

**REGIONAL WORKFORCE DEVELOPMENT BOARD
OF GREATER NEW HAVEN
LOCAL PLAN UPDATE
OCTOBER, 2001
DRAFT 10/18/01**

I. Conduct an environmental scan of your local workforce system and address the following and identify any significant changes in the workforce development needs of your local area.

There have been several factors, which have had a significant impact on the workforce development system in Greater New Haven since we adopted our five year plan in March, 2000.

Galleria Mall at Long Wharf - The plans to build an upscale shopping mall in New Haven were abandoned in early 2001. Consequently the number of new jobs projected as a result of the project was 5,000 jobs, equally divided among retail and construction industries and will not be realized. In spite of the demise of this project, however, there continues to be a critical need for workers in both industries, due to the \$1 billion in school construction projects in New Haven and about \$500 million in other projects within the region. In addition, due to the continued turnover in the retail industry, there remains a critical need to fill those jobs.

Economic Dislocation - Unemployment has surged in the Greater New Haven Labor Market Area. Although the August 2001 rate was 3.3%, our region continues to rival Hartford as the region seeing the most initial Unemployment Insurance claims. The closing of large scale employers such as Bradlees (which operated four retail stores in the region) have attributed to this surge, but random dislocation has also consistently occurred throughout the area. An important indicator of the severity of the problem is the demand for WIA services by this group. While other Workforce Investment Areas around the state and country had experienced low expenditure rates for this group, the Regional Workforce Development Board of Greater New Haven spent 94% of its WIA Dislocated Worker funds, and we fully expect that we will exhaust the 2001-2002 allocation well before the end of this fiscal year.

Welfare Reform - This past summer, the Connecticut General Assembly adopted much more stringent rules governing the limits of time that a person of family may receive TANF benefits. Effective October 1, a sixty month total time limit will be imposed, as well as a limit on the number of extensions received after the initial 21-months of TANF Benefits. Since a large number of TANF recipients within our region have been on assistance for long periods on time, we expect that over 300 families will be involuntarily leaving the welfare roles by December 31, 2001.

Of equal concern is those who remain on time-limited cash assistance. According to the TANF Summary Report issued by DSS on September 28, 2001, the New Haven DSS Office caseload has been somewhat successful at obtaining good hourly wages for TANF recipients, averaging \$7.42 per hour, however 70 percent of the time limited recipients are working less than 24 hours per week. Because they are, in fact, time-limited, this group must begin increasing their number

of hours that they work in order to more successfully transition off of assistance when their time is up.

Both of these conditions will require more aggressive, more ambitious career development planning and coordination of services for TANF recipients.

Health Care, Biotech, and the Skills Gap - Since our initial plan was adopted, both Health Care and Biotechnology sectors have continued a rapid growth. There are currently over 1,000 nursing jobs which are unfilled in the region, and other allied health occupations such as technicians, pharmacy, and medical information systems have experienced even greater shortages in the last eighteen months.

There has also been a large influx of biotechnology firms locating in and around New Haven since our initial plan, all needing high skilled, high wage workers.

Unfortunately, the skills gap which we discussed in our plan and corresponding needs assessment still prevails, and the process of matching area residents with the available educational resources which would support entry into those jobs is difficult and frustrating. Our Board, as catalyst for the workforce development system, must come up with more effective strategies and solutions to close the skills gap and to provide a realistic feeder system for these industrial sectors.

September 11, 2001 - Finally, the tragedies which occurred on September 11th will have a long standing and far reaching social and economic impact on the workforce development system in Greater New Haven. Geographically, we are sixty miles away from "Ground Zero," but we are economically connected at the hip to Lower Manhattan. In the four weeks following the tragedy, we have seen our area homeless shelters and soup kitchens overflowing with individuals who were homeless and living in New York City, but who have fled the City after the incident. According to staff from Columbus House, New Haven's largest shelter, these individuals came to New Haven because they feel that they could access services. We have seen these individuals in our One-stop as well.

At this writing, we have yet to fully realize the impact and number of Greater New Haven workers and businesses who have suffered losses due to September 11th. We will most likely get a true picture of the situation for several months. We suspect that, in addition to seeing a significant increase in Unemployment Insurance claims from workers who commuted into New York in or around the World Trade Center, we will see more random dislocation from businesses who supplied or provided services to companies in lower Manhattan, whose businesses relied on those accounts for economic health.

Congresswoman Rosa L. De Lauro stated in a recent letter to her constituents " We must help our economy and industries knocked off their feet. But we must make sure the employees and small businesses, not just big businesses, get the chance to get back up."

Thus, there is much uncertainty that the workforce development system will face in the wake of September 11 and this uncertainty will result in even greater challenges for the Regional Workforce Development Board of Greater New Haven.

