MEMBERS**

**JANET BARD**  
Ramos Oil Company, Inc.

**LARRY BOOTH**  
Frank M. Booth, Inc.

**BRIAN BROADWAY**  
Sacramento Job Corps

**LARRY BURKHARDT**  
City of Sacramento.

**DENNIS CANEVARI**  
Sheet Metal Workers Local #104

**N. LISA CLAWSON**  
Blood Source, Inc.

**LYNN R. CONNER –Chair**  
Parasec

**MICHAEL DOURGARIAN**  
Asher College

**ANN EDWARDS**  
Department of Human Assistance

**DIANE FERRARI**  
Employment Development Department

**DAVID W. GORDON**  
Sacramento County Office of Education

**GARY R. KING – First Vice Chair**  
SMUD

**KATHY KOSSICK**  
Sacramento Employment & Training Agency

**MATT LEGE**  
SEIU – United Healthcare Workers

**FRANK A. LOUIE**  
Sacramento Asian Chamber of Commerce

**ELIZABETH MCCLATCHY**  
The Safety Center, Inc.

**CHARLOTTE MITCHELL**  
Sacramento County Farm Bureau

**DENNIS MORIN**  
Sacramento Area Electrical Training Center

**DR. JAMEY NYE**  
Los Rios Community College District

**JAY ONASCH**  
California Department of Rehabilitation

**KIM PARKER**  
California Employers Association

**FABRIZIO SASSO**  
Sacramento Central Labor Council

**ANETTE SMITH-DOHRING**  
Sutter Health – Sacramento Sierra Region

**PETER TATEISHI**  
Sacramento Metro Chamber of Commerce

**RICK WYLIE – Secretary/Treasurer**  
Villara Building Systems



**SACRAMENTOWORKS**

**SACRAMENTO WORKS, INC.  
EMPLOYER OUTREACH COMMITTEE**

**Date:** Wednesday, February 1, 2017

**Time:** 3:00 p.m.

**Location:** SETA – Olympus Room  
925 Del Paso Blvd.  
Sacramento, CA 95815

**AGENDA**

1. Call to Order/Roll Call
2. Action Item – Approval of January 4, 2017 minutes
3. Discussion Item: “Build Your Own Workforce” Implementation Update
4. Discussion Item: Review of Strategic Planning Session
5. Adjournment

**Committee Members:** Janet Bard, Larry Booth, Dennis Canevari, Mike Dourgarian, Diane Ferrari, Dr. Jamey Nye, Kim Parker, Louise Stymeist, Rick Wylie

**This meeting is open to all members of the Sacramento Works, Inc. Board and the public.**

**DISTRIBUTION DATE: FRIDAY, JANUARY 27, 2017**

**Employer Outreach Committee**  
Minutes/Synopsis  
*(Minutes reflect the actual progression of the meeting.)*

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

Wednesday, January 4, 2017  
3:00 p.m.

1. **Call to Order/Roll Call:** Mr. Wylie called the meeting to order at 3:04 p.m. The roll was called and a quorum was achieved.

Members Present: Larry Booth, Mike Dourgarian, Rick Wylie, Dr. Jamey Nye, Kim Parker (called in via speaker phone)

Members Absent: Dennis Canevari, Diane Ferrari, Louise Stymeist

Others present: Phil Cunningham, Terri Carpenter, Roy Kim, Kathy Kossick

2. **Action Item** – Approval of December 7, 2016 minutes

The December minutes were reviewed; no questions or corrections.

Moved/Booth, second/Wylie, to approve the December 7 minutes.

Roll Call Vote:

Aye: 4 (Booth, Dourgarian, Nye, Wylie)

Nay: 0

Abstentions: 1 (Parker)

Absent: 3 (Canevari, Ferrari, Stymeist)

3. **Action Item:** Approval of the “Build Your Own Workforce” Agreement

Ms. Carpenter reviewed the agreement that includes a list of the top 10 skills most employers are looking for when hiring new employees. Also under employer research input section of the agreement, the number hired by employers by six months was tightened up. Employers must inform SETA of the number of hired people within six months.

Mr. Cunningham would like to tighten up the confidentiality clause. There are other changes he would like to make, mostly syntax, not legal. He inquired if ‘21<sup>st</sup> century’ skills is something the employers really want. Ms. Carpenter stated that it refers back to the New World of Work 21<sup>st</sup> Century Skills Series of modules. Dr. Nye replied that it is used often in higher education to describe training and retraining. It is a term of art, and does not have a single explanation. Mr. Wylie stated that it is a descriptive explanation that would include training on higher end electronics and skills; more up-to-date skills.

