



CREATING THE WORKFORCE OF TOMORROW - TODAY

WIB MEMBER ORIENTATION

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Napa County Workforce Investment Board

Urgency

- *“Communities across the country are looking for ways to compete for economic growth and good jobs. Developing a skilled high quality workforce has become an important strategy in local economic development efforts”*
- *“Because there is a sense of urgency to deal with a host of workforce development challenges and needs...state and local workforce boards are evolving into a pivotal role: organizing comprehensive responses to these challenges”*

Visionary Leadership and Planning Guide



The Threat

*“The biggest threat to our economic survival
is the lack of a skilled workforce”*

Tony Zeiss, President CPCC

Module One -Who Are We ?

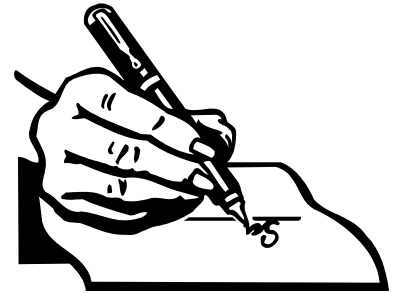
- The context – WIA Legislation
- Our relationship to the County Board of Supervisors
- The structure of the Workforce Investment Board



CREATING THE WORKFORCE OF TOMORROW - TODAY

WORKFORCE INVESTMENT ACT OF 1998 (WIA)

*Signed into law
August 7, 1998*



Goal of the Workforce Investment System

To increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result improve the quality of the workforce, reduce social services dependency, and enhance the productivity and competitiveness of the nation.

Key Principles

- Streamlining Services
- Universal Access
- State and Local Flexibility
- Strong Role for Local WIB Boards with Private Sector
- Emphasis on Accountability and Demand-driven

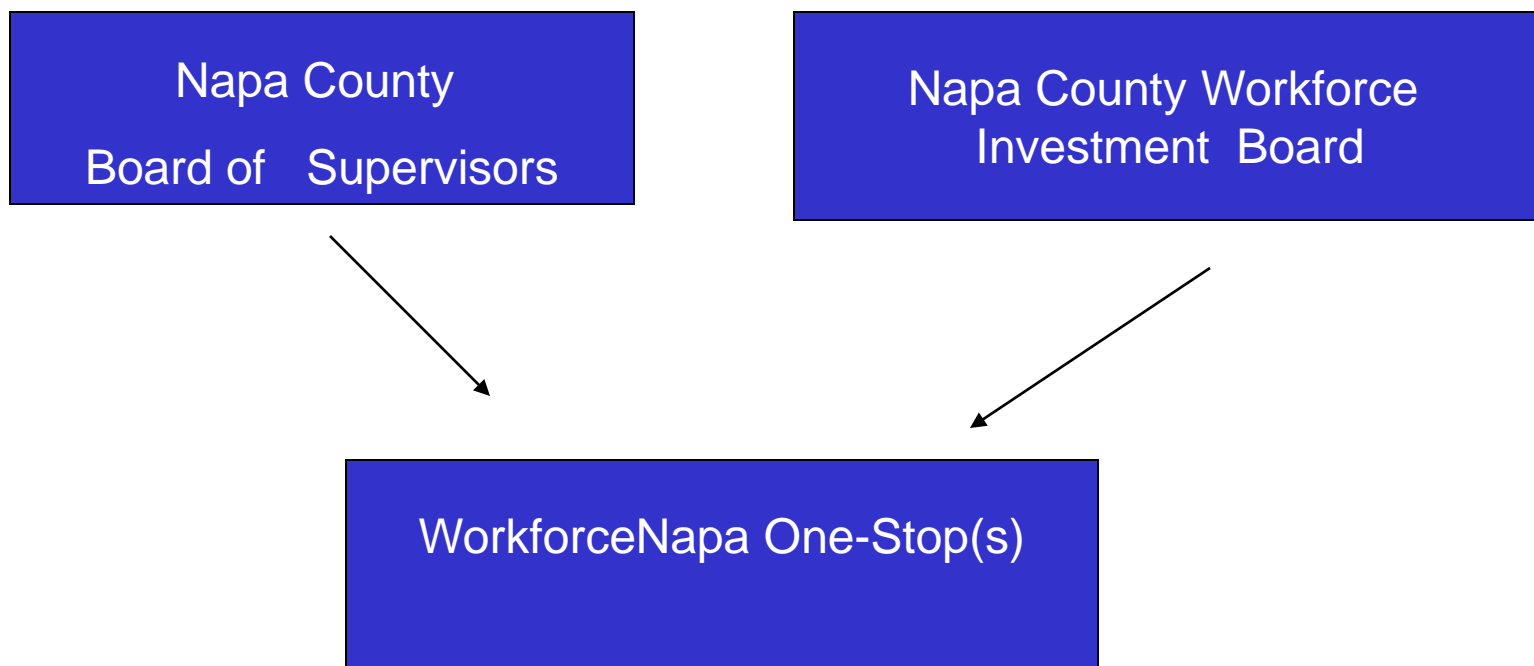
Local Workforce Investment Areas

- Governor designates Workforce Investment Area
- Considers certain factors including labor market areas

