

**Capital Workforce Partners**  
**One Union Place, Hartford, CT 06103**  
**860-522-1111, 860-722-2486 (fax)**  
[www.capitalworkforce.org](http://www.capitalworkforce.org)

## **Workforce Investment Board Meeting and Holiday Luncheon**

**DATE:** December 4, 2008  
**TIME:** 12:30 to 2 p.m.  
**PLACE:** The Lyceum, 227 Lawrence Street, Hartford

### **AGENDA**

#### **Consent Agenda-Rich Cohen**

**Action 1** Adopt October 30 minutes (Attachment)

#### **Governance**

**Committee Work Plan (Attachment)**

#### **Future Workforce Services**

**Contract Rescission Report (Attachment)**

#### **Finance & Audit**

**Quarterly Financials (Attachment)**

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#### **Legislative Advisory-Steve Cassano**

**Action 2** 2009 CWP Legislative Priorities (Attachment)

**Action 3** 2009 Federal Legislative Priorities (Attachment)

#### **Finance & Audit-Charlie Smith**

**Action 4** Audit Report (will hand out at meeting)

#### **One-Stop Services-Bill Putt**

**Action 5** CWP Business Services Team Model (Attachment)

**Action 6** JFES/Career Competency Training RFP Framework (Attachment)

#### **President & CEO Report-Tom Phillips**

**Organizational Goals and Objectives (Attachment)**

**TANF/JFES Funding Rescissions**

**Regional Report Card (will hand out at meeting)**

**Newsletter**

**The next Board meeting is Thursday, February 26, 2009  
from 8:30 to 10 a.m. at The Lyceum, 227 Lawrence Street, Hartford**

# Capital Workforce Partners Governance Committee Work Plan

## June 2008 through June 2009

**Goal:** Strengthen the board's ability to lead Capital Workforce Partners (CWP) through improvements in board structure, development, and the governance practices that guide its work

Strategy	Objectives	Responsible	Timeline	Outcome
1.1 Revise the governance structure of the board	1.1.1 Revise the by-laws to strengthen governance practices including but not limited to: board membership, meeting quorum, committee structure, term limits, etc.	Governance Committee/legal counsel	06/08	By-laws that reflect the change in responsibility of board members, staff, etc.
	1.1.2 Present by-laws to the board of directors for approval	Governance Committee	07/08	Approved by-law changes
	1.1.3 Revise board committee responsibilities, create new committee descriptions, secure board approval of structural changes	Governance Committee/S. Phillips	11/08	Committee descriptions, roles, responsibilities, structure and qualifications
	1.1.4 Reduce size of the board to "up to" 45 people to maintain compliance with Consortium agreement and develop a board to support the CWP strategic objectives	Governance Committee/board approval	06/09	By-laws reflect change in board size
	1.1.5 Develop a board member agreement to be signed annually; present for board approval in December 2008	Governance Committee/S. Phillips	12/08	Clear identification of board responsibilities, expectations, etc.
	1.1.6 Update CWP Code of Ethics and present for board approval in December 2008	S. Phillips /S. Dutilly	12/08	Revised Code of Ethics to guide the board's work
	1.1.7 Revise board manual	S. Dutilly	12/08	New board manual in written form as well as on-line to enhance board deliberations and decision-making

**Goal:** Strengthen the board’s ability to lead Capital Workforce Partners (CWP) through improvements in board structure, board development, and the governance practices that guide its work

Strategy	Objectives	Responsible	Timeline	Outcome
2.1 Streamline and strengthen board communication practices	2.1.1 Survey board of directors to determine the level of information they need to make informed decisions	S. Rodriguez	12/08	Clarity around the information board members need to make effective decisions/ Streamlined distribution of critical written material to support board decision-making
	2.1.2 Upgrade the CWP website to include a board governance section and use as a communication tool for existing as well as potential board members	S. Rodriguez/S. Dutilly	11/08 with updates monthly	Board members will begin to use the website to secure all the information needed in support of their role including but not limited to: a) meeting materials, board and committee minutes, trends in workforce development, board, and committee meeting schedule, etc.
	2.1.3 Update board newsletter for quarterly distribution to the full board	S. Rodriguez	12/08 – updates quarterly	Newsletter to keep board members informed of trends in the field, key legislative issues, etc.
	2.1.4 Create an “elevator” speech for the board	S. Rodriguez	12/08	Provide board members with a messaging strategy in support of their role as ambassadors for CWP.  Be certain there is a clear and consistent external message about the strategic goals of CWP
	2.1.5 Update the CWP acronym “cheat sheet” for board members	S. Rodriguez	12/08	Clarity and a full understanding of the terminology in the workforce development field to assist the board in its governance practices

