

**Workforce Investment Board  
Executive Committee  
1880 Wardrobe Ave.  
September 20, 2004 7:30 – 9:00 a.m.  
Meeting Agenda**



- 
- I. Call to Order/Roll Call.....
  - II. Approval of Agenda .....
  - III. Approval of August 30, 2004 Minutes .....
  - IV. Public Opportunity to Speak.....
  - V. Action Agenda
    - a. WIB Strategic Scorecard..... Joanne Presnell
  - VI. Information Agenda
    - a. National Emergency Grant (NEG) Contract..... Joanne Presnell
    - b. Advocacy – CPR Letter and Resolution for Local Control ..... Andrea Baker
  - VII. Meeting of the Minds – Discussion ..... John Heading
  - VIII. Director’s Comments .....(5 min)
  - IX. Chair Comments .....(5 min)
  - X. Other .....
  - XI. Next Meeting – October 25, 2004.....
  - XII. Adjourn .....

**Workforce Investment Board  
Executive Committee  
1880 Wardrobe Ave.  
August 30, 2004, 7:30 – 9:00 a.m.  
Meeting Minutes**



- 
- I. Call to Order/Roll Call – Vice Chair, Mike Sullivan called the meeting to order and roll was taken Donna Ornelas
  - II. Approval of Agenda - It was M/S/C Osorio/Crookham to approve the agenda as written.
  - III. Approval of Minutes – It was M/S/C Smith/Montejano to approve the minutes of July 26, 2004 as written.
  - IV. Public Opportunity to Speak - None
  - V. Consent Agenda
    - a. High Concentrations of Youth Program Proposal – Dave Davis gave an overview of the proposed program and Holly Newlon provided an overview of the budget and what the costs of each item would cover. It was M/S/C Crookham/Osorio to approve the proposal.
  - VI. Information Agenda
    - a. Year-End Fiscal Report – Mike Smith reported the Finance Committee has met and reviewed the report.
    - b. WIB Recertification – Joanne Presnell provided an overview of the recertification process for the WIB. She explained the criteria and noted the application has been submitted for Merced.
    - c. LWIA Demonstration Grant – Joanne Presnell reported on the Demonstration Grant for services to customers with hearing and/or vision disabilities. She explained what services and types of equipment would be procured through the grant.
  - VII. Committee Reports
    - a. Quality Assurance Committee – Albert Montejano discussed the request to provide information on education and training credentialing. Mr. Montejano distributed a report outlining the credentialing process and numbers of customers served in each area. Mr. Montejano also reported the Quality Assurance Committee has met the timeframes requested by the Chair to finalize the WIBs Strategic Scorecard. He also distributed the final draft for review.
    - b. Program Planning and Policy Development – Rick Osorio reported that the committee was presented with an action item to consider adding two courses to the ETPL. The committee requested further information and recommended that training providers be invited back to the next meetings so that they would be able to answer the questions of the committee
  - VIII. Director's Comments – Andrea Baker reported that the funding for WIA appears to be stable for the upcoming year, she noted that the CalWorks funding is being watched. In the California Performance Review (CPR), it has been recommended to the Governor, to reduce the number of WIBs. The State LWIAs are in the process of testifying to advocate for the retention of local control and local determination of any regional initiatives.

- IX. Chair Comments - None
- X. Other - It was noted the next scheduled meeting was September 27, 2004. This would seem to be an issue since the full WIB meeting is being moved to September 28, 2004 to accommodate the teleconference training. It was suggested to move the September meeting to September 20, 2004 and it was noted that this recommendation will be given to Mr. Headding.
- XI. Next Meeting – TBA (*Tentatively scheduled: September 20, 2004, 7:30-9:00 a.m.*).
- XII. Adjourn The meeting was adjourned 8:15

**TO: WIB Executive Committee**

**DATE: 09/20/04**

**FROM: WIB Staff**



**For Action**



**For Information**



**For Discussion**

**SUBJECT: WIB Strategic Scorecard**

**PROPOSED MOTION(S): To discuss and accept the Measurement categories assigned to the Executive Committee.**

**DISCUSSION: The Merced County Workforce Investment Board Strategic Scorecard has been completed and is now being reviewed by each committee. The scorecard is a tool that will evaluate fundamental performance areas that are vital to WIB success, and creates a set of measures for each of the areas. Once all applicable committees have reviewed the scorecard it will be sent to the WIB for approval.**

**The Chair of the Quality Assurance Committee introduced the scorecard to the Executive Committee during the August Executive Committee meeting.**

**ATTACHMENT(S):  
WIB Strategic Scorecard**

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

**WIB GOALS**

**Goal # I** Train and attract adaptable workers to fill industry needs.

**Goal # II** Influence the K-12 education system to design and implement strategies that provide students knowledge of employee skills and attitudes and develop metrics to assure success.