Local Workforce Investment Boards

- One for Each Area
- Certified by the Governor
- Appointed by Chief Local Elected Officials (CLEOs) (that's the Napa County Board of Supervisors) using criteria established by Governor and State Board
- Set policy and oversight for the local workforce system along with the BOS

Organization Chart

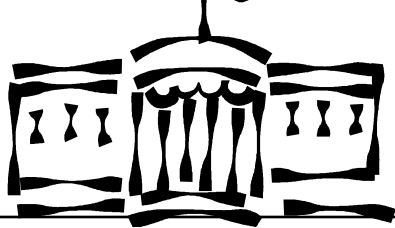


Local Workforce Investment Boards

- Membership includes representatives of:
 - Businesses (which must be majority)
 - Local education entities
 - Labor organizations
 - Community-based organizations
 - Economic development agencies
 - One-Stop partners
 - Other entities as determined by local officials

Workforce Investment Board

Board Chair must be Private Sector



Private Sector
(Majority)



Required WIB Partners

- Employment Service – Employment Development Department (*EDD*)
- Adult Education under WIA – *Adult Schools and Community Colleges*
- Postsecondary Vocational Education under Carl Perkins Act – *Adult Schools and Community Colleges*
- Vocational Rehabilitation under WIA – *California Department of Rehabilitation*
- Welfare to Work Entities – *Napa County*
- Title V of Older Americans – **EDD**
- Trade Adjustment Assistance - **EDD**

Required WIB Partners - continued

- NAFTA/TAA - *EDD*
- Veterans Employment and Training Programs – *EDD & Napa County*
- Native American Programs – *None*
- Community Services Block Grant Representatives – *CANV*
- HUD/Economic Development – **Napa County/ City of Napa/ Chamber of Commerce**
- Unemployment Insurance - *EDD*
- CalWORKs (County requirement) – *Napa County*
- Migrant Seasonal Farmworkers – *CA Human Dev.*

Module 2 – What Do We Do?

Our legal responsibilities

- with the County Board of Supervisors
- and the One Stop System

Local Workforce Investment Board Roles and Responsibilities

The Napa County Board of Supervisors and the Workforce Investment Board are *jointly* responsible for the following activities:

1. Developing a strategic 5 year local plan for workforce investment activities
2. Conducting oversight of the One-Stop System, youth activities, and employment and training activities to insure compliance with the WIA and the MOU.

Local Workforce Investment Board Roles, con't.

3. Setting policy regarding One Stop operations as required by the State of California and the US Department of Labor
4. Selecting One-Stop operators and youth providers
5. Participating in development of Memorandum of Understanding between the partners and the One-Stop Operator

Local Workforce Investment Boards Roles, cont.

6. Appointing a Youth Council
7. Negotiating performance benchmarks
8. Managing the WIA allocation
9. Assisting in developing statewide employment statistics system and special studies.
10. Ensuring effective connecting, brokering and coaching activities to assist employers
11. Coordinating activities with economic development

The NC Workforce Investment Board IS.....

1. *The workforce champion* who identifies and manages workforce issues
2. The community's accountability agent for the delivery of quality publicly funded workforce services
3. The community's repository of data and information regarding the economy and workforce
4. The community's convening agent for workforce issues
5. The community's change agent for workforce issues

Local Workforce Investment Boards Limitations

1. Board prohibited from directly providing training services unless Governor waives it to do so
2. Only contracted training providers, i.e. Napa Valley Adult School provide direct training

Why Me?

- **Wisdom-** You have developed a successful way of making things work.
- **Experience** - Your common sense is the key, because you've already solved most of the problems we face today
- **Challenge** The board offers you the challenge of doing great things for our community
- **Special Resources** You bring ideas, contacts and skills that we need for difficult problems and special situations.

Three Levels of Participation

- **Basics**
 - Attends special and quarterly meetings
 - Keeps current on issues that require a vote
 - Participates on a committee or working group
 - Offers an informed opinion
 - Attracts new board members
- **Special Assignment**
 - Does the basics
 - Selects a personal issue to work on
 - Brings extra wisdom or resources to a WIB problem
 - Convenes or chairs an effort
 - Assists WIB staff on important efforts
- **Leadership**
 - Does the basics
 - Uses opinion and wisdom to shape board policy
 - Serves as an organizing group leader of any committee, working group or task force
 - Sits on executive committee
 - Leverages personal power to assist the WIB

Module 3 – How Do We Do It?

