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# SWW Workforce Development Board

## Board Meeting Minutes

December 11, 2019

8:00 am – 10:00 am at Saratoga Bridges

(Saratoga Bridges Blvd, Ballston Spa, NY)

**BOARD MEMBERS IN ATTENDANCE:** Mike Perez (Chair), Corbin Daugherty (Vice Chair), Mike Bittel, Scott Brazie, John Herrick, Penny Hill, Mike Irish, Tara McCaughey, Mike Munter, Peg Murphy, Turina Parker, Caelynn Prylo, Joe Serafini, Wendy Skawinski, John Wheatley, Karen Winne. **GUESTS:** Megan LaPorte, Liza Ochsendorf, Tracey Stadel. **STAFF:** Doug Leavens (Executive Director), Pam Kaiser.

### 1. Welcome and New Member Introductions

*Board Chair Mike Perez opened the meeting and introduced new Board member Tara McCaughey from Global Foundries, and new Warren Career Center Director Liza Ochsendorf. Board members were invited to introduce themselves, share why they are on the Board, and whether private or public sector representative.*

*Special recognition was given to John Herrick who has served on the Board for 18 years, and has continuously served on the Connections Team since his term as Board Chair. He is retiring after 31 years at Saratoga Bridges. The Board expressed best wishes to John in his retirement, and presented him with a set of customized golf balls and a cake as a token of appreciation for his many years of service to the WDB.*

*The Board's public comment protocol was restated as a reminder and for the benefit of those new to the WDB.*

### 2. Approval: Minutes

#### a. October 23, 2019 meeting

*\* Motion to Approve: Peg Murphy; Seconded: Turina Parker; No Discussion; Approved*

### 3. Executive Director Items: (Doug Leavens)

#### a. Flow of Finances in Our Workforce System

*The Board heard a report on how our region is funded and the flow of resources to provide business and job seeker services. As the Connections Team focuses its attention on the fiscal health of the system, this is important for Board awareness as a corporate body so funds can be allocated toward Board priorities.*

*An organizational chart was shown to depict the flow of funding sources from the Federal Department of Labor and State agencies that distribute funds to local (Saratoga, Warren, Washington) areas, statewide activities, and State rapid response activities. Board members discussed examples of how monies are used.*

*A list of factors influencing local allocations was presented, i.e., Saratoga County acting as the grant recipient, the multi-jurisdictional agreement, rolling averages, 2 year use of funds, carryover, contracts/county system, potential transfers, July vs. October state allocations, and priorities of the Board/system. The PY19 fund award + PY18 carryover were summarized, and the distribution of Adult, Dislocated Worker, Youth and Admin funds among the three centers was shown. The Board discussed differences in funding amounts among counties, population and unemployment rate differences. The Executive Director explained that the Multi-*

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*jurisdictional Agreement is the basis for fund distribution. The Vice Chair noted that the Board has a fiduciary responsibility to understand system funding, and so the Connections Team has had communications with County CEOs and at some point may recommend revisiting the Multi-jurisdictional Agreement.*

## **b. System Updates: Supporting Center Leadership**

*The Board was informed about the Connections Team notion of Board support of Center leadership (skills training, planning, fiscal or other) as Center Directors work to build and manage new initiatives. The Board extends this offer to Directors knowing there may need for new resources or forms of support needed to accomplish work such as enhancing business services and creating new services. The use of project management tools may be an example of a resource to help the Center Directors implement a project such as the Business Services action plan.*

## **4. Executive/Connections Team Report: (Mike Perez)**

### **a. Informational Items**

#### **i. Plain language description of Board Operating Principles for PY19**

*The Connections Team asked for a presentation on Board operating principles and provider norms to show desired states of continuous improvement, leadership, direction setting of priorities, mission based in WIOA law, outcome/system focus, planning for action, actions, details, comprehensive business and job seeker services, pushing resources toward priorities, building revenues, unifying the system, measurement/data and accomplishments. The purpose of this information is to ensure the Board refines the way it functions as well as operating in a manner that is consistent with how effective organizations work. Board members are encouraged to use this list to keep our Board work heading in the right direction and based on full Board concurrence.*

#### **ii. Career Center Essential Practices**

*The Connections Team asked for a presentation on concepts applicable to the local workforce system of basic but essential practices used by successful public/private organizations. These are common marketing/outreach approach, common goal setting process/annual goals with outcomes, routine data collection/analysis, establishment of performance targets beyond the DOL system, routine data sharing with staff, establishment of priorities based on Board direction and Center needs, implementation of common and innovative practices, common work with Intermediaries, strategic planning both commonly and individually, progress monitoring of fiscal & program aspects. It was noted that this best practice breakdown is congruent with activities such as the R&D Team's work to develop data sets. Board members were asked to look at this and provide comments in preparation to adopt something like this formally. The list of provider norms was provided with the same intention as the Board principles, as the Centers as service providers also need to have consistent approaches based on how effective organizations function.*

### **b. System-based Approvals**

#### **i. Requested Dislocated Worker Transfer**

*The Board was informed that the Center Directors are in the process of making a recommendation including a rationale outlining the desire to shift funds.*

#### **ii. Adult Follow Up Policy**

*The Board was informed that the adult follow up policy recently drafted by the Center Directors has been submitted to be reviewed by the Connections Team before being brought to the full Board table.*

#### **iii. Draft Meeting Calendar for 2020**

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Board members received a draft of the 2020 meeting schedule, and were asked to provide conflicts to Pam to see if adjustments need to be made in order to adopt this calendar at the February meeting. With the use of google calendar notifications for meetings, the Connections Team is hoping that the 2020 calendar and the new notification approach will help us avoid quorum issues and have fuller participation on a regular basis going forward. It was suggested to send out the full year of calendar invitations at once when the calendar is adopted so members can set reminders in their individual calendars.

