



BOARD OF DIRECTOR'S MEETING

March 22, 2016 LOCATION: MIRA, 211 Murphy Road, Hartford, CT

AGENDA

Time	Item	Owner
8:30am	WELCOME	Sheldon Bustow
8:35am	1. CONSENT	Sheldon Bustow
Action 1	A. February 18, 2016 minutes (attached)	
8:35am	Executive Committee <ul style="list-style-type: none">WIOA Plan Update (continue from 2/18/16 meeting)<ul style="list-style-type: none">Statement of PrioritiesGuiding Principals	Sheldon Bustow Tom Phillips Alex Johnson
9:40am	Committees Governance Committee <ul style="list-style-type: none">Board Compliance – Discussion	Sheldon Bustow
9:50am	President & CEO Report <ul style="list-style-type: none">CT DOL Monitoring UpdateState/Municipalities Budget Update	Tom Phillips
10:00am	Adjournment of Board Meeting	Sheldon Bustow

Next Meetings:

April 28, 2016 at 8:30am

May 19, 2016 at 8:30am



SAVE THE DATE

WORKFORCE STARS BREAKFAST

June 16, 2016 8:00am – 9:30am VIP Session 9:45am – 11:00am

Rentschler Field, East Hartford, CT

Get your tickets at www.capitalworkforce.org/workforcestars



Board of Directors Meeting
Thursday, February 18, 2016
CCAT, 222 Pitkin Street, East Hartford CT

Minutes DRAFT

Attendees: Bettina Armour, Jonathan Colman, Peter Fraser, Paula Gilberto, Elliot Ginsberg, Lindy Lee Gold, Mike Komaromi, Jim Lombella, Thomas Mongellow, John Nimmons, Mark Polzella, Susan Pierson, Bill Putt, Jonathan Richmond, Shelly Saczynski, John Shemo, Sarette Williams, and Lyle Wray **Staff:** Thomas Phillips, Wendy Gamba, Sandy Rodriguez, Julie Watson, Julie Geyer and Summer Gomes **Absent:** Sheldon Bustow, Bill Bishop, Renata Dixon, George Fournier, Juan Hernandez, Jason Howey, Clarke King, and John Simoneau

Vice Chairman Thomas Mongellow called the meeting to order at 8:35am

Action 1 – Consent

A. December 8, 2015 minutes

Outcome: Motion to accept the consent items was made by Jonathan Colman, and seconded by Peter Fraser. All were in favor; none opposed; the motion carried.

Executive Committee

WIOA Plan Update – Tom Phillips presented

Discussion:

- List & Define partnerships & collaborations
 - Support vs Manage
 - Lead vs Support
 - Clarify our role
 - Convening
 - Sorting
- How do we handle populations where there is no clear lead?
- Where there is no systemic approach could we lead the coordination of services?
- How are we supporting others? Not all about us.

Lyle Wray will provide CWP with sample of a chart to:

- # of people in the population
- # of people getting services
- # of people achieving outcomes

How we address duplication in the headcount

Outcome/Action:

Request for a cheat sheet on WIOA Regulations (where hard definitions exist)

Goals

Outcome/Action:

- Alter all of them to have a result based orientation Example - Goal 1: “Improve Employment outcomes for”
- Determine if our goals are depth or breath driven
- Examine the Capacity of the Community
 - What quality service providers exist?
 - What is the appetite of employers?
- Elliot would like reports on the HOYC evaluations done to date
- Elliot would like an outline on IBEST and a list of all the partners

Goal 2

Discussion:

Lead to capacity issues – time & effort; funded to pursue

Concern noted for raising expectations externally beyond what we are able and funded to pursue.