Ms. Parker suggested utilizing the word 'contemporary' instead of 21<sup>st</sup> century skill.

Ms. Carpenter stated that there is an actual model and document that explains what '21<sup>st</sup> century skills' are.

Mr. Dourgarian asked if we are preparing candidates or workers. Ms. Carpenter stated that if they are new, they can be candidates but it could also be changed to workers. Mr. Dourgarian asked if it were possible to set up a pool of workers that have completed this training who would receive priority employment. It was decided to go over the action plan before acting on the agreement.

4. **Discussion Item:** Review the "Build Your Own Workforce" Action Plan and Determine Next Steps for Implementation

Ms. Carpenter reviewed the Action Plan presented. Ms. Carpenter stated that by the end of January, it is expected that the final plan for the 'Build Your Own Workforce' pilot will be done.

Mr. Wylie stated that a lot of this is packaging what Sacramento Works has done for years; it is a new way to bring in employers.

Ms. Kossick stated that if an employer would love to do this but cannot commit to hiring 3-4 new people, would we say no? Mr. Wylie replied that if we can get 10 employers that commit to five people, that would be the first wave, and then other employers would certainly be welcome. There are plenty of employers where hiring five people would not be a big deal. If we find that there are employers interested but cannot commit to five, we can revisit the number.

Mr. Wylie thinks employers want to know what entails 'soft skills.'

Mr. Cunningham asked how this will be implemented and Ms. Carpenter replied that perhaps with a small cohort of three employers beginning March 1.

Mr. Cunningham stated that these employers will be our champions and will sell this program in the long run. We would want them to spread the word about this program.

5. **Action Item:** Approval of the "Build Your Own Workforce" Agreement (continued)

Dr. Nye asked that under "Employer Research & Input," points 2 and 3, clarify and make it simple what we expect from the employers. Make the expectations general and clear.

It was decided to move forward with this agreement and update the timeline.

There was discussion of whether Mr. Booth or Mr. Wylie could utilize their companies for this program. Mr. Cunningham stated that both would be getting value; but he will look at this issue and report back to the board. Mr. Cunningham stated that this can go as a report from this committee because the board has already approved the money.

Moved/Dourgarian, second/Booth, to approve the "Build Your Own Workforce" agreement with polish from legal counsel.

Roll Call Vote:

Aye: 4 (Booth, Dourgarian, Nye, Wylie)

Nay: 0

Abstentions: 1 (Parker)

Absent: 3 (Canevari, Ferrari, Stymeist)

Ms. Carpenter stated that this will be an information item on the January 25 Sacramento Works agenda. Mr. Wylie stated that he would not be present at this meeting and requested someone else to work with Ms. Carpenter on the presentation. Dr. Nye, Ms. Parker, and Mr. Dourgarian agreed to assist Ms. Carpenter with the presentation.

Ms. Kossick reminded the Committee of the January 20 strategic planning session. Ms. Kossick would like the chair of each committee to make a presentation of what has been done since the last plan was developed.

5. **Adjournment:** The meeting was adjourned at 4:10 p.m.

# Event Report:

## Sacramento Works Strategic Plan Review and Update

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January 20<sup>th</sup>, 2017 ~ Sutter Club, Sacramento, CA

Facilitated and compiled by Alisa Oyler, Partners in Participation ([alisaoyler@gmail.com](mailto:alisaoyler@gmail.com)).

### Event Objectives:

- 1) Review prior strategic plan and progress made towards key goals.
- 2) Assess changes in the current context and implications for future plan benchmarks.
- 3) Update target accomplishments within key goals, and plan for implementation.
- 4) Assess need for new strategic planning process to be conducted.
- 5) Ensure all new and veteran Board members are working together off the same information.