- 1) Through our Flagship – The One Stop Career Center System, a.k.a WorkforceNapa & its satellite sites at the Napa City-County Library, American Canyon City Hall & VOICES Youth Center
 - Legal Context – Required services, liability and performance accountability
 - Local Structure – funding and service levels

Module 3 – How Do We Do It?

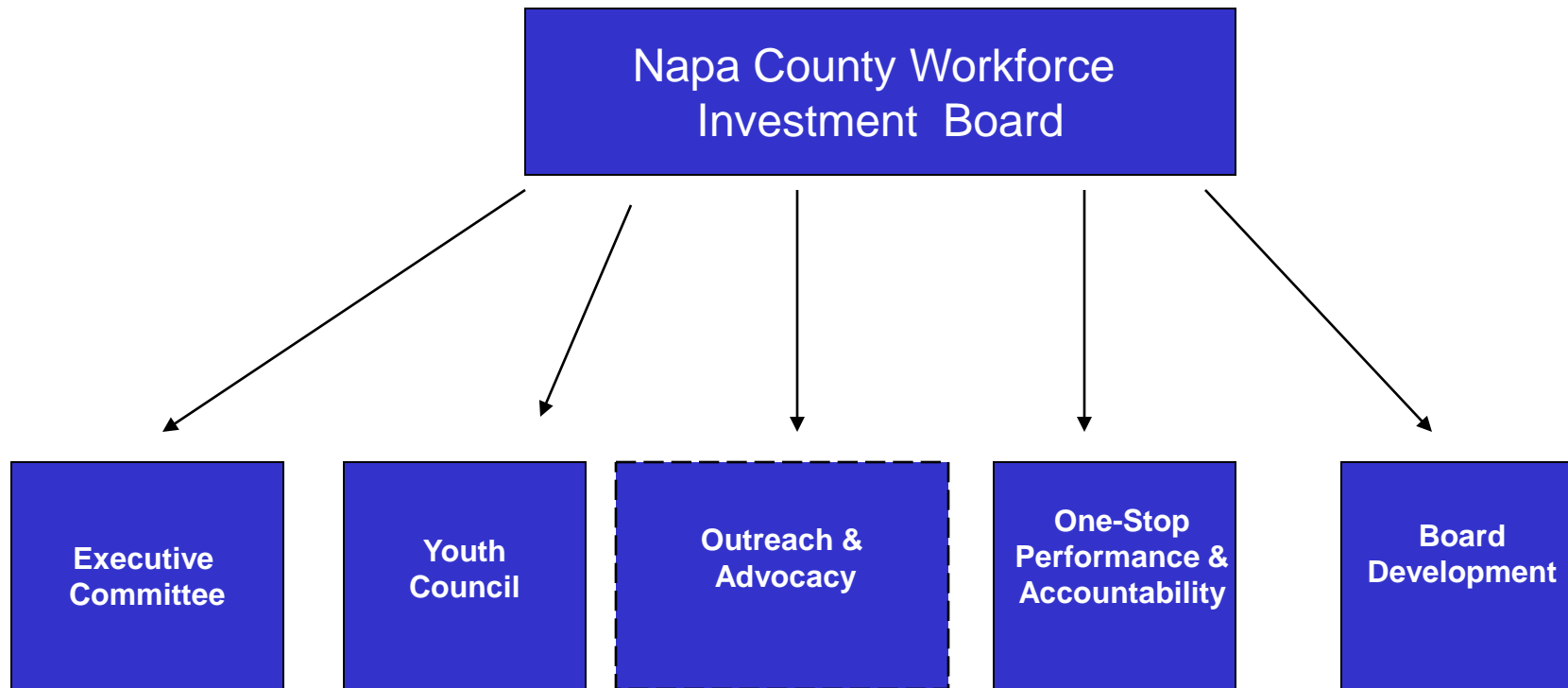
1) Board Tools

- 5 Year Strategic Plan
- Internal Business Plan (In development)
- Workforce Intelligence
- Strategic Initiatives Plan
- Marketing & Business Services Plan