II. Identify modifications made or anticipated to be made to your five-year WIA plan as a result of the environmental scan including:

a) modifications to your current goals and priorities;

As indicated in our five-year plan, we were beginning to identify our goals and priorities. We felt at the time of initial submission that it was inappropriate for the former Board to fully develop goals that a new Board would have to implement. Thus, the new Board began work on refining and developing its goals during the second quarter of the fiscal year. The goals and priorities are included as Attachment A.

b) the identification of new goals and priorities;

The goals, objectives and priorities are included as Attachment A

c) changes to implementation timelines.

Attachment B outlines implementation timelines.

d) specific success measures for goals.

Each goal has assigned Key Performance Indicators and is articulated in Attachment A.

III. Identify coordination activities which support the Board's role as outlined in WIA and State statute

a) Provide a list of the agencies and other organizations with whom you worked to develop your local workforce investment system.

RWDB Partners/ Key Coordinating Organizations

CT Department of Labor	State Department of Education
CT Department of Social Services	CT Job Corps
Bureau of Education and Services to the Blind	Bureau of Rehabilitation Services
Gateway Community College	Housing Authority of New Haven
Empower New Haven, Inc.	CT Department of Economic and Community Development
Office for Workforce Competitiveness	City of New Haven
South Central CT Council of Governments	Area Cooperative Education Services
CT Building Trades Council	Regional Growth Partnership
Rideworks	Regional Alliance

Southern CT State University	CT Department of Transportation
CT Dept. for Children and their Families	CT Department of Corrections
Department of Health and Addiction Services	New Haven Police Department
U.S. Attorney's Office	Community Action Agency of New Haven
New Haven Family Alliance	New Haven Adult Education
Greater New Haven Chamber of Commerce	Branford Chamber of Commerce
Quinnipiac Chamber of Commerce	Yale University
Albertus Magnus Collage	Quinnipiac University
STRIVE New Haven	Eli Whitney Vocational Technical High School
The Childrens' Center	Connecticut Voices for Children
Hamden Economic Development Commission	Fleet Bank
Habitat for Humanity	AHEC
Connecticut Hospital Association	Yale New Haven Hospital
St. Raphael Health Care System	Sargent Assa Abloy Manufacturing
Hill Health Center	Marrakech, Inc.
Easter Seals Goodwill Industries	APT Vocational Services
Arts Council of Greater New Haven	Guilford Board of Education
Clinton Board of Education	Madison Board of Education
East Haven Board of Education	New Haven Board of Education
North Haven Board of Education	Wallingford Board of Education
Hamden Board of Education	West Haven Board of Education
Amity Board of Education	Ansonia Board of Education
Shelton Board of Education	Derby Board of Education
Emmett O' Brien Vocational High School	YMCA of Greater New Haven
Community Foundation for Greater New Haven	Southern New England Telecommunications
New Haven Fighting Back	United Illuminating Company
City Kids@ Safe Space New Haven	Career TEAM, LLC.
Connecticut Building Trades Association	

b) Identify the Board's most significant success in system building and coordination in the past year.

The Regional Workforce Development Board has always had youth programming as a top priority. So much though, that the current chairperson of its **Youth Council** is the former chair of the RWDB (who vacated that position when WIA took over in 2000). He is a business leader with a strong commitment to positioning our Youth Council to become **a national model for**

system building. Four subcommittees meet regularly and have done extensive work in planning, program procurement, mission/vision, and by laws. Youth Council members understand and take seriously their role to keep the "youth agenda" on the community's radar screen, and to act as community-wide advocates for the system.

Major Accomplishments of the Council

- Recognized by USDOL as a “Best Practice” operating Youth Council.
- Selected to be profiled by Jobs for the Future as one of seven “cutting edge” Youth Councils in the country, for its efforts at system-building.
- Staff and YC members participated in a panel at a regional forum, which included YC’s from all over New England and federal representatives.
- Asked to conduct a workshop on YC coordination, conducted by USDOL.
- Kaye Harvey (YC Planning Committee Chair) was selected from a national field of experts, to participate in a weeklong National Youth Program Leadership Institute in Washington.
- Chris Reardon, who is one of the RWDB administrators assigned to staff the Youth Council was selected to participate in a national workgroup assembled by USDOL whose topic was to develop ways to strengthen Youth Councils.
- Recognized as *the* regional youth development/employment and training coordinating entity in other venues, e.g., the Chamber’s Education/Business Alliance, Regional School to Career Partnership, etc.
- Conduct monthly full YC meetings, and subcommittee meetings, producing the following: Mission Statement, By-laws, Youth Request for Proposal and Program Menu, Funding Guidelines, Resource Priorities, Membership Policy, Youth Plan.
- Took the leadership role and convened an interagency task group to plan a strategy and raise funds to support summer jobs for youth, therefore minimizing the use of federal dollars to support the activity.

c) Identify Board accomplishments of the past year per the goals identified in your five-year plan.