### Agenda

<u>TIME</u>	<u>SESSION</u>	<u>LEAD</u>
8:00 a.m.	Welcome, Agenda and Opening Conversation	Kathy and Facilitator
8:30 a.m.	<b>Presentations</b> Updates on 3 Committee Goals (3-5 min each)	Committee Chairs and key staff
8:50 a.m.	<b>Small Group Work</b> 5 Year Workforce Development Plan Goals – reports on progress made.	Facilitator
9:30 a.m.	Small Group Reports	Participants
10:00 a.m.	<i>Break</i>	
10:15 a.m.	<b>Current Reality Analysis Workshop</b> <i>“What are the key trends that are emerging, established, and dying within our industry that could affect how we shift or change our plan implementation?”</i>	Facilitator
11:00 a.m.	<b>Small Group Work</b> Update strategies within key Goals to reflect shifting reality, and plot on a calendar for implementation.	Facilitator
11:45 a.m.	Small Group Reports and Next Steps	Participants
12:00 p.m.	Evaluation and Close	

# Participants

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Janet Bard, Ramos Oil Company, Inc.  
Larry Booth, Frank M. Booth, Inc.  
Brian Broadway, Sacramento Job Corps  
Larry Burkhardt, City of Sacramento  
Dennis Canevari, Sheet Metal Works Local 104  
Mike Dourgarian, Asher College  
Diane Ferrari, Employment Development Department  
David Gordon, Sacramento County Office of Education  
Gary King, Sacramento Municipal Utility District  
Kathy Kossick, Sacramento Employment and Training Agency  
Matt Legé, SEIU – United Healthcare Works  
Frank Louie, Sacramento Asian Chamber of Commerce  
Elizabeth McClatchy, Safety Center, Inc.  
Kim Parker, California Employers Association  
Fabrizio Sasso, Sacramento Central Labor Council  
Anette Smith-Dohring, Sutter Health  
Rick Wylie, Villara Corporation

Phillip M. Cunningham, Esq., Legal Counsel

## Staff:

Roy Kim  
Terri Carpenter  
Julie Davis-Jaffe  
Michelle O’Camb  
William Walker

# Expectations

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After introductions participants shared their expectations for this event. They answered the following statement: By the end of the morning I would like us to have achieved. The following were mentioned.

- An updated Strategic Plan with specific action steps / accountabilities.
- A clear link of the Mission to the individual mandates and activities, the “weeds” of our work. Ensuring consistency.
- Agreement on a “fast win”, perhaps in the arena of employer outreach.
- Understanding of our legitimate role within communities and the difficulties they face.
- Something measureable that we can hold ourselves accountable to.

# Committee Updates

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## **Employer Outreach Committee: Rick Wylie**

Comments made during the discussion resonates, one was weaknesses. Disruptive technology is something we have to get used to. There was a comment on keeping foremen and not training entry level people. There is a hangover from the recession where employers are not confident if training their entry level people. There is a continuum of disruptive technology displacing employees. Before, our committee was public relations, informing people that we are here. Now we are helping our employers build confidence in building our workforce. Giving them tools for hiring entry level people will accomplish goals of connecting with employers; also connecting our workforce job seekers we are serving so there will now be more people available even though they don't have training. Ms. Carpenter commented on the past public relations and traditional marketing outreach; web based outreach was the focus of the committee. Now the committee has turned everything upside down with the new initiative.

## **Planning/Oversight Committee: Anette Smith-Dohring**

Reviewed and approved the ETPL requests and conducted public hearings for the resource allocation plan. Hosted multiple State Workforce Board convenings to get input to the state plan. Approved revised industry clusters and discussing where our region is going and how to recover.

We spent a lot of time approving the stretch performance goals. As a board we have our initiatives and the services provided are amazing and we always exceed our goals so the committee discussed where we could have stretch goals.

## **Youth Committee: Brian Broadway**

Work concentrating on implementing services for at risk youth. Building skills set and soft skills for kids; train them and move them forward. Develop ways to reach out and educate employers to give kids an opportunity. Strategizing the initiative for the ETP pilot and working with youth and foster youth and find ways to move them into employment.

Ms. Carpenter added that we are also looking at leveraging or braiding resources from other organizations. Looking at ways to provide services to in school youth with special initiatives. Trying to build more relationships that provide services to youth. Need to strengthen resources to assist the kids.

## **State Planning Process**

Roy Kim noted that SETA released a draft local WIOA document plan. It is focused on compliance ensuring that the local WDB is in compliance with the state plan. Staff also developed a draft regional plan and prepared a local plan for Sacramento. The plan is available via the website. There is a public notice announcing this to a number of different partners. Please help to share the information and solicit feedback. Comments are encouraged.

Michelle O’Camb noted that both plans align with the state objectives and strategies. The regional plan is for the four workforce development areas included in the Capital Region. There is a challenge between the regional and local plans. Staff is definitely interested in feedback on the plans.