WIB Governance

- **BOARD TOOLS** include:
- *Internal Business Plan (in development)*
 - Identifies the WIB vision, mission, purpose, values and ethics
 - Organizes the WIB internal and external structure, examples:
 - » Meetings format and logistics
 - » Communication system
 - » Board and One Stop agreements
 - » Youth Services contracts
 - » Executive director job requirements and limits
 - » The County (Local Elected Official) and WIB Agreement
 - » By-laws/ Charter
 - Develops WIB membership and training
 - Plans for WIB board member recruitment and succession
 - Markets the WIB
 - Diversifies the WIB budget and funding streams

Organization Chart



Committees – Executive Committee

- Functions:

The Executive Committee assumes overall responsibility for WIB agenda, strategic planning and resource attraction. It also acts on behalf of the WIB for all matters for which prompt action is necessary. The overall objective of the committee is to effectively engage the full board, design WIB agenda, increase the resources of the Board. Some of the key deliverables include:

- Agenda format that allows for issues discussion
- Increased funding for administration and program
- Strategic plan
- Decision making for all matters for which prompt action is necessary.

Committees – Youth Council

- **Functions:**

The Napa County Youth Council is a Workforce Investment Act (WIA) mandated committee that prepares the overall local youth plan, recommends the selection of youth service providers, evaluates the performance of those youth service providers, and establishes funding priorities for youth employment programs.

The objective of the Youth Council is to oversee the investment of WIA youth funding and to ensure effective linkages and leveraging of resources.

Key deliverables of the Youth Council include:

- A coherent youth serving system that leads to graduation from H.S. & College, and skills necessary to enter the workforce;
- High degree of partnership with education

Committees – Board Development

- **Functions:**

- The Board Development Committee assumes overall responsibility for internal board development including recruitment, membership, on-boarding, and training . The overall objective of the committee is to develop a high performing Board with dedicated and informed members. Some of the key deliverables include:
 - Recruitment and membership
 - Board training opportunities,
 - Institution of governance policies;

Committees – Outreach & Advocacy

• Functions:

The Outreach and Advocacy committee focuses on the development and implementation of the WIB communications plan (including newsletters, brochures, website, publications, etc). This committee recommends and coordinates WIB events tied to deliverables of the full Board. It will develop relationships with local media and assure coverage. Additionally, it will coordinate workforce advocacy efforts that are consistent with Board of Supervisors legislative agenda.

The overall objective for this committee is to establish the Napa County Workforce Investment Board as the leader of the workforce agenda in the minds of policy makers and the community.

Key deliverables include:

- Development & implementation of Communications & Advocacy plan
- A community event highlighting the work of the Board
- Advocacy

Committees – Performance & Accountability

• Functions:

The Performance and Accountability Committee oversees the development of the workforce system budget, implemented by the WorkforceNapa. In addition, the committee will guide contractor selection, certification and evaluation; oversee the development of the memorandum of understanding with workforce system partners; and develop and negotiate performance outcomes with the State of California and the Job Connection.

The overall objective of this committee is to assure a high quality and efficient workforce delivery system for residents and employers.

Key deliverables include:

- High customer service ratings
- High return on investment
- Performance standards that are met or exceeded