Outcome/Action: Schedule a March meeting to continue the conversation

Committee Report

Finance and Audit Update – Jonathan Colman presented

- 990 Tax Return - committee reviewed and approved. Draft was out for review, comments. Having received no comments needing changes, tax return filed 2/15/16
- Procurement Policy – committee reviewed and approved
- Disaster Recovery Policy – committee reviewed and approved
- Resource Development Activity
 - The committee reviewed a list of 9 applications under consideration between now and March. It was agreed that the template would be used to consider these applications. Committee feels it is essential to prioritize efforts **Outcome:** Send Board summary of proposal CWP is applying for
- Update on Corrective Action Recommendation from CohnReznick/Whittlesey & Hadley Review
 - Committee has been doing a deep dive on policy and procedure as demonstrated by the policies coming through committee
 - Governance and Finance & Audit has taken additional oversight to ensure compliance with our governing documents
- Other Updates
 - Annual meeting of the Retirement Plan Trustees has been held
 - The dates for our Federal Core Monitoring Review have been announced – April 4th to April 9th

Development Committee Update – Tom Mongellow presented

A quick update was giving – noting Sponsorships for Workforce Stars is the priority right now. Encourage Board members to reach out and make calls to support the Development Committee with securing sponsorships

President & CEO Report – Tom Phillips provided an update

- Second Chance IBEST
 - We have launched but there are still many moving parts with MOU's, contracts and start up.
 - This is a regional program that provides justice involved participants career pathways
 - This a very complicated, heavy lift
 - Invited to 2/18 press conference

Outcome: provide IBEST summary of funding, staffing and partner organizations provided and discussed

- Governors Proposed Budget
- Presidents Proposed Budget

A motion to adjourn the meeting was made by Jonathan Colman at 10:00am, seconded by Peter Fraser. All in favor; none opposed; meeting was adjourned.

Board Plan Discussion



Capital Workforce Partners

Workforce Development Board Meeting

March 22, 2016

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Goals

CWP's goals are designed to support the development of its and WIOA's focus on career pathways, and support serving the most vulnerable workers — low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success. They also focus on expanding education and training options to help participants access good jobs and advance in their careers.

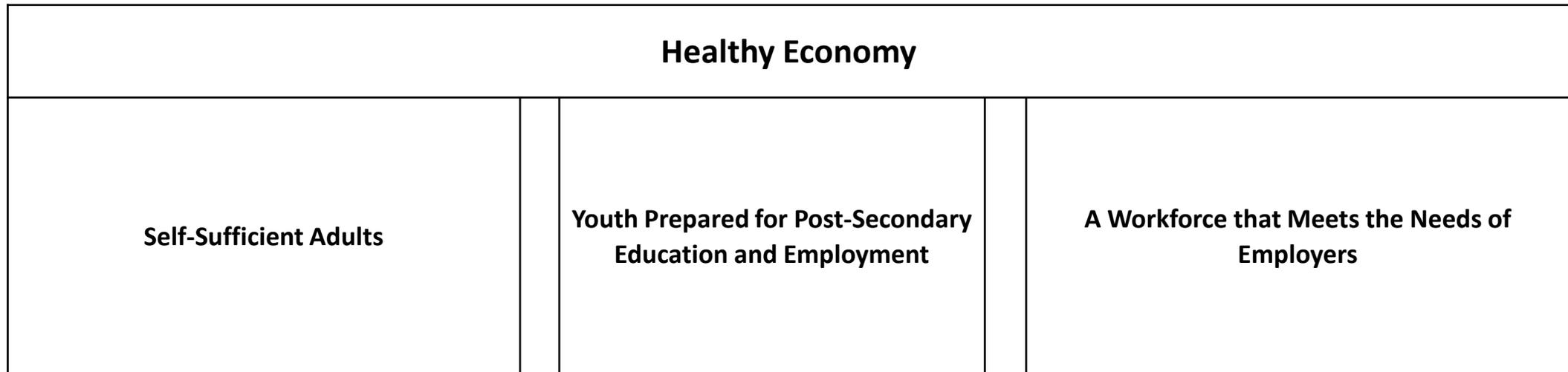
Goals

1. Improve employment outcomes for underserved populations.
2. Improve access to recognized post-secondary credentials.
3. Collaborate regionally with partner organizations, organized labor, and employers to align programs and cultivate sector partnerships for in-demand industries.
4. Continue to build out employer-driven services (as system customers).
5. Measure/report on programs and services to ensure transparency/accountability.