As stated above, the Board opted not to articulate its goals and mission until a new Board was named. We spent several months crafting the goals, objectives and key performance indicators illustrated in Attachment A. In addition, several other accomplishments of this past year are worth mentioning:

- With our One-stop Operator, we were able to expand the breadth and depth of our **relationships with our mandated and other partners.** Several professional development

activities, including cross-training and Open Houses at the One-stop and at partner sites greatly increased the knowledge, familiarity and capacity of the partners. A Resource Book was developed and written from a customer perspective rather than list each separate agency and their offerings, and is considered a model.

- Although the transition to WIA was by all accounts, difficult, we are proud of our ability to have gotten "**up and running**" so quickly. We had a cadre of experienced staff in the One-stop and we were able to issue Individual Training Accounts, provide a myriad of core and intensive services, and employer services without delay. This effort is reflected in our WIA expenditure rates, of which we are also proud.
- **Employer driven training** remains at the forefront of our strategy. Last year we launched three employer-driven initiatives, all of which have been proven to be successful: the New Haven Construction Workforce Initiative, the Retail Training Program, and the Incumbent Worker Program (which featured Sargent Assa Abloy Manufacturing and the Connecticut Maritime Coalition).
- Through much hard work on the part of its members, our **Youth Council** has evolved into a national model for youth system-building. Please see above for its accomplishments.
- Finally, we launched a new and exciting labor market tool, *Careerplaceonline*. It is a web-based labor exchange resource which brings several new dimensions into the job matching, skill-building arena. The tool has received rave reviews by participating employers, jobseekers and One-stop staff alike.

In general, this Board has begun to take on its new role as convener, policy maker and leader of the workforce development system. We are confident that our joint efforts will result in even further accomplishments in the coming year.

d) Identify coordination activities conducted by of the Board's Youth Council established pursuant to WIA Section 117(h)(1).

Much of the early work of the council was to become educated about the Workforce Investment Act, and specifically the role of the Youth Council. The council identified two pressing organizational needs. The first was to establish an orderly, thorough, and diligent process for the review of funding proposals. The second was to establish some structure for the council in the form of mission, goals, and ultimately bylaws under which the council can operate. Early on the funding, bylaws, and shortly thereafter membership committees were established and again began diligently to work in their respective areas.

The Youth Council spent much of its initial year organizing itself and setting goals. By laws and a mission statement were adopted, along with four standing committees: membership, planning, funding and by-laws.

Of the WIA mandated Youth Council coordinating entities, we have made notable progress. **Connecticut Job Corps** has been a model WIA partner. We collaborated on three major youth-serving grant applications, and have received funding for one project thusfar. Job Corps students enjoy bi-monthly tours of the One-stop and efforts are being planned to have Job Corps student represented on the Youth Council, in addition to Job Corps staff. In addition, staff from the RWDB participated in the Job Corps' comprehensive site assessment (compliance monitoring visit) this past June.

School to Career efforts for the year have been closely aligned with Youth Council goals and WIA labor market demand occupations. The School to Career Regional Partnership chose to take our lead in building interdistrict projects around three occupational areas for which we have articulated a high demand, career ladders, and livable wages. These areas are Teachers, Allied Health and Information Technology.

Sadly, there has not been a new round of federal procurement for **Youth Opportunity Grants**, and as a result, we do not have a YOG in our region. Rest assured, however, that if and when a new round of procurement is announced, the Youth Council will be well-positioned to craft a competitive proposal to serve our region.

e) Identify coordination activities conducted by the Board's Worker Training Education Committee established pursuant to CGS 31-3k(b)(5).

The Worker Training Education Committee developed a customized retail training program during the year. The project involved curriculum development directly from employers and the curriculum was delivered by Easter Seals Goodwill Industries.

f) Identify coordination activities with employers and/or economic development initiatives conducted under the 2000-2001 \$50,000 WIB contract.

The Board was represented and carried out the work and policies of the board, to the following groups:

- Initiative for a Competitive Inner-City (ICIC).
- Empower New Haven, Inc.
- Greater New Haven and Quinnipiac Chambers of Commerce
- DECD Business Networks
- South Central Council of Governments

In addition, the Board through its ESIP Pilot program, launched *Careerplaceonline*, a web based labor exchange tool which serves area employers through job listings, talent search and other supporting features.

g) Describe additional coordination activities and barriers to system building.