Roy Kim noted that both plans will come to the boards for approval after the 30 day public comment period.



# Strategic Plan Goal Updates

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Board and staff worked in small groups to review the three goals established in the 5 Year Strategic Plan (2013 to 2018) and answer the following questions:

- 1) Accomplishments: What's been accomplished within each strategy held within that goal?
- 2) Gaps: What is left to be done?
- 3) Challenges: What stumbling blocks have we faced?
- 4) Implications: What does this imply about our work going forward?

**Goal 1:** Meet the workforce needs of high demand sectors of the state and regional economy and diversify the economy through growth and support of the following occupational sectors/clusters with high-growth potential:

Health Services  
Life Sciences  
Advanced Manufacturing  
Construction Information and Communications Technology  
Clean Economy  
Food and Agriculture Education and Knowledge Creation

## Accomplishments

- Develop strategic alliances with business associates
- Professional Edge – 500 unemployed prof, 60% placement
- CRANE implemented – Career GPS – 1,000 kids – pathway growth
- Participating in Next Economy
- Visibility
- “Build Your Own Workforce”
- Visibility in business community and develop PR plan
- Promote success of employee involvement
- Employer focused ads
- Airport ads

## Gaps

- Board unaware of GSEC activities
- Reports / updates
- Bring employers to job seekers etc., value proposition – policy, law, training
- Lack of employer knowledge about services
- AJC did not gain traction nationally

## Challenges

- Unable to measure some activities
- Getting the word out
- Can't advocate

- No measureable outcomes
- Did not fully implement American's Job Center Brand
- Entry-level workforce engagement – can't provide workers for high wage jobs

#### Implications

- Employers have access to talent, increase retention, increase employee advancement
- Regional success stories get national traction.

#### **Goal 2:** Build and Maintain a World-Class Talent Pool by:

A: Increasing the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations; and

B: Increasing the number of high school students and high school drop-outs, with emphasis on at-risk youth and those from low-income communities, who graduate (or complete equivalency programs) prepared for postsecondary education or a career.

#### Accomplishments

- CalJobs – online assessments
- Transition to comprehensive centers
- Universal access to all services
- Basic career services
- Individualized career services
- Training based on demand
- Occupations / career pathways
- Transition to WIOA
- CAP / CRANE
- Launch several of special initiatives to serve high risk youth

#### Gaps / Challenges

- WIOA ability to support more paid internships / OJT
- Employers hesitant to hire younger / entry level workers
- Higher minimum wage depresses opportunity for internships
- Measurement of service consistency – results driven

#### Implications

- Without internships / mentorship depresses company growth
- Financial sustainability of career pathway programs
- “First job” opportunity is key to development of workforce

**Goal 3:** Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

#### Accomplishments

- Regional plan, MOU
- Establishment of regional partnerships
- Comm. Colleges, Title II – Adult E regions

- Relationships improved
- Mobile service design (navigators)
- Board policies based on data

#### Gaps

- Lack of Board knowledge for Board members
- Regional partnerships not integrated
- Connectivity

#### Challenges

- Siloed data systems
- Mandate vs individual program performance
- Reaching field staff
- Cost + political will

#### Implications

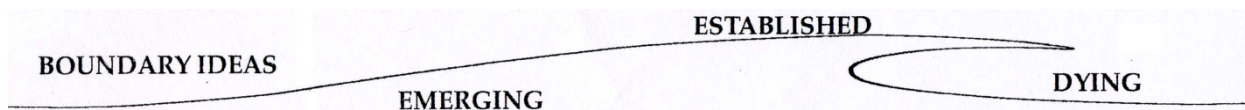
- Inefficiency
- No common goal
- More engagement in other systems

# The Wave: A Current Reality Analysis

In order to ensure that our future planning reflects the ever shifting context we are operating within, we worked together to map out the trends within Workforce Development within our region. We conducted a workshop called “The Wave” that asked us to address the following focus question:

*What are the events, trends, practices and approaches within workforce development in our region that shape our current reality?*

The trends were according to the four categories below. The following is a summary of that conversation and the implications this context may have for our planning.