Results-Based Accountability (RBA)

Results-Based Accountability Framework

Community Level Quality of Life Results



CWP's Key Areas of Focus

CWP will focus its resources and priority of services on the following populations:

- Low literate/low income (including those receiving cash assistance)
- Ex-offenders
- Individuals with disabilities
- Out-of-school youth

CWP will continue to focus on its three main industry sectors, but will emphasize the Healthcare industry:

- ***Healthcare***
- Advanced Manufacturing
- Construction

Goal 1: *Improve employment outcomes for underserved populations.*

Many of today's job seekers and youth are skills deficient or low-income residents, and have the greatest barriers to employment. Support is be available to individuals through American Job Center services, and through other training and employment programs CWP supports and manages.

Focus on the following populations¹:

Low literate/low income (including those receiving family assistance)

- Low-income adults who have limited skills, lack work experience, and face other barriers to economic success.
- Aligns with WIOA by equipping individuals with needed skills to put them on a path to self-sufficiency.

Ex-offenders

- Targeted population within WIOA.
- CWP operates several initiatives:
 - Free to Succeed ex-offender project
 - I-BEST Second Chance (I-BESTSC) program

Individuals with disabilities

- WIOA focuses on helping individuals with disabilities access services and improve employment outcomes.
- CWP operates its Disability Employment Initiative (DEI) which focuses on promoting inclusiveness of disabled individuals to enhance competitive advantage.

¹ Veterans has been excluded as a key area of focus as there are veteran supports from multiple agencies in addition to many veterans taking advantage of the GI Bill to enhance their education.

Goal 2: *Improve access to recognized post-secondary credentials.*

- Gaining post-secondary credentials is vital in career pathways development for both adults and opportunity youth (youth disconnected from education and employment) as they open doors to educational attainment and careers.
- By focusing on the development of educational and career pathways for adults and opportunity youth, collaborative efforts among partner organizations afford these individuals pathways to success.

Focus on the following population:

Out-of-school youth

- Emphasis in WIOA is on out-of-school, out of work youth (opportunity youth), with a smaller component allowed for in-school youth.
- CWP plans on continuing to do so by dedicating 100 percent of its youth resources on this population.

Goal 3: Collaborate regionally with partner organizations, organized labor, and employers to align programs and cultivate sector partnerships for in-demand industries.

- CWP has focused on several critical industry sectors to provide employment and training services to assure that businesses in the region get quality workers with the career and occupational competencies employers need.
- CWP works closely with employers, along with examining labor market information and local employment, to define its targeted sector approach which is focused on healthcare, advanced manufacturing and construction/energy. CWP will continue to focus on its three main industry sectors, but will emphasize the Healthcare industry:
 - ***Healthcare***
 - Advanced Manufacturing
 - Construction

Goal 3: Collaborate regionally with partner organizations, organized labor, and employers to align programs and cultivate sector partnerships for in-demand industries.

Input from a CWP-led Stakeholder Meeting to solicit input from partner and collaborative organizations to solicit input and ideas on how to best coordinate and align services for job seekers and employers.

Key themes:

- *Asset mapping* - inventory programs and services that are currently provided by regional organizations.
- *Customer Information sharing* – through universal intakes.
- *Cross-organization relationships* - build interrelationships to facilitate dialogue.
- *Employers* - build employer-driven services through a centralized effort towards a common goal.
- *Adult education* – better coordinate adult education with the workforce development system.

Goal 4: Continue to build out employer-driven services (as system customers).

- A job-driven public workforce system contributes to a strong, growing economy by responding to the workforce needs of regional and local businesses to ensure positive employment outcomes for the employer and the job seeker.
- CWP's employer engagement plan supports that vision by creating a strategy that will build a seamless cross-program environment driven by employer needs.

Guiding Principals



Goal 4: *Continue to build out employer-driven services (as system customers).*

Guiding Principals

1. Emphasize partnerships with employers, not transactional relationships.

- Define employer partnership in terms of mutual benefit and look to strong relationships, past and present, as a guide for future success.
- Evaluate our capacity to assist new employer customers and target those that stand to benefit most from the services and areas of workforce specialty that we offer.
- Proactive about identifying our most successful employers and formally engage them into strategic partnership activities.