Above we have listed additional coordination and system building activities, which we were able to accomplish. Clearly, the single largest barrier that we face with respect to building a system is **a lack of sufficient human and financial resources**. The amount of "legwork" involved in the

coordination activities which we have highlighted in this report, with the multitude of partners we have listed above, has been astronomical. Given the adoption of our new, highly ambitious goals (See attachment), and the factors listed in our environmental scan, an even greater level of work will be required of the board and its staff. Our goals list several objectives, which charge us with additional system building tasks for which we currently have no resources. Our federal allocations have been declining over the past several years. Consequently, the federal dollars cannot solely support the system, and the state has shown relatively little effort at supporting the administrative infrastructure of the Workforce Development Boards

Secondly, efforts to engage WIA- mandated partners in "**hard dollar**" **cost sharing**, which would relieve some of the financial burden, have been dismal, with only two of our mandated partners committing actual funds to support the effort. While our partners have shown a generous commitment of time and effort to building the One-stop system, they are less than willing to financially contribute to the administrative infrastructure to build the system, maintain the system and troubleshoot the system.

h) Identify action steps the Board will undertake in the year ahead to address barriers and promote a seamless workforce investment system.

1. Charge the new Systems Development Council with oversight responsibilities in this area (see Attachment C).
2. Continue efforts to cross train partner staff.
3. Seek funding to address gaps in service.

i) Identify any structural changes made to the organization of the Board as a result of the Board's responsibility for coordination in the past year.

We have reorganized our committee structure. A description of the new committees is included as Attachment C.

IV. Describe how the Local Board will address 2001-2002 CETC priorities including: An outline of specific action steps for each priority; and a timeline for implementation of these action steps.

CETC PRIORITIES

The five year plan outlines broad economic and workforce development goals and fourteen corresponding priorities. To organize and focus efforts in the year ahead, CETC adopted five priorities, each of equal significance. These priorities establish a framework to fashion workforce development efforts at the state and local level.

1. Workforce System

Clarify the levels, sources and nature of resources required for an effective statewide workforce system (including the One-Stop delivery system), defining specific responsibilities for all state and local partners. Ensure that partners (including state agencies, Regional Workforce Boards,

One-Stop Career Centers, service providers and related organizations) understand their roles, increase their commitment and work together effectively.

- Charge the Systems Development Council with the task of convening stakeholders, exploring ways to meet the local market's education and training needs, and working to see that existing resources are appropriately leveraged. (Ongoing)
- Develop, with the Systems Development Council, and maintain an inventory of resources in the local market and disseminate to interested parties. (July, 2002)

2. Workforce and Economic Development

Improve workforce and economic development linkages statewide. Refine the capacity to identify, analyze and target driver industries and occupations. Use industry cluster initiatives to engage employers in job training, in collaboration with trade associations, Chambers of Commerce, organized labor and other entities.

- Create Economic Development Standing Committee of the Board (October, 2001)
- Continue working with ICIC effort to identify target industry clusters. (Ongoing)
- Expand relationship with organized labor to potentially replicate their involvement in Construction Workforce Initiative as a model for other sectors (April, 2001).

3. Youth

Promote policy and strategies to address the workforce-related needs of youth, consistent with state goals and WIA requirements.

- Expand and support youth asset mapping effort.(January, 2002-June, 2002)
- Create functional task subcommittees of Youth Council to address outstanding policy issues (October, 2001)
- Implement USDOL Planning Grant to increase capacity of Youth Council and make One-stop more "Youth User-friendly." (September 2001 - June, 2002)

4. Under-Employment

Increase employment levels and economic self-sufficiency of low-income workers and job-seekers (including public assistance participants) by providing basic education, work-readiness and occupational skills.

- Integrate TANF Case Management more closely with One-stop operations. (July, 2001 - June, 2002)
- Seek resources to expand incumbent worker training for underemployed (Ongoing).

5. Demand-Driven Strategies and Job Retention

Improve job retention and career advancement outcomes through employer-driven workplace-based training, retention support and career-ladder strategies, including a focus on mature workers.

- Continue sectoral training in Health Care industry. (Ongoing)
- Expand the New Haven Construction Workforce Initiative (Ongoing)
- Expand focus of customized Retail Training Program to include management training track (early 2002).
- Work with education, economic development and employer partners to develop biotechnology program (June, 2002).

V. Identify a primary strategic focus that will drive the Board's activity for the year beginning July, 2002.

Our strategic focus is articulated in our **Goal #1: To establish a universally accessible, education and training system that meets the needs of employers, job seekers, incumbent workers, and youth.**

a) Identify an action plan and specific timeline for implementation.