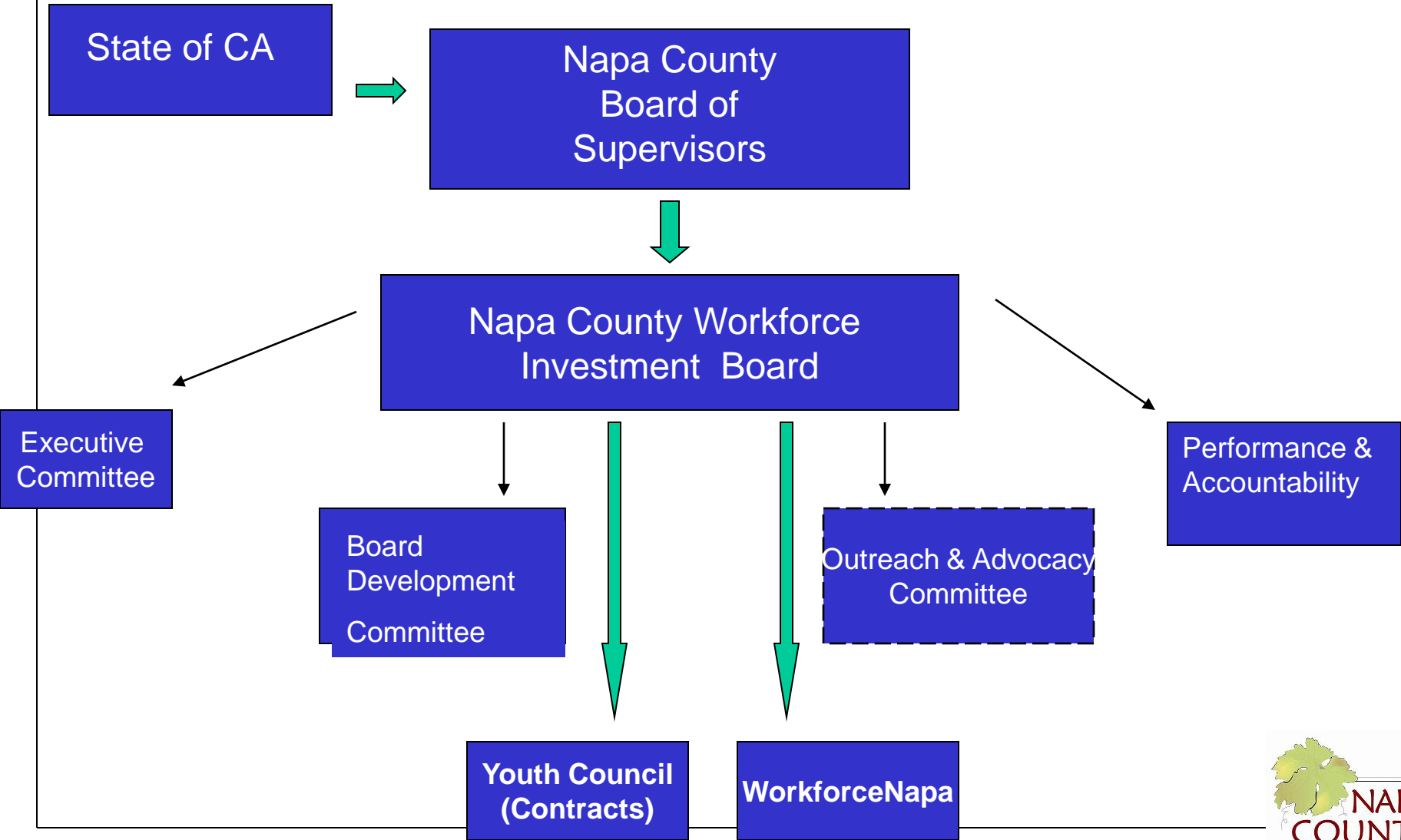
Board Governance

- **BOARD TOOLS** include:
- *Workforce Intelligence Reports/Studies*
 - Assesses community needs as they relate to workforce
 - Builds foundation for local workforce planning
 - Identifies critical workforce issues
 - Educates the community about local labor market and economy
 - Examples:
 - » Baseline community audit to show trends and gaps
 - » Local research studies, i.e., Occupational Outlooks and Emerging Occupations publications
 - » Industry Sector analysis
 - » State of the Workforce Reports

Board Governance

- **BOARD TOOLS** include:
- *External Business Plan*
 - Map other community planning bodies activities and goals before launching our own
 - Create a shared community vision for the community by engaging community leaders in establishing goals
 - Build Strategic Partnerships
 - Conduct strategic initiatives and build off others with momentum where they exist
 - Set goals and policies for the One Stop System with regard to the implementation of all workforce funding
 - Oversee One Stop and related program compliance and outcomes
 - Measure change, account for and publicize results
 - Create a sustained communications and engagement strategy about the data to identify ongoing policy opportunities

Organization Chart



Operations

- One Stop Service Delivery System
- Youth Contracts

One-Stop Service Delivery

- One-Stop system must be established in each local area
- Local board, in collaboration with CLEO, oversees One-Stop system
- Local communities have flexibility in designing system

One-Stop Service Delivery

(continued)

- Each local system comprised of partners that provide core services through One-Stop system (i.e. self directed job search in resource lab)
- Each local area must have at least one physical “full service” center; Employment Network Center in Napa
 - May be supplemented by other centers, electronic access points and networks at affiliated sites.

One-Stop Memorandum of Understanding

- Each One-Stop partner must enter into a Memorandum of Understanding (MOU) with the local board
- MOU must describe:
 - Services to be provided through One-Stop
 - How services and operating costs of system will be funded
 - Methods of referral of individuals between One-Stop operators and One-Stop partners
 - Duration of and process for amending MOU