Goal 4: Continue to build out employer-driven services (as system customers).

Guiding Principals

2. Must reduce our level of expectation on employers

- Focus on long-term usefulness, not only on short-term, programmatic objectives.
- Not pressure employers to choose from a menu of products and services, but rather objectively listen, evaluate their needs and advocate on their behalf to find solutions.
- Be trained to introduce employers to the workforce development system in a way that values their needs.
- Continue to expand employer participation in advisory groups that are driven by and responsive to those employers.

Goal 4: Continue to build out employer-driven services (as system customers).

Guiding Principals

3. Frequency of interaction must be prioritized over quantity of services delivered.

- Employer relationships will be monitored closely through our shared ETO platform.
- We will find new ways to connect more regularly with employers.
- We will follow up more regularly on job seeker placements and other services, and we will identify and revive relationships that have been inactive for a defined period of time.

Goal 4: *Continue to build out employer-driven services (as system customers).*

Guiding Principals

4. Must invest resources into staff development.

- Promote professional development opportunities for staff and provide opportunities for mentoring of new hires and internal staff taking on business-facing roles.
- Training materials will be continuously updated and evaluated, as well as centrally located in a shared location.

Goal 4: Continue to build out employer-driven services (as system customers).

Guiding Principals

5. Quality service to employers begins with them having seamless access to services provided by different organizations.

- Partnerships should be nurtured to eventually include Department of Labor, Department of Economic and Community Development, other economic development organizations, private consultants/companies, community based organizations, and other CT and regional WDBs. Other examples include CCAT, CWEALF, and CBIA.

Goal 4: Continue to build out employer-driven services (as system customers).

Guiding Principals

6. Communication, marketing, and promotional activities must be purposeful and precise in order to effectively educate and motivate employers.

- A consistent and targeted message will be interwoven in all printed and spoken communications. The Communications Director will support business facing staff by enhancing current tools and developing targeted communication strategies that will make it

Employer Services Allowable Under WIOA, Assessment of Current Capacity

Business Services	High Capacity	Medium or Conditional Capacity	Low Capacity	Referral
On the Job Training	X			
Incumbent Worker Training	X			
Job Recruitment Fairs	X			
Lay Off Aversion				X
Rapid Response in the case of layoffs or closings				X
Disaster Job Assistance		X		
Developing relationships and networks with large and small employers and intermediaries	X			
Recruitment	X			
Information and referrals to specialized business services traditionally not offered in the AJC			X	
Developing industry partnerships, regional skills alliances, industry skills panels, and sectoral skills partnerships	X			
Customized assistance, and in development of a registered apprenticeship program		X		
Career Pathways		X		
Skills Upgrading	X			
Skill Standard Development			X	
Certification for postsecondary credentials			X	
Marketing business services to employers		X		
Assisting employers with local, state, and federal tax credits		X		

Human Resource Consulting Services

Writing/reviewing job descriptions and employee handbooks		X		
Developing performance evaluation and personnel policies		X		
Creating orientation sessions for new workers	X			
Honing job interview techniques	X			
Analyzing employee turnover		X		
Explaining labor laws to help employers comply with wage/hour and safety/health regulations			X	
Customized labor market information for specific employers, sectors, industries or clusters	X			

High: Implementable with current staff expertise and existing processes

Medium or Conditional: Implementable with some additional research and process development OR Implementable currently under limited circumstances

Low: Cannot perform without large investment in staff expertise and process development

Referral: Represents a service provided by a partner or outside agency to which an employer should be referred

***Goal 5: Measure/report on programs and services to ensure transparency/
accountability.***

It is essential that the workforce system generate data (targeted labor market information and program/strategy-specific information) and analysis that has strategic value to inform effective planning and policy development by management and the Board.

- CWP will use its ETO Project Implementation and Coordination (EPIC 2) initiative to focus on improving and aligning data collection and outcome measurement across all of CWP's adult, youth and employer services, leading to better informed program results.
- In addition, CWP uses its data-driven labor market information to help focus its resources on those industries and occupations most in demand.