(See attachment for timeframes attached to objectives)

Objective 1 Build a real time data system that allows tracking of

- Employers
- Individuals who use the System
- Review hiring cycles, specific areas, unfilled openings
- Basic demographics of clients

Objective 2 Build a mechanism to match employers with appropriate service providers to develop and deliver training

Objective 3 Ensure that appropriate, contributing partners are “at the table”

Objective 4 Elevate the visibility of and public and employer confidence in RWDB

- Determine current perceptions held by the public and by employers about RWDB
- Develop a multi-year marketing plan for RWDB and implement its first year

Objective 5 Develop successful methods to recruit job seekers

Objective 6 Develop successful methods to recruit employer involvement with the RWDB

Objective 7 Get feedback from all stakeholders

Objective 8 Create strong ties to economic development entities and local chambers of commerce

b) Identify specific measures for success.

1. The number of new employers and individuals in the workforce seeking RWDB-supported services.
2. Number of job placements/job retention rate; wages of placements
3. The number of employers seeking to utilize RWDB-supported services on a repeat basis.

4. The number of people in the workforce who utilize RWDB-supported services on a repeat basis.
5. The number of people in the workforce accessing the system
6. The number of training strategies with diverse funding sources
7. Time between when employer needs are identified and appropriate response occurs.
8. Levels of satisfaction among customers and clients

VI. Describe the process undertaken to develop the plan update including identification of participants and opportunities for public input.

This process has been shepherded by the Executive Committee and an ad-hoc group of board members, most of whom also serve on the Planning and Allocations Committee. It is co-chaired by Noel Grant, Chairman of the Board, and Odell Stewart, Vice Chairman. Key staff involved include Bill Villano, Executive Director, Chris Reardon, Manager, Planning and Evaluation, Kymbel Branch, Manager of Career Services, Frank Milone, Manager of Education and Youth Services, and Marita Shurkus, Quality Assurance Coordinator.

The project began with the full Board having two half-day retreats at which time they began revising the mission statement, drafting 2001-2002 goals, and determining key performance indicators (KPI's). This process was facilitated by an outside consultant who has provided ongoing strategic support to the effort. The Timeline below illustrates the process, which we have undertaken to develop this update.

Board Retreat (1/2 day) <i>Board and administrative staff</i>	June 8
Retreat Follow-up Session (1/2 day) <i>Board and administrative staff</i>	July 12
Planning Guidelines Issued by OWC	August 1
Refinement of Board Goals and KPI's <i>Ad Hoc Committee and board staff</i>	August 1 - September 24
Environmental Scanning <u>Board staff</u>	August 28 - October 5
Adoption of 2001-2002 Goals <i>Board of Directors</i>	October 4
Draft of Update Available	October 16
Review of Draft Plan <i>Ad Hoc and Executive Committees</i>	October 18

Public Review/Comment Period	October 19- 30
Finalization of Plan Update <u>Board staff</u>	November 2
Approval of Final Plan Update <i>Executive Committee</i>	November 8
Submit Plan to OWC	November 15

VII. I acknowledge that the 2002 Board plan update has been approved by the Regional Workforce Development Board of Greater New Haven on November 8, 2001

Signature of Board Chairperson

Date

Goal # 1: To establish a universally accessible, education and training system that meets the needs of employers, job seekers, incumbent workers, and youth.

How shall progress toward the goal/success be measured? What are the Key Performance Indicators?

9. The number of new employers and individuals in the workforce seeking RWDB-supported services.
10. Number of job placements/job retention rate; wages of placements
11. The number of employers seeking to utilize RWDB-supported services on a repeat basis.
12. The number of people in the workforce who utilize RWDB-supported services on a repeat basis.
13. The number of people in the workforce accessing the system
14. The number of training strategies with diverse funding sources
15. Time between when employer needs are identified and appropriate response occurs.
16. Levels of satisfaction among customers and clients

To progress toward/attain the goal, what objectives must be reached?

Objective 1 Build a real time data system that allows tracking of

- Employers
- Individuals who use the System
- Review hiring cycles, specific areas, unfilled openings
- Basic demographics of clients

Objective 2 Build a mechanism to match employers with appropriate service providers to develop and deliver training

Objective 3 Ensure that appropriate, contributing partners are “at the table”

Objective 4 Elevate the visibility of and public and employer confidence in RWDB

- Determine current perceptions held by the public and by employers about RWDB
- Develop a multi-year marketing plan for RWDB and implement its first year

Objective 5 Ensure that appropriate, contributing partners are “at the table”

Objective 6 Develop successful methods to recruit job seekers

Objective 7 Develop successful methods to recruit employer involvement with the RWDB

Objective 8 Get feedback from all stakeholders

Objective 9 Create strong ties to economic development entities and local chambers of commerce

To attain the goal over the next 3-5 years, what obstacles must be overcome?