Key:

Pleased = █

Cautious = &:

## Boundary

Innovative Technology: Gov. Tech
Will “on shoring” create jobs in corporate America? Are we prepared?
Avoiding redundancy through collaborations
Individualized services through case management
Instantaneous feedback using data analytics
Employer is our customer; job seeker will benefit; this should be established █ and &
You don’t need a four year college degree to be more successful *
Integrating data systems and services
Small scale manufacturing (microbreweries) █
Greater acceptance and understanding of pre-apprenticeship programs

## Emerging

Multi-employer workforce &
- Multiple jobs
- ‘Gig’ economy
- How to work ourselves out of poverty
Employer awareness of the need for a multi-talented/cultural workforce
Expanding our key partnerships in education
Accountability and measuring of results

Remove mystery of apprenticeship programs within trades and crafts
Deploy technology to fill gaps <ul style="list-style-type: none"> <li>- Employees displaced</li> <li>- Confirm no added employees</li> </ul>
More CTE value job opportunities
K-12 Career Pathways Metrics? * and &
Bring employers to the table
Career Pathways &
Career Lattices
Internships
Community competition for talent
Human Centered Design - meet them where they are

**Established**

Global market impacts in California
Downsize mergers and splits
Shortage of skilled labor (attrition, baby boomers)
Get all centers/partners to perform consistently
Do more with less
Bricks & Mortar AJCC's
Demand focused sectors
Soft skills (work readiness/essential skills) Still not clearly defined. &
Knowledge of all grants.
Employers hiring based on government mandates Ex: Health insurance 50+ employers, employer hires 48.
Best indicator of job success is time performing the job

**Dying**

Reactive to industry trends vs. proactive.
Are we proactive in preparation of job seekers or losing ground ("tech innovation")
(Face to face) Old ways of hiring
Job Fairs multi-industry with paper resumes, etc.
Computer illiteracy
Sourcing and placing of skilled workers (fully experienced)
Exclusively Unpaid internships (as free labor)
Silo approach service and data systems
"Everyone" Need for a four year degree; Still no requirement to have a high school document.
Single skilled/single job workforce
Individual performance
Static delivery models

# Implications

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Throughout the day participants were asked to reflect on their work and draw out any implications for the planning efforts going forward. This was especially true after the current reality analysis. The following is a list of some of those implications.

- Working within an area of extreme poverty.
- De-siloing between regions as well. Regional alignment within established limitations.
- New Mayor's goal regarding internships should be considered an opportunity. It's more focused on High School than college, gap fill?
- Small and medium businesses – barriers to entry for internships need to be addressed.
- Money in the January budget for “federated data system” – leverage?
- Rather than ‘not everyone needs a four year degree’ – there are alternatives, and some degrees could be restructured – i.e. teaching
- Re: risks of the multi-employer workforce, keep in mind also that workforce flexibility correlates with increased economic growth.
- Need to map the workforce ‘gaps’ in order to help address.
- Internships: reflect in our goals the need to reach out to the employer community – balance interests to inform our focus.
- Changes in the minimum wage and its implications.
- New administration likely to be more business focused – emphasis on “employer is our customer” language
- May be more flexibility in how to use funding with incoming administration.

# Goal Groups: Implementation Planning

Participants gathered again by small groups to incorporate the progress reports, and current reality analysis to inform the planning for the coming year (into FY 2018). Groups were asked to determine: 1) 2 Year Success Measures for that Goal going forward. 2) Accomplishments needed by Quarter to move us towards those impacts. And 3) A launch activity within that Goal to build momentum. The following is a moment-in-time snapshot of the planned actions going forward, with **Point Persons** bolded and *Deadlines* in italics.

GOAL	LAUNCH ACTIVITY	Q3: JAN-MAR	Q4: APRIL – JUNE	Q1: JUL – SEP	Q2: OCT-DEC	2 YEAR SUCCESS MEASURES
<p><b>Goal 1: Meet the workforce needs of high demand sectors of state &amp; regional economies</b> .....</p>	<ul style="list-style-type: none"> <li>• Pilot program <b>Terri / William</b> <i>Dec 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Identify 250 prospective employers <b>Terri / William</b> <i>June 2017</i></li> <li>• CRM – Identify potential software solution <b>Roy / William</b> <i>June 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• CRM Identify data points to capture <b>Staff / EOC</b> <i>Dec 2017</i></li> <li>• Implement career portfolio tool <b>Anette</b> <i>Dec 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>• Build your own workforce implementation               <ul style="list-style-type: none"> <li>○ 25 employers implementing (use system)</li> <li>○ Complete robust tool box for employers</li> <li>○ Pilot</li> </ul> </li> <li>• Engage 250 employers in internships               <ul style="list-style-type: none"> <li>○ Educate in legality</li> <li>○ Funding access</li> <li>○ Internship – build your program</li> </ul> </li> <li>• Collaboration               <ul style="list-style-type: none"> <li>○ Continue successful partnerships</li> <li>○ Update from GSEC</li> </ul> </li> <li>• Employer Outreach               <ul style="list-style-type: none"> <li>○ Identify # of employers by region /sector</li> <li>○ Increase number of employers that use SETA by 25% based on Q1 data</li> <li>○ CRM identified, purchased and implementing</li> </ul> </li> </ul>