	2.1.6. Update background information on board members and place on website	S. Rodriguez	12/08	Brief biographical background on all board members to assist directors to know each other and to support board recruitment
	2.1.7 Determine the type of information the Consortium needs in its oversight role of CWP and provide it in an effective manner	Governance Committee	02/09	Clear and consistent communication between CWP and the Consortium  Identification of opportunities to leverage CWP's relationship with the Chief-elected officials/Consortium

**Goal:** Strengthen the board's ability to lead Capital Workforce Partners (CWP) through improvements in board structure, development, and the governance practices that guide its work

Strategy	Objectives	Responsible	Timeline	Outcome
3.1 Strength board practices to increase effectiveness and enable the board to focus its work on the strategic objectives of CWP	3.1.1 Review all board and committee minutes for content, style, etc. and develop protocols for all minutes to facilitate effective decision-making	S. Rodriguez	01/09	A consistent and informative process to better inform and communicate board decision-making
	3.1.2. Fully implement a consent agenda format at the board meetings	R. Cohen with assistance from S. Phillips and T. Phillips	03/09	Consent agenda will reflect a vetting process that allows committee-level decisions to be made by the committees, with board oversight. Consent agenda to allow for the full board to spend its time on strategy, board education , and the key issues impacting CWP /consent agenda policy complete
	3.1.3 Revise board recruitment practices to build the board in support of the key strategic objectives of CWP	S. Phillips/T. Phillips/Governance Committee/R. Cohen	02/09 and then ongoing	Board recruitment plan to be implemented in support of the June 2009 election of officers and new board members  Recruitment to be an ongoing process throughout the calendar year

				<p>Focused recruitment to fill “gaps” needed to support CWP’s work, being cognizant of WIA regulations</p> <p>Board to become engaged in board recruitment</p>
	3.1.4. Review and enhance the board orientation process	S. Phillips/T. Phillips/Governance Committee	03/09 and then annually	<p>Orientation to include board and staff to be certain new board members are equipped to participate fully in board dialogue and decision-making</p> <p>Creation of a new board members mentoring program for the first 3-6 months of a new board members term</p> <p>Full engagement of board leadership and executive staff in new board orientation</p>
	3.1.5 Develop a board education/training schedule focused on governance practices, legislative advocacy, CWP’s operations, and trends in workforce development	Governance Committee/S. Phillips/T. Phillips	01/09 and then annually	<p>Senior staff to present for 15-minutes each quarter on a component of CWP’s work as well as trends in the workforce development field</p>
			03/09	<p>For 2008-09 a board training to be delivered on the new 990 and SAS regulations</p>
			10/08	<p>2008-09 board education on the Federal requirements for board oversight in support of the implementation of the One Stop Services system</p>
			2009/10	<p>2009-2010 board training on their role in strategic planning</p>

	3.1.6. Create a board leadership development and succession plan to support short-term as well as long-term leadership needs of the CWP board of directors	Governance Committee/S. Phillips/T. Phillips	2009  03/09— update annually	2008-09 board training on legislative advocacy  A succession plan for board leadership  Board leadership development plan that includes training and other strategies to support emerging leaders on the CWP board of directors
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**Goal:** Strengthen the board’s ability to lead Capital Workforce Partners (CWP) through improvements in board structure, development, and the governance practices that guide its work