- People are unaware of RWDB – we must improve outreach and marketing
- Lack of complete, timely information about employer needs

- Lack of diverse funding streams to support universal access. Funding availability. We must identify and successfully pursue additional funding sources.
- Response times to employer needs and to job seeker needs
- The gap between employers and educators

Who or what organizations might be allies in accomplishing this goal?

- Adult Education
- Board partners
- CAA
- Chamber(s) of Commerce
- Community Foundation
- Council of Governments
- DOL
- DSS
- Empower New Haven
- Higher education
- Participating Employers
- Participating employers
- Public School Systems
- Regional Growth Partnership
- Satisfied job seekers
- United Way

Goal # 2: The workforce investment system and its One-Stop centers will have high customer satisfaction rates from both employers and job seekers.

How shall progress toward the goal/success be measured? What are the Key Performance Indicators?

1. Number of job seekers satisfied with services received
2. Number of job seekers hired and retained over established periods of time
3. Number of employers that utilize RWDB services more than one time
4. Number of job seekers with post-program earnings increases

To progress toward/attain the goal, what objectives must be reached?

- Objective 1 Accurately determine employer needs. Undertake needs assessment of current and prospective employees; identify jobs and training opportunities
- Objective 2 Elevate the visibility of and public and employer confidence in RWDB
- Objective 3 Market the workforce development system to employers
- Objective 3 Capture results/successes and market to the region
- Objective 4 Monitor outcomes to improve system while collaborating/partnering with shareholders
- Objective 5 Develop a timely response/intervention to customer inquiries
- Objective 6 Get feedback from all stakeholders

To attain the goal over the next 3-5 years, what obstacles must be overcome?

- Resolve mismatched employer/jobseeker expectations
- Lack of an appropriately prepared workforce
- Lack of adequate funding
- Employers' inaccurate perception/stereotyping of job seekers involved with the RWDB
- Lack of RWDB visibility

Who or what organizations might be allies in accomplishing this goal?

- Labor unions
- Educational institutions
- Business leaders, corporations, chambers of commerce
- HR associations
- RWDB Board members
- Chief Elected Officers
- Community-based organizations

Goal #3: The workforce investment system will be responsive to changing and emerging customer needs by increasing employer participation in the training process.

How shall progress toward the goal/success be measured? What are the Key Performance Indicators?

1. Number of employers participating in developing training programs
2. Number of programs developed in response to Labor Market Demand
3. Number of participants successfully completing and placed in training-related jobs
4. The number of employers that seek RWDB-supported services more than once

To progress toward/attain the goal, what objectives must be reached?

- Objective 1 Implement market research to determine changing and emerging customer needs in timely fashion
- Objective 2 Utilize the results of market research to inform education and other relevant partners
- Objective 3 Identify and target appropriate industries/employers
- Objective 4 Recruit employers to participate in program development and implementation as well as to employ those who complete appropriate training.
- Objective 5 Develop a mechanism to measure employer satisfaction

To attain the goal over the next 3-5 years, what obstacles must be overcome?

- Lack of employer confidence in the current workforce development system
- Inability of workforce system to be responsive to employer needs in timely manner
- Lack of funding and lack of diverse sources of funds
- Human resource supply does not meet current demand
- Partners with conflicting mandates/legal constraints on spending who cannot contribute to the process in needed manner

Who or what organizations might be allies in accomplishing this goal?

- **Targeted employers**
- **Trade associations**
- **Chambers of commerce**
- **Training/education providers**
- **Support services providers (day care, RGC, etc.)**
- **Utilities**
- **DECD**

- **CERC**
- **Business-to-business suppliers and service providers**

Goal #4: Develop workforce development capacity and resources outside of traditional federal and state grant processes.

How shall progress toward the goal/success be measured? What are the Key Performance Indicators?

1. Number of new and expanded revenue streams
2. Increase in non-traditional funding as percentage of total RWDB revenues

To progress toward/attain the goal, what objectives must be reached?

- Objective 1 Determine needs and identify where gaps in the workforce development system exist
- Objective 2 Identify prospective sources for non-traditional funding
- Objective 3 Build capacity for non-traditional resource development
- Objective 4 Elevate the visibility of RWDB and raise public and employer confidence in it
- Determine current perceptions held by the public and by employers about RWDB
 - Develop a multi-year marketing plan for RWDB and implement its first year

To attain the goal over the next 3-5 years, what obstacles must be overcome?

- Lack of institutional capacity to increase revenue development activities
- Lack of institutional capacity to administer programs funded by non-traditional sources

Who or what organizations might be allies in accomplishing this goal?