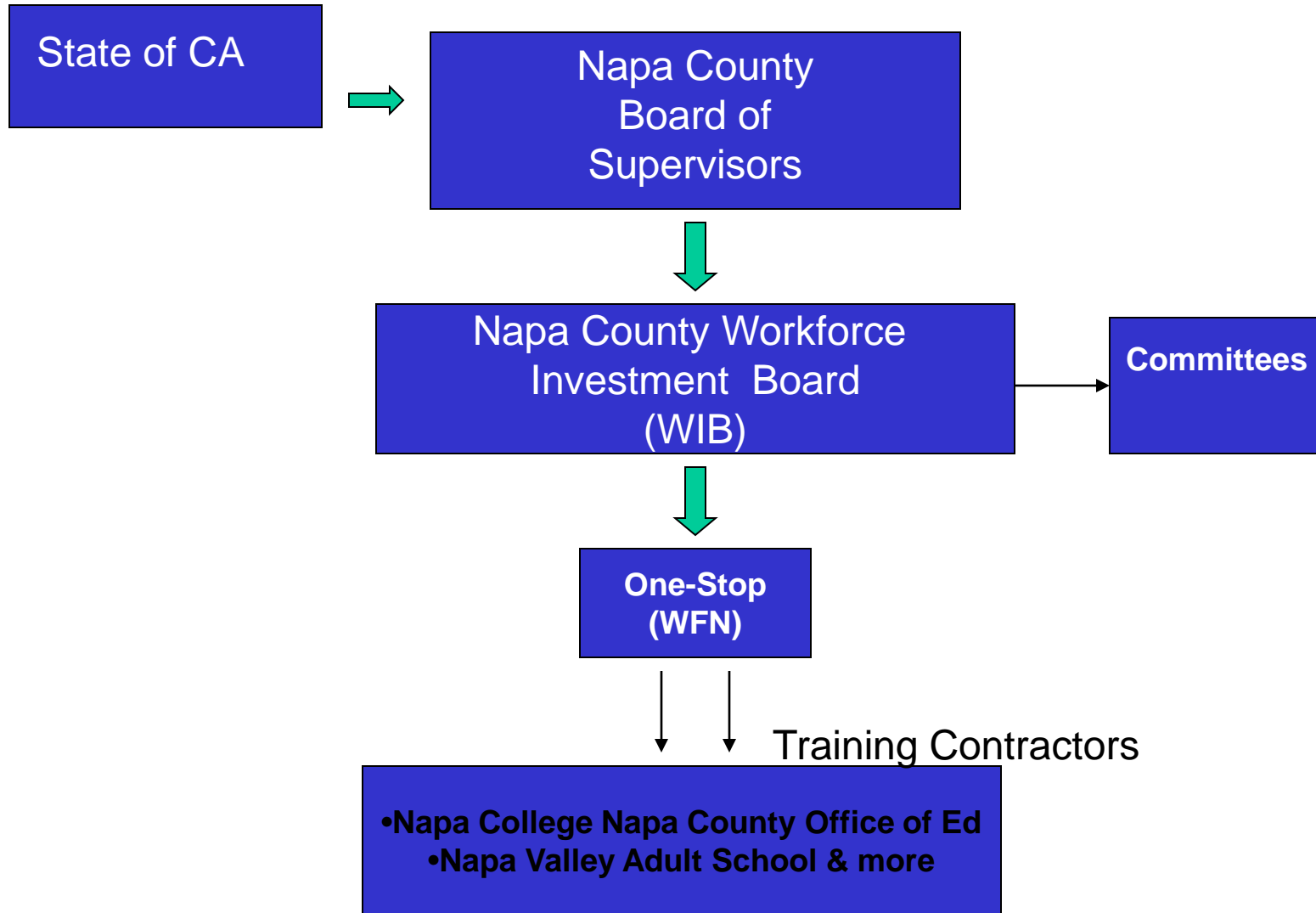
Services Available to Dislocated Workers and Adults

- The One-Stop is to make accessible:
 - 1 Core services
 - 2 Intensive services
 - 3 Training services
 - Discretionary activities
 - *One-Stop services such as customized screening and referral of participants and customized services to employers*
 - *Supportive services*
 - *Needs-related payments*

Training Services

- Customer choice is the guiding principle
- Training must be provided through Individual Training Accounts (ITAs)
- Training must be in demand occupations where industry is growing
- Limited exception where training may be provided by contract rather than ITA

Organization Chart



Formula Youth Programs

- Single funding stream for year-round and summer
- Youth Council prepares youth portion of local plan
- Local board competitively awards grants or contracts for youth services
- Integration into One-Stop is local decision
- At least 30 percent of funds must be used for out-of-school youth

Services under Formula Youth Programs

- Tutoring, study skills training, and dropout prevention activities
- Alternative secondary school services
- Summer employment opportunities
- Paid and unpaid work experience
- Occupational skills training

Services under Formula Youth Programs

(continued)

- Leadership development activities
- Supportive services
- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling

FUNDING

- Adult
- Dislocated Workers
- Youth
- Special Funds

Allocation of Funds

- Three funding streams to states and localities: (a) Adults, (b) Dislocated Workers and (c) Youth
- 85% of adult and youth funds allocated to local areas; 15% for statewide activities
- Funds in excess of \$1 billion appropriated for youth opportunity grants
- Separate authorization for national activities