Strategy	Objectives	Responsible	Timeline	Outcome
4.1 Assess the board’s performance to enhance operations and the board’s ability to support the strategic objectives of CWP	4.1.1 Create a dashboard for the Governance Committee and the Board to provide a clear definition of organizational metrics	Governance Committee/Strategic Management Committee/Executive staff	03/09 and updated annually	Creation of a dashboard to communicate board goals, objectives and accomplishments
	4.1.2 Develop committee work-plans with outcomes and timelines for annual review	Board-level committees	03/09 then annually	Consistent board committee work plans
	4.1.3 Assess the board’s performance in support of the strategic objectives of CWP	S. Phillips/CWP executive staff/Governance Committee	06/09 and implemented annually	Annual board assessment tool to monitor performance  Annual board assessment process that links performance objectives with the implementation of CWP’s strategic plan  Create an annual board action plan to guide its work  Annual individual assessment of board member performance



*Serving 37 Central  
Connecticut Communities*

**MEMORANDUM**

**DATE:** November 24, 2008  
**TO:** Capital Workforce Partners Board of Directors  
**FROM:** Jim Boucher, Director, Future Workforce Services

**On the behalf of:**  
James Stanley, Co-Chairperson, Future Workforce Services Committee  
Brian Sardo, Co-Chairperson, Future Workforce Services Committee

**RE:** Future Workforce Service Committee Report: Cancellation of School-Year Tier I Programs

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**Future Workforce Services Committee Report**  
Cancellation of School-Year Tier I Programs

**ACTION**

On November 13, 2008 several contracts for Future Workforce Services Tier-I school-year contracts were cancelled as a result of insufficient funds from summer carry-over expenditures. Further complicating the availability of financially supporting these contracts, were recent decisions by the State of Connecticut to rescind some of the State Urban Youth Employment Program funds, as well as by overall limited fund availability from corporations and foundations that could otherwise be used to attempt to fundraise the gap in funds.

The following contracts were cancelled.

<b>Contractor</b>	<b>Youth</b>	<b>Contract Amount</b>
Capitol Region Conference of Churches	20	\$40,000
Hartford Communities that Care	15	\$37,500
New England Farm Workers	30	\$75,000
U of H- Educational Main Street	15	\$37,500
Village 21st Century program	15	\$37,500
YWCA of New Britain	30	\$75,000
<b>Subtotal:</b>	<b>125</b>	<b>\$302,500</b>

**BACKGROUND**

The Future Workforce Services Division creates a detailed Summer Youth Employment and Learning Program (SYELP) budget each year based on revenue for the months of June through August. A school-year budget (September through June)

is created for Tiers I programming based on carry-forward of Urban Youth funding and any additional funds raised for school year programming.

After its procurement process was complete in May of 2008, CWP notified Tier I school year providers that they would be awarded funds subject to the availability of carry-forward summer youth program funds and availability of additional funding. It is usual practice to count on an intentional deficit in the SYELP budget because of typical under-runs. However, this year the participating youth had a better completion rate than in past years so the payroll costs were much closer to estimates, thereby decreasing CWP's carry-forward amount. In addition, there was a Governor's rescission of \$81,250 to the Urban Youth funding which affected carry-forward amounts available for school year programming.

In late October of 2008, as CWP was in the process of finalizing contractual agreements with Tier I programs, but before contract execution, the CWP Fiscal and Future Workforce Services Divisions reviewed the unspent summer funds against the projected contracted amount and discovered that the projection of unspent summer funds had in fact been double-counted. This resulted in a significant gap in funds needed to operate Tier I programming, which necessitated the cancellation of Tier I programs.

### **IMPACT**

Anticipating the possible impact to the tier-one programs, in regards to enrolled youth and possible staff hired for the programs, CWP communicated to the programs that it was able to assure that the following supports would be in place for each program:

- (1) Capital Workforce Partners, through its CTWorks Career Centers, would be ready to provide job search assistance for any staff that might be impacted by the loss of these funds;*
- (2) For youth who are negatively impacted by this rescission, Capital Workforce Partners would prioritize them for placement in the 2009 Summer Youth Employment and Learning Program (also dependent on funding). Capital Workforce Partners would also look for ways to serve the youth at low to no cost at various times during the year. A letter will be going out to youth explaining the situation and the options available to them. It was requested that if the organization had other programs or referrals that they could make for the youth, we asked that they consider providing those services;*
- (3) Capital Workforce Partners communicated that while no longer being able to reimburse these organizations for Tier I services that CWP would work with each agency to reimburse costs incurred up to the point of cancellation.*

CWP staff has also taken steps to further ascertain updated controls to mitigate against possible future rescissions. Monthly meetings of CWP finance, fiscal and program staff will take place to review the most updated budget, budget assumptions, contract commitments and revenue/expenditure projections. All staff involved in contracting will be further required to be trained on the CWP MIP system.