- **Consultants, philanthropic foundations, various appropriate partners and employers, members of the RWDB Board of Directors, legislators**

System Development Committee Work Plan

October 2001 to December 2002

Core Responsibilities:

Serve as convener of stakeholders, exploring ways to meet the market’s education and training needs and working to see that existing resources are appropriately leveraged; design and pursue research into anticipated workforce needs of regional employers for the immediate, intermediate, and longer range futures, interpret and distribute results of research, identify and recommend special programming related to meeting those needs, as well as funding sources and long-term labor market needs to all stakeholders; identify gaps between employer needs and skill sets available in the market and disseminate information to all stakeholders; develop and maintain an inventory of training and education resources in the market, and disseminate to all stakeholders; issue RFPs, review proposals, select providers of services, negotiate and recommend contracts to the Board; identify statutory and regulatory obstacles to the region’s workforce development system and recommend changes in public policy that would enhance the Board’s ability to fulfill its mission; investigate these issues and recommend policy and a proposed plan of action for Board consideration; identify sources for resource development.

Timeline	Statutory/Regulatory	Goals Attainment	Parallel Committees
Ongoing Responsibilities		Ensure that appropriate, contributing partners are “at the table” (G1/O3) Monitor outcomes to improve system while collaborating/partnering with shareholders (G2/O5)	One-Stop Oversight Committee Quality Committee One-Stop Oversight Committee Youth Council
July-September 2001			
October-December 2001	Committee Organization		
January-March 2002		Determine needs and identify gaps in workforce development system (G4/O1) Identify sources of non-traditional funding (G4/O2)	Economic Development Committee Economic Development Committee
April-June 2002		Determine needs and identify gaps in workforce development system (G4/O1) Identify sources of non-traditional funding	Economic Development Committee Economic Development Committee

		(G4/O2)	
July-September 2002			

Youth Council Work Plan

October 2001 to December 2002

Core Responsibilities: Develop annual youth services plan and budget for Board consideration; issue RFPs related to implementing the youth services plan; review proposals, select providers of services, and recommend contracts to the Board; establish criteria and certify effective youth programs; monitor performance and efficacy of youth programs and services underwritten through the Board; share data with the Board’s Quality Committee; map resources; build infrastructure that facilitates coordination and cooperation between programs and their sponsors to the benefit of the region’s youth.

Timeline	Statutory/Regulatory	Goals Attainment	Parallel Committees
Ongoing Responsibilities	Oversight of youth programs and services funded by RWDB Coordination of regional youth development activities including School-to-Career	Monitor outcomes to improve system while collaborating/partnering with shareholders (G2/O5) Implement Youth Council goals	System Development Committee One-Stop Committee Quality Committee
July-September 2001			
October-December 2001			
January-March 2002	Receipt of allocations from funding sources for FY ‘03 Develop and issue RFPs for training programs and youth activities		
April-June 2002	Prepare annual plan and budget for Board consideration Youth program monitoring Summer Youth Campaign		
July-September 2002			

Quality Committee Work Plan

October 2001 to December 2002

Core Responsibilities: Develop criteria and methodology to secure information for quality assessments of Board-underwritten programs and services; make periodic presentations to the Board about the efficacy of programs underwritten by Board and offer recommendations for improvements; develop and utilize the means to determine employer, job seeker, incumbent worker, and youth program participant satisfaction with programs and services underwritten by the RWDB; provide feedback to management and to elected leadership that will facilitate continuous improvement of internal systems and processes.

Timeline	Statutory/Regulatory	Goals Attainment	Parallel Committees
Ongoing Responsibilities	<p>Monitor internal systems; make recommendations for continuous improvement</p> <p>Monitor outcomes of programs and services</p> <p>Get feedback from all stakeholders</p>	<p>Monitor outcomes to improve system while collaborating/partnering with shareholders (G2/O5)</p> <p>Get feedback from all stakeholders (G1/O7) (G2/O7)</p>	<p>System Development Committee One-Stop Committee Youth Council</p> <p>One-Stop Committee</p>
July-September 2001			
October-December 2001		Build data system to track employers, job seekers, demographics (G1/O1)	
January-March 2002		Develop a mechanism to measure employer satisfaction (G3/O5)	
April-June 2002			
July-September 2002		Build data system to track job openings and hiring cycles (G1/O1)	

Organization Development and Finance Committee Work Plan

October 2001 to December 2002

Core Responsibilities:

Oversee financial reporting; oversee annual audit, review findings and report to Board; assist management in developing the Board's budget for its administration matters; advise management regarding compensation and benefits; advise management regarding staffing levels; advise management regarding personnel policy; oversee facilities (location, leases, subleases, shared space arrangements)