Allocation of Funds

(continued)

- 20% of dislocated worker funds reserved for Secretary to carry out national emergency grants, technical assistance & demonstrations
 - 60% of remainder allocated to local areas, 15% for statewide activities, and 25% for state Rapid Response activities

LIABILITY

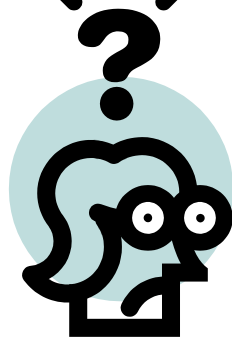


Program Liability

VS.

Fiscal Liability





Program Liability

(Lose Future Money)

Fiscal Liability

(Give Current Money Back)



Program Liability (Lose Future Money)

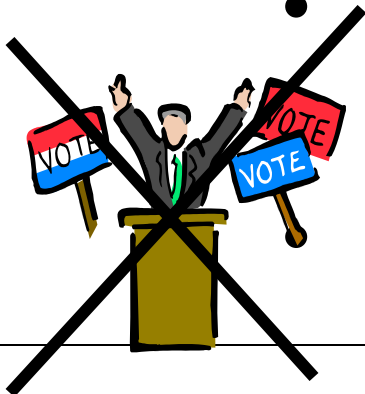
Contractual Performance Requirements!

- ❖ Enrollments
- ❖ Placements
- ❖ Wage at Placement
- ❖ Retention

Fiscal Liability (Give Current Money Back)

Disallowed Costs

- ❖ Ineligible Clients
- ❖ Non Competitive Procurements
- ❖ Forbidden Activities
 - - Unionizing
 - Political
 - Church



Liability Trail

U. S. Congress



DOL - 100%

CA - 100%

EDD - 100%

Napa County - 100% (Fiscal)

Napa County - 100% (Program)

Contractors - 100% (Both)

Performance Accountability

- The core indicators of performance for Adults, Dislocated Workers, and Youth, ages 19-21
 - Entry into unsubsidized employment
 - Retention in employment 6 months after placement
 - Earnings 6 months after placement
 - Attainment of recognized credential

Performance Accountability

(continued)

- Indicator of customer satisfaction of employers and participants

Performance Accountability

(continued)

- State must negotiate expected levels of performance for state as a whole with the Secretary of Labor (Dept Of Labor, DOL)
- State conducts similar negotiations with local areas (WIBS)
- State submits annual report on state and local performance to DOL

Adult Performance

Two Funding Streams:



Adults

- Job
- Job Retention
- Wage Change
- Job + Credential

Dislocated Workers

- Job
- Job Retention
- Wage Replacement
- Job + Credential

Youth Performance

- Younger Youth (14-18)
 - Skill Attainment
 - Diploma/Certificate
 - Retention
- Older Youth (19-21)
 - Entered Employment
 - Employment Retention
 - Certificate/Credential
 - Wage Gain



Incentives, Sanctions, and Technical Assistance

- States failing to meet expected levels of performance can request DOL technical assistance
- States failing for second consecutive year subject to up to 5% reduction in funding
- If state exceeds state-adjusted levels of performance for Title I, Adult Education and Vocational Education, will receive incentive grant

Incentives, Sanctions, and Technical Assistance (continued)

- Parallel process for setting local performance levels exists between state and local areas
- Incentive grants to local areas

The Local Picture

- Funds and Performance

Local Funds

- Estimated 2010-2011 (Program+Admin)
Formula Allocation for:
 - Adult \$ _____
 - Dislocated worker \$ _____
 - Youth \$ _____
- Special Funds/Projects
 - Rapid Response \$ _____

Local Funds

- Estimated Distribution of funds 2010-2011
 - Administrative \$ _____
 - Program \$ _____
 - WIB Budget (currently being developed)
 - One Stop Budget \$ _____
 - Youth Contractor Budget \$ _____

Local Services and Outcomes

- Estimated Number Planned to be served (FY10-11):
 - Adult _____
 - Dislocated Worker _____
 - Youth _____
- Planned outcomes: State Negotiated levels
 - **Adult Performance Standards:** Employment _____%, employment retention _____%, earnings change \$_____, credential attainment rate _____%
 - **Youth Performance Standards (19-21):** Employment _____%, Employment retention _____%, earnings change \$_____, credential attainment _____%
 - **Youth Performance Standards (14-18):** Skill attainment _____%, Diploma or equivalent _____%, retention rate _____%
 - Other (customer satisfaction) rate of _____%.