## Proposed 2009 North Central CT Legislative Priorities

### 1. Maintain Funds to Support Summer and Year-Round Youth Employment

<p><b>Allocation Request:</b></p> <p><b>Maintain</b> the current allocation of <b>\$5 million</b> which appropriates <b>\$1,625,000</b> for North Central CT</p> <p>for each of the FYs 09/10 and 10/11 and as part of the bi-annual budget.</p>	<p><b>Description:</b></p> <p>Provide employment and learning programs for youths, ages 14 – 19, developing opportunities for continuity in year-round employer engagement activities that instill career competencies and career development.</p> <p><i>Note: The Governor's \$250,000 rescission in September 2008 eliminated services to about 250 at risk youth statewide for year-round services in 12-15 municipalities reducing the number of young people prepared for Connecticut's future workforce. 75 slots alone were eliminated in North Central CT.</i></p>	<p><b>Metrics:</b></p> <p><b>SUMMER 2008 Statewide:</b>  <b>4,289</b> Summer Employment Positions  <b>33%</b> increase from last year  <b>3680</b> additional youth registered but unable to participate</p> <p><b>SUMMER 2008 – CWP Only:</b>  <b>1,935</b> Summer Employment Positions  <b>15 %</b> increase from last year  <b>817</b> additional youth registered but unable to participate.</p> <p><b>YEAR ROUND 07/08:</b>  <b>300</b> Youth Served</p> <p>(#s include use of leveraged funds)</p>
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### 2. Maintain Funding for Incumbent Worker Training

<p><b>Allocation Request:</b></p> <p><b>Maintain</b> the State's current Incumbent Working Training Program funding at the current <b>\$500,000</b></p> <p>for each of the FYs 09/10 and 10/11 and as part of the bi-annual budget.</p> <p><b>(\$125,000 to NC Region leveraged with incentive and grant funds)</b></p>	<p><b>Description:</b></p> <ul style="list-style-type: none"> <li>• Target small to medium sized companies that exhibit growth potential within each of the five state regions.</li> <li>• Upgrade the skills of existing "low wage" workers resulting in an increase of workers' wages, promotion, and/or enhancement of business productivity.</li> <li>• State funds would continue to be matched by a 50 % cash match from participating businesses).</li> <li>• Leveraged fund to result in \$1 million for training per year</li> </ul> <p><i>Note: Because of high demand, these funds are obligated by December of each year.</i></p> <p>Companies currently participating include: Spartan Aerospace, Phonon Corporation, Gem Sensors, Theis Precision Steel, Hospital Of Central CT, Trinity Hill, Alexandria Manor and VNA Healthcare.</p>	<p><b>Metrics:</b></p> <p><b>07/08</b>  21 -- Businesses Served  585 -- Incumbent Workers Trained</p> <hr/> <p><b>08/09 (planned)</b>  31 -- Businesses Served  628 -- Incumbent Workers Trained</p> <p>6 -- Waiting List (126 workers) – requests still coming in</p>
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### 3. Mortgage Crisis Job Training

<p><b>Request:</b></p> <p>Sustain momentum from this year's efforts and continue with another <b>\$2.5 million statewide (1.3 million for NC and Eastern CT)</b> to address even longer lists of individuals facing foreclosure.</p>	<p><b>Description:</b></p> <p>These funds will be used to continue to assist individuals hit hardest by a declining economy and who have fallen behind on their mortgages in the State. The team of eight Mortgage Crisis Consultants statewide, of which four from Capital Workforce Partners provides job placement assistance, credit counseling, financial literacy training and job training scholarships. In addition, the specialists partner with credit counselors and supporting agencies to improve the borrowers' financial status with lenders.</p>	<p><b>Metrics for CWP Region / Statewide:</b></p> <ul style="list-style-type: none"> <li>• # of Assessments for Eligibility – 500 / 1,000</li> <li>• # of Training Scholarships – 280 / 560</li> <li>• # Provided with Career Coaching – 300 / 600</li> <li>• # Provided with Support Services – 280 / 560</li> <li>• # Provided with Financial Literacy Training – 220 / 440</li> <li>• # Provided with Credit Counseling – 73 / 146</li> </ul>
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### 4. Create Prisoner Re-Entry Workforce Development Pilot