## 5. Board Discussion:

### a. Training Priorities

At the October meeting, the Board reviewed key training data in a report from the R&D Team. The R&D Team is now asking for the Board to review and prioritize the types of training available in the System because, although there is more funding this year over PY18, it is a finite amount and needs to be prioritized.

The R&D Chair and Executive Director together presented a summary of the six types of training and asked the Board to focus on the basic question: "Are we filling the need?".

The training types were summarized: 1. Skills Training - Participants receive direct teacher instruction by industry experts around specific job skills within an industry sector to be able to perform work as part of employment (Examples: Machine Tool Program; CDL Program. Timeframe: Weeks to Months); 2. Job Application Readiness - Participants receive direct instruction by Career Center staff through workshops around short term topics to help ready them to apply for employment (Examples: Resume writing; interview skills. Timeframe: Generally 2 hours); 3. On The Job Training - Participant works in a company alongside of existing employees to learn about a specific job and to build specific skills on the job (Timeframe: Varies); 4. Youth Work Experience - Participant works in public sector/government agency entities to be exposed to a variety of work scenarios with the intent of providing a broad understanding of the world of work (Examples: Youth works in the court system to see how it works and the jobs related within the system. Timeframe: Varies); 5. eLearning - Participants receive a license to work "on-line" with Metrix to perform independent, modular, self-paced trainings (Examples: Soft-skills; Safety training. Timeframe: Self-Paced); 6. General Education - Participants receive direct teacher instruction around general education topics for the purpose of obtaining a High School Equivalency (Examples: TASC Timeframe: Varies).

The Board discussed issues that relate to and impact the need for specific types of training such as amount and types of funding to the Career Centers, amount and type of open positions in each county that require trained applicants or training needs of currently employed individuals to advance or keep their employment. The Board suggested to rank training priorities yearly, in concert with annual review and prioritizing of Demand Occupations in the SWW area.

The Board completed a short survey by ranking in order of priority a list of the six types of training. Questions were then raised about how marketing would best be accomplished for job seekers and businesses, such as reaching out to businesses to ask about their needs, help them access business services, help businesses to find trained applicants for positions they are seeking to fill.



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## 6. Center Activities

### a. Development of a Business Services Comprehensive Plan

*The R&D Team has been reviewing Career Center Data around business services and given the regions' relatively weak business services data and our obligation through WIOA to address business services as part of Employment and Training Title 1 Funds, the R&D Team has asked our service providers to develop a comprehensive plan.*

*At the October Board meeting, a framework was presented for use by the Career Centers to develop a business services plan. The Center Directors have asked for more time to develop a plan, as there have been essentially no business services in our area in the past. The Directors will bring a business services plan presentation to the meeting in February, to present action steps within the framework categories.*

## 7. R&D Team (Joe Serafini) and NEEDS Team (Corbin Daugherty) Reports

*Over roughly the past 20 months, each Board Team has updated the full Board about their work and how it relates to the Board Team work plans. Our Board's strategic plan provides for this flow of material from the Teams to the Board for discussion and action as appropriate.*

### a. R&D: Draft Outcome Data Elements for Training

*The R&D Team is shifting attention from output to outcome metrics, based on initial training data collected for PY18. The Board saw a draft training outcome follow up model, showing examples of outcome measures for each of the Training Categories: Skills (# Total Participants, # Total Completed, # Rec'd Credential, # Employed); Pre-employment (# Total Unique Participants, List of outcomes); Work Experience (# Total Participants, # Total Completed, # Employed); General Ed (# Total Participants, # Total Completed, # Passing TASC); E-learning (# w/License, # Rec'd Pre-Instruction, # Courses Completed per person, # Rec'd Credentials per Course or Passed Exam, # Employed); OJT (N=0). This draft has been shared with Center Directors to discuss with their staff.*

*The Board discussed the importance of identifying outcome data for our service area, for example, defining return on investment, seeking grant funding, and prioritizing training services.*

### b. NEEDS: Progress on Logistics/Transportation Sector

*The Needs Team is working to assess and prioritize area workforce needs to advise the R&D Team of areas of focus that would yield the greatest positive impact. The Board partnered through the Needs Team with the Saratoga County Prosperity Partnership for the Warehousing and Logistics Index initiative this past summer, to identify the needs of the business community. The Needs Team has initial data to be refined, that identifies trained CDL drivers as a priority need for this sector in our region.*

## "Members Corner"

*Board members shared information related to the regions' workforce from their roles outside the Board.*

*The Malta site of Hudson Valley Community College for electrical construction training, a two-year program, is opened and full. There is a manufacturing boot camp in the Capital District, could possibly bring this into the local area as it may benefit employers.*

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*Noted from SUNY Adk a program to compliment Local 773 Steamfitters; classes being offered in Python data analytics, machine learning, large data sets. Apprenticeship offered through SUNY/Center for Economic Growth. A manufacturing round table will be held at SUNY Adk in the spring.*

*Twenty-four individuals have been accepted into the ARCC Adirondack Leadership program.*

*Albany Can Code is looking for instructors.*

## **8. Adjournment**

*Mike thanked Board members for their efforts on behalf of the business community and those seeking better employment for themselves and their families.*