CWP's Role

CWP conducts its business on several levels within its partnerships and collaborations to achieve common outcomes and goals. Within these partnerships and collaborations, CWP will occupy different roles depending on the need and targeted populations.

The roles CWP will take are as follows:

Leader: CWP will lead efforts as they relate to its targeted populations and sector work, resource development, and systems alignment.

Convener: CWP will bring together the relevant partners as it relates to its sector work, i.e., .Metro Alliance for Careers in Health (MACH), and Advanced Manufacturing Employer Partnership (AMEP).

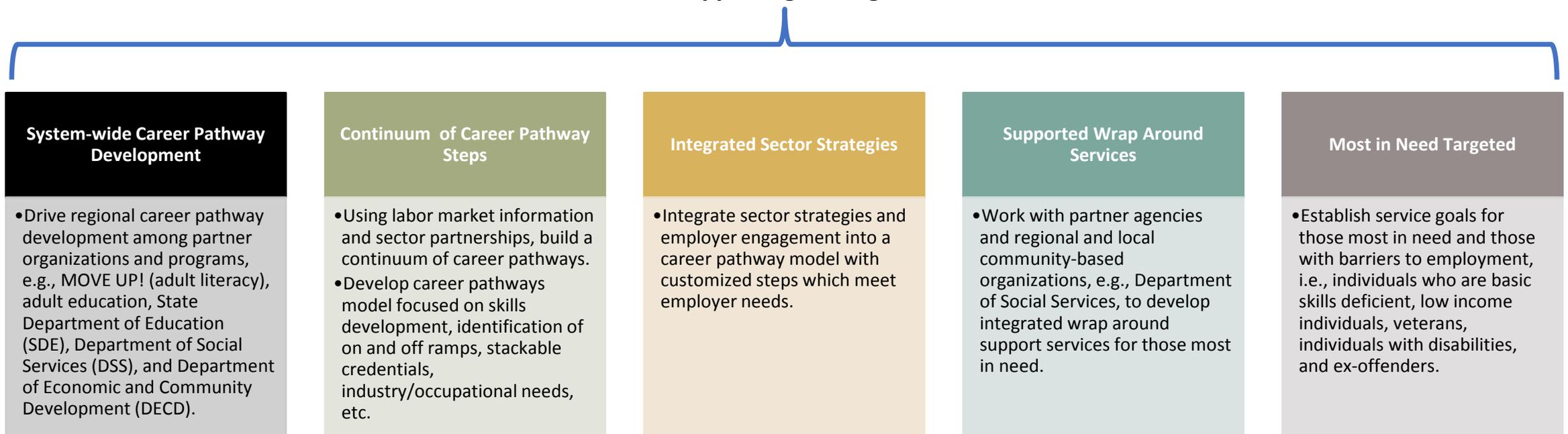
Supporter: CWP will support initiatives of partner organizations as they relate to CWP's targeted populations including efforts to support ISY.

Backbone: CWP will continue to coordinate and provide support to various dimensions and collaborators involved in initiatives as they relate to CWP's targeted populations and sector work.

Career Pathways Strategic Framework

- As part of its core work, funding and consistent with developing a local WIOA plan, Capital Workforce Partners has created a strategic framework from which its operational programs will be implemented.
- This framework is based on developing a career pathways system where individuals gain skills along a continuum in order to achieve success, to secure middle skilled jobs, while ensuring those skills are aligned with employer needs.

Supporting Strategies



Timeline for Local Plan Development

	Activity	Due Date
1	Summary framework draft distributed to Executive Committee	2/4/16
2	Summary framework draft discussed with Executive Committee	2/10/16
3	Education and other organizations Stakeholder Meeting	2/19/16
4	Plan draft distributed to Board	4/21/16
5	Plan draft presented at Board Meeting	4/28/16
6	Plan draft presented at Consortium Meeting	April TBD
7	Public comment period	4/29/16 to 5/30/16
8	Final draft distributed to Board	5/12/16
9	Final plan presented to Board for adoption	5/19/16
10	Final plan presented to Consortium for adoption	May TBD
11	Plan submitted to DOL	6/1/16
12	Plan distributed to Board	6/1/16
13	Plan distributed to Consortium	6/1/16