<p><b>Allocation Request:</b></p> <p>Allocate \$3 million for alternative, comprehensive and community-based employment and educational pilot programs in each of the top 10 “distressed cities.”</p> <ol style="list-style-type: none"> <li><b>Hartford</b></li> <li>New Haven</li> <li><b>New Britain</b></li> <li>Waterbury</li> <li>Bridgeport</li> <li>New London</li> </ol>	<p><b>Description:</b></p> <p>Program would leverage with resources at the Department of Corrections, CT Workforce Boards/CD DOL, community college system and municipal adult education program and CBOs to provide adults who have been incarcerated with the career competencies and training they need to re-enter the workforce. These individuals provide a talent pool for employers as CT's workforce declines.</p> <p>Pre-Release:</p> <ul style="list-style-type: none"> <li>• Achieving career competency certification</li> <li>• Completing GEDs when appropriate</li> <li>• Career exposure activities</li> <li>• Possible ITA completion</li> </ul> <p>Release:</p> <ul style="list-style-type: none"> <li>○ ITA completion</li> <li>○ Internships</li> <li>○ Case Manager/Job Developer</li> <li>○ Housing support</li> <li>○ Medical coverage</li> <li>○ Job Placement</li> </ul> <p>Retention</p> <p>Two retention specialists track clients addressing other challenges that may arise for up to two years</p>	<p><b>Metrics:</b></p> <p>_____ inmates to achieve any or all of the following:</p> <ul style="list-style-type: none"> <li>• career competency certification</li> <li>• GED completion</li> <li>• Career exposure</li> <li>• ITA completion</li> <li>• Internships</li> <li>• Case manager/job developer consult</li> <li>• Housing support</li> <li>• Medical coverage</li> <li>• Job placement</li> <li>• Job retention</li> </ul>
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2009

## Proposed Federal Legislative Priorities

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### Second Economic Stimulus Legislation

- We support the proposed **Second Economic Stimulus Legislation** that includes the House-passed \$60 billion economic stimulus package with \$500 million in workforce funding.
- We also support the US Conference of Mayors **Main Street Stimulus** programs that will create jobs, improve the infrastructure that the private sector needs to succeed, help the small businesses of Main Street America, and have lasting economic and environmental benefits. The 10 programs are: Community Development Block Grants for Infrastructure, an Energy Block Grant for Infrastructure and Green Jobs, Transit Equipment and Infrastructure, Highway Infrastructure, Airport Technology and Infrastructure, Amtrak Infrastructure, Water and Wastewater Infrastructure, School Modernization, Public Housing Modernization and Public Safety Jobs and Technology.

### WIA Reauthorization

- We support a speedy reauthorization of WIA once the new administration is in place in order to ensure funding.
- We strongly support the US Conference of Mayors **Seven Principles for WIA Reauthorization**:
  - 1. Business-Driven-** A successful business driven workforce development structure ensures a talent pipeline exists that is made up of properly educated, skilled, and prepared individuals available to meet employer needs in support of competitive local and regional economies.
  - 2. Guided by Local Control-** With an overall business-driven focus to workforce development, a system that is guided by local institutions will allow for the development of programs that are informed by in-depth knowledge of the local business community, hiring and training needs of local and regional businesses, and the promotion of greater accountability as policies are designed to reflect local trends.
  - 3. Funded to Reflect Its Importance-** Business demand for skilled workers in the U.S. economy is rapidly outpacing the supply within local labor markets throughout the country. This is negatively impacting our international economic competitiveness. In order for the U.S. to successfully address the shortage of skilled workers to meet business demands, **Congress must not only substantially increase its investment in workforce funding**, but it must ensure that funding supports programming that is designed to successfully prepare and train existing and new workers.