**Goal # III** Become an active advocacy voice and take political action on workforce development issues at the local, state, and national levels.

**Measurement Category: Customer Perspective**

Measure/Indicator	Metrics	Method	How Often Review	Responsible WIB Committee
1. Business Customer Satisfaction				QA & BSU
a. Employer Needs Are Being Met	80% Satisfaction Rate & Increase in the # of Employers using Worknet Services	Face to face 10 Question Survey of 30 Employers	Annually	
b. Are the Right Industries Targeted • Economic Development Targeted Industries • Growth Industries	Compare targets and adjust industry focus, if necessary	Review LMI (Growth Industries & Early Warning Data)	Biannually	PP&D
2. Job Seeker Customer Satisfaction				
a. Job Seeker Needs Are Being Met	90%  Rating to meet or exceed	Worknet Day Pass  Benchmark to similar service organizations	Monthly  Biannually	QA  QA
b. Input from Customers Is Used To Improve Services				
3. Workforce Development Advocacy/Awareness				
	# Of Face to Face Meetings  # Of Written Communications Voting record of Legislators	Meetings with Legislators  Written Communication with Legislators (requesting a response)	Biannually	Executive

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

	Positive impact to Support Local Control  Stable or increased WIA Funding	Invitations to WIB Meetings  Invitations to Worknet, i.e., for a tour, Chamber Mixer, etc.		
--	---	--	--	--

**Measurement Category: Internal Operations/Organizational Effectiveness**

Measure/Indicator	Metrics	Method	How Often Review	Responsible WIB Committee
1. Program Accountability:				
a. Plan vs. Actual Participant Activity				
• Numbers	Planned vs. Actual	Participant Reports	Monthly	QA
• Demographics	Participants vs. Merced Co. Demographics	Participant Reports	Biannually	QA
• Performance Measures	Attain 80% level on Goals	Performance Reports	Quarterly	QA
b. Report Results:				
• Audits	Zero Findings	County Audit	Annually	QA
• Monitoring	Zero Findings	EDD Monitoring WI Monitoring	Annually Biannually	QA
• Youth Quarterly Program Reports Out-of-School Youth	Acceptable Progress	Report from MCOE	Quarterly	YC

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

Younger Youth	Acceptable Progress	Report from MCOE	Quarterly	YC
c. Resources are Allocated Appropriately:				
<ul style="list-style-type: none"> <li>The Selected Industry Cluster and Occupations Within The Cluster Are Being Supported</li> </ul>	Cost Benefit Analysis	Report	Biannually	QA
	WI Entered Employment in Merced Co. by Industry	Report		
<ul style="list-style-type: none"> <li>Quality Controls</li> </ul>	Improved Scores	Customer Satisfaction Data	Yearly	QA
<ul style="list-style-type: none"> <li>Productivity</li> </ul>	Attainment	Performance Measures	Yearly	QA

**Measurement Category: Financial/Market Perspective**

Measure/Indicator	Metric	Method	How Often Review	Responsible WIB Committee
1. Expenditures including: <ul style="list-style-type: none"> <li>Obligations</li> <li>Accruals (Expenses)</li> <li>Encumbrances</li> <li>By funding source</li> <li>By service</li> <li>Plan vs. Actual</li> </ul>	80% Expended by End of Year	Fiscal Reports	Monthly	Finance
2. Revenue & Resources:				
a. Grants	#s Received	WI Report	Biannually	Finance

MERCED COUNTY WORKFORCE INVESTMENT BOARD STRATEGIC SCORECARD

b. Revenue Generation	#s Applied for Sources # of Sources Amount of \$\$	WI Report	Biannually	Finance
-----------------------	--	-----------	------------	---------

**Measurement Category: Learning and Innovation**

Measure/Indicator	Metric	Method	How Often Review	Responsible WIB Committee
1. Progress in Preparation for Worknet Recertification	On Schedule	Report from Worknet LT on Time Line	Every Other Month	QA
2. Influence the Workforce Investment System				
a. Education	Report on Activity	Participate on the P-16 Council	Quarterly	PP&D
b. Economic Development/Castle Development	New Jobs Created Jobs Retained or Jobs Lost	Reports by MCEDCO, BEO and EDAC.	Quarterly	PP&D
c. Workforce Housing	# of New Units Built	Support the WIB Policy on Workforce Housing	Yearly	Executive