GOAL	LAUNCH ACTIVITY	Q3: JAN-MAR	Q4: APRIL – JUNE	Q1: JUL – SEP	Q2: OCT-DEC	2 YEAR SUCCESS MEASURES
<p><b>Goal 2: World class talent pool. Increase in #of degrees and increase in # of High School graduations of ‘at risk’ youth</b></p>	<ul style="list-style-type: none"> <li>• Launch of foster youth employment initiative <b>SETA, CEA, Stanford Youth Options Feb 2017</b></li> <li>• ETP pilot for disadvantaged youth <b>Employer, Mayors Office, SETA, Community based orgs May 2017</b></li> </ul>	<ul style="list-style-type: none"> <li>• Determine # Adults of 18 – 24 OSY <b>Youth committee March 2017</b></li> </ul>	<ul style="list-style-type: none"> <li>• Determine %of HS / Equivalency <b>Youth Committee April 2017</b></li> <li>• Increase the employment of 16- 24 age group <b>Youth Committee June 2017</b></li> <li>• Program to develop, refer and place internships <b>Youth Committee June 2017</b></li> </ul>			<ul style="list-style-type: none"> <li>• Increase in the number of 18 – 24 employed</li> <li>• Increase in the number of 18 to 24 that have High School Diploma / Equivalent</li> <li>• Increase in the number of internships for High School Juniors / Seniors</li> </ul>
GOAL	LAUNCH ACTIVITY	Q3: JAN-MAR	Q4: APRIL – JUNE	Q1: JUL – SEP	Q2: OCT-DEC	2 YEAR SUCCESS MEASURES
<p><b>Goal 3: Service integration and continuous improvement using data for evidence-based policymaking</b></p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Align Capital Region – membership <b>Kathy, Terri, Youth Committee March 28<sup>th</sup></b></li> </ul>	<ul style="list-style-type: none"> <li>• Establish formal GSEC relationship <b>Kathy, Roy, EC June 30<sup>th</sup></b></li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Admin / FX procurement within Reg <b>Roy, Michelle Sept 30<sup>th</sup></b></li> <li>• % identified for increase in board engagements <b>Kathy, Roy Sept 30<sup>h</sup></b></li> </ul>	<ul style="list-style-type: none"> <li>• Formal engagement in the effort to address income inequality <b>Roy, P/O (?) Dec 31</b></li> <li>• Joint efforts on critical social issues and homelessness <b>Dec 31</b></li> <li>• Achieve / increase entered employment rates and median earning <b>Michelle, P/O Dec 31</b></li> <li>• Stipulate % of accomplishment for education success <b>Dec 31</b></li> </ul>	<ul style="list-style-type: none"> <li>• Expanded systems alignment</li> <li>• Increased board engagement (internal and external)</li> <li>• Defined regular board meetings</li> <li>• Increased coordination with partners, services and data systems and resources</li> <li>• Define our role for addressing income equality</li> <li>• Increase # of individuals that accomplish education goals: GED, HS diploma</li> </ul>



# Next Steps

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We took time at the end to briefly discuss where we go from here.

- Event documentation into a report completed and submitted to Nancy Jan 20<sup>th</sup>
- Nancy to review and submit to Board for feedback by Tuesday Jan 24<sup>th</sup>
- **Board to review draft report and submit corrections, clarifications and additions to Nancy by Jan 31<sup>st</sup>**
- While reviewing, if individual Board members have “aha’s” about new ideas to include they will 1) submit to Nancy for inclusion and 2) add to the agenda of their next committee meeting for discussion.
- In answer to the question of whether or not to revisit the overall goals and Strategic Plan product it was decided:
  - A) We’d like to see some products and momentum within the existing goals before revisiting.
  - B) There is some new information coming that would inform a new strategic plan.
  - C) This plan product was initially designed to carry us through 2018, let’s continue and build energy.
  - D) Plan for a new Strategic Plan in 2018!