2009

## Proposed Federal Legislative Priorities

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**4. Driven by Appropriate Measures-**To ensure that local workforce strategies are successfully implemented, **appropriate measures and data systems must be developed** to accurately reflect local and regional service strategies, economies, and business metrics. By allowing for locally- and/or regionally-set measures and systems, workforce activities and services in each service area can be tailored to quality of life measurements for each community.

**5. Focused on Youth-**By 2010, the largest segment of the nation's labor force will be teens and young adults as 41 million new workers enter the workforce beginning to replace 76 million retiring workers. Only a significant reinvestment in all youth, but most especially those young people with low educational attainment and poor connections to work, will generate enough skilled, technologically savvy, and educated, U.S. workers to keep our nation competitive in the global economy.

**6. Built on Partnerships-**Since the initial implementation of WIA, local systems have built leveraged partnerships with multiple stakeholders. These partnerships have allowed local areas to bring more to the workforce system than required, strengthening the workforce system and providing comprehensive, cohesive services to jobseekers. **Development and support of these partnerships should be an integral part of WIA reauthorization.**

**7. One-Stop Career Centers as Critical Service Delivery Mechanism-**One-Stop Centers currently serve as the critical mechanism for workforce service delivery. These Centers are the successful, public service delivery arm of local workforce systems, providing direct job placement services to local jobseekers and engaging businesses to serve their hiring and training needs. Accordingly, **One-Stop Centers**, created through the original WIA legislation, **should remain as this service delivery mechanism** under new legislation.



## FY 08-09 ORGANIZATIONAL GOALS AND OBJECTIVES

### STRATEGIC, OPERATIONAL, FINANCIAL, PROFESSIONAL DEVELOPMENT

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#### STRATEGIC

##### Strategic Goal 1:

Increase Board Member knowledge, consistent with Governance Committee and management direction with a measured outcome of 25% of members increasing their understanding of Capital Workforce Partners.

##### Objectives (Metrics)

- a. Utilize nationally recognized speakers to build knowledge capacity of the workforce investment system twice during the fiscal year.
- b. Design and implement a board member information section on the website.
- c. Create and implement board member communications plan for engagement activities with key elected, business and funding stakeholder organizations resulting in 10 members making contacts.
- d. Design and implement board member survey to track and evaluate progress to obtain results.

##### Strategic Goal 2:

Increase the incorporation of CWP Career Competencies in the regional secondary education system.

##### Objectives (Metrics)

- a. Secure commitment to incorporate the Career Competencies in New Britain High School as a pilot initiative for the 09-10 school year.
- b. Incorporate the Career Competencies into the new Hartford School System Partnership High School for under-credited over-aged students for the 09-10 school year.
- c. Incorporate CWP Career Competencies into the redesigned Hartford Adult Education curriculum for 09-10 school year.

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#### OPERATIONAL

##### Operational Goal 1:

Increase by 32 the number of target sector businesses that partner, support, and benefit from CWP initiatives.

##### Objectives (Metrics)

- a. Add two (2) hospitals to the workplace education initiative to increase the skills of their allied health workforce.
- b. Gain commitment of twenty-five (25) more business partners to the Future Workforce summer and year-round program.
- c. Add five (5) new manufacturing businesses participating in Incumbent Worker Training to increase the skills of their workforce.

##### Operational Goal 2:

Improve One-Stop job seeker services resulting in increased customer satisfaction and quality service delivery.

##### Objectives (Metrics)

- a. Redesign One-Stop contract and RFP process resulting in a single provider for the system.
- b. Complete the CWP One-Stop Quality Service Operations manual in order to provide greater consistency of services to all job seekers.

##### Operational Goal 3:

Adopt a Results-Based Accountability (RBA) logic model framework to measure the community impact of CWP initiatives.

##### Objectives (Metrics)

- a. Create and agree on common metrics for both Future Workforce and One-Stop CWP programs to measure how many customers benefit from our services.

Craft and seek adoption of the logic model, including the common metrics.

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## FINANCIAL

**Financial Goal 1:** Create a grant assessment and tracking system

**Objectives (Metrics)**

- a. Develop criteria and process for determining pursuit of grant opportunities.
- b. Align tracking system with revised Resource Development plan and produce quarterly reports.

**Financial Goal 2:** Improve internal grants/formula funds and budget management and reporting to better align finance and cross department program information and management functions.