**Glossary**

- BSU - Dept. of WI Business Services Unit**
- Executive - WIB Executive Committee**
- Finance - WIB Finance Committee**
- PP&D - WIB Program Planning & Development Committee**
- QA - WIB Quality Assurance Committee**
- YC - Youth Council**

**TO: WIB Executive Committee**

**DATE: 9/20/04**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: National Emergency Grant Contract**

**PROPOSED MOTION(S): Information Only**

**DISCUSSION:** The Department of Workforce Investment has negotiated a contract with the City of San Jose to provide Workforce Investment Act services for up to 50 individuals who live in or near Merced County, but who previously worked and were laid off in Santa Clara County. Funds to support the training of these individuals are provided by Technology and Transportation National Emergency Grant (NEG) administered through the San Jose Silicon Valley Workforce Investment Area (City of San Jose).

The collaborative agreement requires the Merced County Department of Workforce Investment to enroll the displaced workers, and provide case management services. The San Jose Silicon Valley Workforce Investment Area (City of San Jose), through the Technology and Transportation NEG, will pay for the participants' training. All participants to be served must be enrolled prior to September 30, 2004. Contract will run from August 1, 2004 through March 31, 2005, and will provide \$257,500 revenue to Department of Workforce Investment.

**ATTACHMENT(S): N/A**

**TO: WIB Executive Committee**

**DATE: 9/20/04**

**FROM: WIB Staff**

**For Action**

**For Information**

**For Discussion**

**SUBJECT: Workforce Development Advocacy**

**PROPOSED MOTION(S): Information/Discussion Only**

**DISCUSSION:** In light of the California Performance Review (CPR) it is vitally important and crucial for WIB members to send letters to advocate for local control of Workforce Development. The letters should be addressed to Victoria Bradshaw, the CPR Commission, Senator Denham and Assembly Person Matthews. The letters should be on your own business letterhead. Please provide a copy of your letter to WIB staff, so they can be forwarded to the California Workforce Association as they support our local effort.

WIBs are being encouraged by the CWA to develop a resolution for the Board of Supervisors to adopt that supports local control for Workforce Development. CWA will supply common language for LWIBs to consider for the resolution.

**ATTACHMENT(S):**

**Sample Letter from John Heading**

**Addresses for the letters**

**CPR Resolution**



**WORKFORCE  
INVESTMENT BOARD**  
MERCED COUNTY

John Heading, Chair  
Nellie McGarry, 1<sup>st</sup> Vice Chair  
Mike Sullivan, 2<sup>nd</sup> Vice Chair  
1880 West Wardrobe Ave. Merced, CA 95340  
Phone (209)725-3593 FAX (209)725-3592  
[www.co.merced.ca.us/pitd/wib/wib.html](http://www.co.merced.ca.us/pitd/wib/wib.html)

August 26, 2004

CPR Commission  
Office of the Governor  
Constituent Affairs, State Capitol  
Sacramento, CA 95814

Dear Commissioners:

I have had a career as a hospital administrator and presently work as a pharmacist, business owner, and adjunct professor. I have been a member of the Merced County Workforce Investment Board (WIB) for five years. For two years, I served as the WIB's Vice Chairman and am currently in my second year as the Chairman.

I am writing to express my concern with and objection to the California Performance Review's (CPR) recommendation that the Governor reduce the number of Workforce Investment Boards in the state from 50 to between 20 and 30 (Section GG23 of the CPR Report). The overall purpose of CPR, as I understand it, was to look for ways to make government more efficient and effective, objectives I agree with. However, this recommendation is at odds with what is best for customers, businesses and communities, and misses critical context and the purpose of California's local workforce investment system. Furthermore, making Workforce Boards less locally based would result in a loss of local funds leveraged to support workforce and economic development efforts, and the loss of engagement of businesses around the state that value the connection their WIBs have with their communities.

The Merced County WIB serves as a cogent force for the alignment of public, private, civic and human capital—resources instrumental to addressing a broad range of economic and workforce development issues in our area. Our Board's deployment of Business Services professionals to develop relationships with our local Economic Development offices, Chambers of Commerce and businesses is critical to the implementation of a comprehensive economic strategy for our County. Our WIB's involvement in the Merced County Office of Education's Preschool-Post Secondary Education Council provides an educational focus that is relevant to key businesses and industry sectors, and therefore future job opportunities.

I serve on the WIB because there I can affect my community in ways that improve the business climate, improve the bottom-line for companies like mine, and ensure the economic vitality of Merced County. I also serve because I care about my community—I live there, I am a business owner and parent, I want to sustain a great quality of life in Merced, and I also want the best education system for my family, one that prepares them for tomorrow's jobs.