Timeline	Statutory/Regulatory	Goals Attainment	Parallel Committees
Ongoing Responsibilities	Oversight of staff structure, compensation, benefits, and personnel policies Oversight of facilities, information technology, security and other operating systems		
July-September 2001			
October-December 2001	Oversight of annual audit Conduct annual performance review		
January-March 2002	Receipt of allocations from funding sources for FY '03	Build capacity for non-traditional resource development (G4/O3)	
April-June 2002	Develop budget for FY '03	Build capacity for non-traditional resource development (G4/O3)	
July-September 2002			

One-Stop Oversight Committee Work Plan

October 2001 to December 2002

Core Responsibilities: Recommend for Board consideration the One-Stop configuration, the One-Stop Operator and related contract(s), and the number of One-Stop sites in the Workforce Investment Area; develop and recommend annual One-Stop services plan and budget; develop MOUs with WIA-prescribed and elective partners for Board consideration; issue RFPs as appropriate; review proposals, select providers of services, negotiate and recommend contracts to the Board.

Timeline	Statutory/Regulatory	Goals Attainment	Parallel Committees
Ongoing Responsibilities	Oversight of One-Stop system Review of One-Stop operator performance and contract compliance		Quality Committee
July-September 2001			
October-December 2001	Oversight of ITA application process		
January-March 2002	Receipt of allocations from funding sources for FY '03 Develop One-Stop annual plan and budget for Board consideration Procurement of One-Stop vendor for Board consideration as needed Procurement of programs and services for Board consideration	Develop successful methods to recruit job seekers (G1/O5)	One-Stop Oversight Committee
April-June 2002	Negotiate Memorandums of Understanding with all mandatory and elective partners Oversight of ITA application process	Develop successful methods to recruit job seekers (G1/O5)	One-Stop Oversight Committee
July-September 2002			

Communications Committee Work Plan

October 2001 to December 2002

Core Responsibilities: Devise and pursue a multi-year marketing and communication plan to elevate the visibility of and public confidence in the RWDB; provide direction for the development of marketing materials and media events; oversee and provide direction on the completion and issuance of the annual report and other publications; conduct new member orientations and develop appropriate orientation materials; issue RFPs, review proposals, select providers of services, negotiate and recommend contracts to the Board

Timeline	Statutory/Regulatory	Goals Attainment	Parallel Committees
Ongoing Responsibilities		Market workforce development system to employers (G2/O3) Capture results/successes and market to the region (G2/O4)	Quality Committee
July-September 2001			
October-December 2001		Elevate the visibility of, and public and employer confidence in, the RWDB (G1/O4) (G4/O4) (G2/O2)	
January-March 2002		Elevate the visibility of, and public and employer confidence in, the RWDB (G1/O4) (G4/O4) (G2/O2) Develop successful methods to recruit job seekers (G1/O5) Develop successful methods to recruit employer involvement w/RWDB (G1/O6)	One-Stop Oversight Committee Economic Development Committee
April-June 2002		Develop successful methods to recruit job seekers (G1/O5) Develop successful methods to recruit employer involvement	One-Stop Oversight Committee Economic Development Committee

		w/RWDB (G1/O6)	
July-September 2002			

Economic Development Committee Work Plan October 2001 to December 2002

Core Responsibilities: Coordinate with regional economic development activities; oversee development of customized training for specific employers or groups of employers, including incumbent worker training; research and recommend to the Board which industries and companies workforce development efforts in the region should be targeted; develop, obtain Board approval, and undertake cluster initiatives; issue RFPs as appropriate; review proposals, select providers of services, negotiate and recommend contracts to the Board; oversee other employer services.

Timeline	Statutory/Regulatory	Goals Attainment	Parallel Committees
Ongoing Responsibilities	Oversee development of customized training Oversee development of cluster initiatives	Create strong ties to economic development entities and chambers (G1/O8)	
July-September 2001			
October-December 2001	Committee Organization		
January-March 2002	Receipt of allocations from funding sources for FY '03	Determine employer needs; undertake needs assessment; identify jobs and training opportunities (G2/O1) Determine needs and identify gaps in workforce development system (G4/O1)	System Development Committee
April-June 2002		Determine employer needs; undertake needs assessment; identify jobs and training opportunities (G2/O1) Determine needs and identify gaps in workforce development system (G4/O1) Identify sources of non-traditional funding (G4/O2)	System Development Committee System Development Committee
July-September 2002		Develop methods to recruit employer involvement w/RWDB (G1/O6)	Marketing Committee

		<p>Develop timely response/intervention to customer inquiries (G2/O6)</p> <p>Build mechanism to match employers with appropriate service providers (G1/O2)</p>	One-Stop Committee
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