**Objectives (Metrics)**

- a. Develop a centralized reporting structure to capture relevant grant/contract information.
- b. Conceive, develop and implement enhanced reporting and utilization for the Micro Information Products (MIP) system.
- c. Educate program staff on MIP system for access to information.

**Financial Goal 3:** Increase revenue from FY08 to support revised resource development plan.

**Objectives (Metrics)**

- a. Secure 80% of the \$3.7 million sustained and new funding target.
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## PROFESSIONAL DEVELOPMENT

**Professional Development Goal 1:** All Capital Workforce Partners employees receive core Workforce Certification through Dynamic Works or CWDP credential.

**Objectives (Metrics)**

- a. All staff to complete training program or credential.

**Professional Development Goal 2:** All Capital Workforce Partners employees to enhance workplace skills.

**Objectives (Metrics)**

- a. All staff to complete at least one job-related training program.
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860-522-1111, 860-722-2486 (fax)  
[www.capitalworkforce.org](http://www.capitalworkforce.org)

**Note: These minutes are not official until approved by the Board at their upcoming December 4 meeting.**

## **DRAFT-Workforce Investment Board Minutes October 30, 2008**

**Attendees:** Linda Agnew, Steve Cassano, Karen Chadderton, Rich Cohen, Bob DeLisa, Lee Erdmann, Ken Flanagan, Elliot Ginsberg, , Lindy Lee Gold, Alan Green, Jason Howey, Mark Leahy, Rich Mullins, Bill Putt, Jonathan Richmond, John Shemo, Charles Smith, Carl Stephani, and Lyle Wray

**Staff:** Thomas Phillips, Alex Johnson, Sandra Rodriguez, Pam Nabors, Julie Watson, Danielle Bradley and Suzanne Dutilly

**Guests:** Margarita Torres, CT Department of Social Services, and Atty. Rochelle Daniels, Workforce One, Broward County, Florida

### **Approval of September 25, 2008 WIB meeting minutes**

**Outcome/Action:** A motion was made by Lindy Lee Gold to approve the minutes. Carl Stephani seconded the motion. Motion carried.

Tom Phillips introduced Danielle Bradley, CWP's new Chief Financial Officer. She joins CWP from the Wallingford Family YMCA where she was Operations Director, Acting Executive Director and Finance Director.

A presentation on the **Connect-Ability Program** by Margarita Torres of the CT Department of Social Services followed. She briefly outlined the program's purpose to bring Connecticut's employers and people with disabilities together, and invited board members to participate in the CT Business Leadership Network. She also suggested a visit to the Connect-Ability website at [www.connect-ability.com](http://www.connect-ability.com) where there is an employer toolkit with information on disabilities, hiring, recruiting and retention and ADA.

### **Role of WIBs-A National Perspective**

#### **Atty. Rochelle Daniels, Workforce One-Broward County, FL**

Tom Phillips introduced Rochelle noting her presentation serves as both an educational presentation to build capacity and knowledge for the board regarding their role under the Workforce Investment Act per the Governance Committee's recommendation, as well as to assist in reaching a clear understanding and then approving key action items. . He noted there will be a vote on three action items **One-Stop Strategic Goals, One-Stop Operational Goals and One-Stop RFP Framework**. Rochelle noted there will be changes in WIA because we will have a new president. Since there has been no new legislation or amendments in the past 10 years, WIBs started "pushing the envelope" to address issues in their communities such as housing, mortgages, sustainability, Veterans programs, economic development, education and creating occupational clusters-WIRED. She noted in our region, the chief elected officials have assigned selecting the One-Stop provider to the board, and this is one of the things the board will be voting on today. She questioned whether the board wants to continue with the way we have been working in the past, or go along with the One-Stop Committee's recommendations and look at a different framework of delivering services that makes more sense in our declining economy and resources. Elliot Ginsberg asked if the board can operate the One-Stop and Rochelle replied there

are two ways to do that either by establishing a consortium of three or more of the One-Stop mandated partners, or by hiring a staffing company. The staffing company is the employer but the board has control over who is hired, the number of positions and the overhead. She reviewed the responsibilities of the board noting that the most important responsibility is to promote the One-Stop, the Board and its programs, services and activities. She asked the board, "Have you tried the services yourself when you need to fill positions? She continued, "If the One-Stop services are not good enough for you, why would they be good enough for other employers?" She urged board members to try the services and get back to the staff with comments on what worked and what didn't. Boards have also recognized that their job is not to oversee the day- to-day operations but instead to look at the bigger picture and she added that by going through the recent reorganization process the CWP board has started to do this.