Module 4 – Why We do It

1. Solve workforce problems in the community
2. Get positive results

Seven Characteristics of a Community with a Competitive Workforce Advantage

- **Forward Thinking Community Leaders**

What WIBs do:

- » • Engage and inform County Boards of Supervisors, Mayors and City Councils
- » • Convene summits about workforce issues
- » • Publish “State of the Workforce” reports
- » • Invite elected officials to WIB meetings and One-Stop tours
- » • Convene focus groups with key industry clusters

- » • Participate in community planning efforts

- **Business Investment in Human Capital**

What WIBs do:

- » • Convene employers in the same industry to discuss skills needs
- » • Connect employers to public resources for skills upgrade training
- » • Act as a broker with community colleges/higher education and University Extensions for curriculum design
- » • Provide data about prevailing wages, occupations, future trends
- » • Act as human resource departments for small business

Seven Characteristics of a Community with a Competitive Workforce Advantage

- **Strong and Diverse Economy**

What WIBs do:

- Have cross representation on WIBs and Economic Development corporations and agencies
- Participate in overall economic development planning
- Cross-train front line staff in One-Stops and economic development organizations
- Collect and provide information about the community's workers and their skills
- Participate in co-developed employer retention surveys with economic development

- **Integrated Infrastructure**

What WIBs do:

- Participate in a broad range of regional and community planning efforts
- Include a broad range of partners and services in One-Stops
- Advocate for changes in public policy and administrative procedures
- Engage local elected officials in problem solving
- Have cross representation on WIB and community boards and agencies

Seven Characteristics of a Community with a Competitive Workforce Advantage

- **Effective, Articulated Education System**

What WIBs do:

- Establish and nurture strong youth councils that work for all youth
- Catalyze dialogue between employers and education
- Collect and provide information about skills needs
- Include youth in One-Stop system services
- Provide accessible information about careers
- Provide accessible information about performance of job training programs and providers

- **Clearly Defined and Accessible Career Pathways**

What WIBs do:

- Convene employers within an industry to study career pathways
- Collect and disseminate information about career pathways and occupation requirements
- Partner with labor unions
- Train career guidance counselors and others in career information

- **Ready, Willing, and Able Workforce**

What WIBs do:

- Develop measures to evaluate the quality of job training programs
- Ensure quality in One-Stop career centers
- Develop customized training to meet employer needs
- Partner with community colleges and other education programs to deliver quality training
- Reach into all communities and constituencies to connect people to jobs and training
- Find funding to meet community needs for training

Example - A Sector Initiative

Sector initiatives are long-term efforts that integrate workforce, education and economic development strategies. They have four defining characteristics:

1. Sector initiatives **focus attention on the needs of multiple employers in a specific industry** in a specific community or economic region.
2. Sector initiatives serve **dual customers**—delivering new solutions to employers in the target industry as well as to the workers or the unemployed who might improve both their short and long-term economic status by providing improved staffing in the industry.
3. Sector initiatives **build in-depth knowledge of the industry and design multiple solutions** to staffing and competitiveness challenges facing the industry by coordinating an array of resources to improve these challenges over time.
4. Sector initiatives promote **community change** that achieves win-win solutions for employers and workers in the industry. These can occur through shifts in industry practice, reform of education and training systems, improvements in recruiting and support systems for entry level employees, the institution of new career ladders, and/or productivity enhancements throughout the industry, to name a few.

Example - Educational Initiatives

- Promote the development and use of portable credentials.
 - Workers must become “career entrepreneurs” responsible for their own training and development.
 - Promoting the use of portable credentials that document a worker’s skills is important in a churning labor market.
 - Develop state-recognized credentials, adopt industry-based certifications, or address this issue in other innovative ways.

Example - Demographic Initiatives

- Design programs to meet the diverse needs of workers within the context of the workforce's changing demographics.
 - The workforce development system must be responsive to the needs of these customers, many of who are illiterate in their native language and some of who need only English language skills.
 - Employers and the Departments of Labor, Commerce, and Education (particularly adult education) should partner to develop innovative approaches to addressing this issue.



Resources for Questions

- National Association of Workforce Boards (703) 778-7900 www.nawb.org
- California State Workforce Investment Board (916) 324-3425 www.calwia.org
- California Workforce Association (CWA) (916) 325-1610 www.calworkforce.org
- WIB Executive Director, Bruce Wilson (707) 259-8679 www.napaworkforce.org

Acronyms

- CBO-Community Based Organization
- DOL-Dept of Labor
- EDD- Employment Development Dept
- ITA-Individual Training Account
- LEO-Local Elected Official
- LMI-labor Market Information
- WIA-Workforce Investment Act
- WIB-Workforce Investment Board