She said the dilemma for the North Central CT One-Stops is that in 2007 there were 23,000 people who wanted to work but had no skills. What policies should be adopted to assist these individuals coming into the One-Stop? That's the big question before you she said. She then reviewed the recommended One Stop strategic goals:

- Enhance and expand partnerships with key stakeholders to inform, prioritize and participate in the One-Stop model
- Enhance and expand business partnerships to inform, prioritize and participate in the One-Stop model
- Obtain new resources to provide skill development opportunities in the One-Stop system for challenged populations (ex-offenders, limited English, low-wage workers)

**Outcome/Action:** A motion was made by Bill Putt to adopt the goals. Lindy Lee Gold seconded the motion. Discussion then followed with Rich Cohen noting that the goals came through the One-Stop Services Committee and have been thoroughly vetted and he has no problem accepting the framework of the goals with the provision that we get more specific later. Bill Putt added these are board goals and we will soon be looking at One-Stop goals and a new RFP framework that will add specificity to these goals. Charlie Smith said that this meeting has been the most insightful of all the board meetings he has attended for CWP and he would like this tradition to continue because, "it really gets me thinking about how we can all make changes because of the power of our contacts."

Motion carried.

## **North Central One-Stop Services-Proposed RFP Framework 2009-2010**

One-Stop Services Committee Chair Bill Putt reviewed the proposed changes to the framework in order to increase the efficiency of the One-Stops:

- **Core/Core Enhanced Services**
  - Staffing negotiated with CTDOL for full service sites (Hartford, New Britain, and Enfield); work under programmatic direction of CTDOL Center Director
  - Supports technology initiatives – online learning in centers
  - One contract anticipated region - wide
- **Intensive Services**
  - Single Region-wide contract for WIA Adult/Dislocated Worker/Jobs First Employment Program (JFES)
  - Integrates services: Career Assessment, Case Management, Job Preparation/Placement<sup>1</sup>
  - Focus entirely on exceeding WIA/JFES performance measures
  - WIA Youth case management moved to youth contractors
  - Upgrades case management position qualifications and standardizes salary structure
- **Computer Literacy Training**
  - Contract with regional community colleges for services:

- o One .5 FTE Instructor @ Hartford/New Britain to deliver on-going classes and facilitated tutoring on site @ CT Works (Capital & Tunxis)

**Outcome/Action:** A motion was made by Bill Putt to adopt the RFP Framework process. Ken Flanagan seconded the motion. Lindy Lee Gold abstained from voting. Motion carried.

## **Operational One-Stop Goals**

Bill Putt reviewed the following goals that the One-Stops will pursue in improving efficiency in the coming year.

- **Increase Efficiency of One-Stop Operations**
  - a. Procurement of One-Stop Services
    - i. Reduce contractor costs in overhead, management and administration
    - ii. Simplify contractor management structures
    - iii. Align partner human resource systems
- **Improve WIA and JFES Performance in CWP Operations**
  - a. Maximize resources allocated to JFES training programs; achieve a documented 50% participation rate for JFES
  - b. Monitor WIA/JFES proxy reports
  - c. Strive to achieve self-sufficiency wage standards for WIA and JFES
  - d. Achieve 100% of WIA performance goals; strive to exceed all measures
- **Enhance Quality in One-Stop Service Delivery**
  - a. Incorporate more technology in core operations
  - b. Align One-Stop services to other community-based support services for customer referral
  - c. Identify clear career pathways to target industry sectors for all One-Stop customers
  - d. Identify services to address the skill gaps between employers' needs and One-Stop customers.

**Outcome/Action:** A motion was made by Bill Putt to adopt the Operational One-Stop Goals. Steve Cassano seconded the motion. Motion carried.

## **Adjournment**

The meeting was adjourned at 10:30 a.m.