This local connection will be lost by the establishment of fewer, larger Workforce Investment Areas whose boundaries are drawn in Sacramento as the CPR recommendation suggests. This is certainly not the right answer for all communities in this geographically, demographically and economically diverse state. The design and delivery of local workforce systems—systems that are genuinely responsive to business demands and the needs of jobseekers—must occur at the local level.

Respectfully,



John Heading, Chairman  
Merced County Workforce Investment Board

*"Merced County's Workforce Investment system will keep pace with the new growth, the emerging economy, and the ever changing needs of the employers by creating a better educated, highly skilled workforce, that's capable, and prepared, and thoroughly knowledgeable."*

## **Addresses for CPR Advocacy Letters**

**CPR Commission  
Office of the Governor  
Constituent Affairs, State Capitol  
Sacramento, CA 95814**

**Victoria Bradshaw, Secretary of Labor  
California Labor & Workforce Development Agency  
801 K Street, Suite 2101  
Sacramento, CA 95814**

**Jeff Denham  
State Capitol, Rm 4062  
Sacramento, CA 95814**

**Barbara Matthews  
State Capitol, Rm 5155  
Sacramento, CA 95814**

# OAKLAND CITY COUNCIL

**RESOLUTION No. \_\_\_\_\_ C.M.S.**

**RESOLUTION SUPPORTING THE CITY OF OAKLAND’S CONTINUED DESIGNATION AS A  
WORKFORCE INVESTMENT AREA AND OPPOSING CALIFORNIA PERFORMANCE  
REVIEW SECTION GG23, A RECOMMENDATION TO REALIGN AND CONSOLIDATE  
WORKFORCE INVESTMENT AREAS AND BOARDS**

**WHEREAS**, the City of Oakland has “Temporary” designation as a Workforce Investment Area as defined under the Workforce Investment Act (WIA) of 1998 due to the City’s population base of under 500,000 residents; and

**WHEREAS**, the City receives WIA formula and discretionary funding directly from the State and has its own Workforce Investment Board appointed by the Mayor to oversee programs and set local policies for the use of WIA funds in Oakland; and

**WHEREAS**, California Performance Review Section GG23 recommends the realignment and consolidation of 20 to 30 Workforce Investment Areas, targeting areas that have fewer than 500,000 residents; and

**WHEREAS**, a consolidation would in all probability result in a significant loss of funding and autonomy for Oakland workforce development programs and services; now, therefore be it

**RESOLVED:** That the best interests of the City of Oakland would be served by continuing Oakland’s designation as a Workforce Investment Area; and be it

**FURTHER RESOLVED:** That the City Council of the City of Oakland opposes the recommendation in Section GG23 of the California Performance Review to realign and consolidate Workforce Investment Areas and Boards; and be it

**FURTHER RESOLVED:** That the City Council hereby authorizes and directs the City Administrator or her designee to submit letters to the Governor and the State Legislature that will actively express to State officials the City’s opposition to said recommendation, and take other action with respect to the issue consistent with this Resolution and its basic purposes.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 20\_\_\_\_\_

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN and PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_  
CEDA FLOYD  
City Clerk and Clerk of the Council  
of the City of Oakland, California

# **The Wisdom of Our Crowd – Suggestions to Policy Makers About the Future of California**

**Meeting of the Minds in Monterey  
September 2004**

## **Forward Thinking Community Leaders**

- 1) Support in place for leadership development and local structures to support their work
- 2) All leaders /staff have solid knowledge of demographics, trends, economics, labor markets -- based on data, which can also be used for advocacy and community education
- 3) State support and incentives for local/regional leaders to engage and develop local/regional solutions
- 4) Strategic planning through collaborative workforce, education, government, economic development to aid and address issues before they become critical at the local, regional, state, and federal levels
- 5) Greater business involvement
  - Using system
  - Redesigning the system/services

## **Business Investment in Human Capital**

- 1) Strong ties to public Education (K+), Industry driven
- 2) Employers will have access to timely, relevant workforce data (current resources are insufficient)
- 3) Use public funding to leverage greater private investment
- 4) Increased skills training while working
- 5) Employer driven

## **Strong and Diverse Economy**

- 1) Investment in education that is innovative and supports industry needs
- 2) Policy alignment, common language, and increased integration -- workforce development, economic development, education, business
- 3) Improved regulatory climate for California business
- 4) Flexibility in funding to meet changing needs
- 5) Continuous, complete, real-time LMI to identify opportunity clusters

## **Integrated Infrastructure**

- 1) Need regional strategic plan
- 2) Coordinated resource package
  - At all levels – federal, state, and local

- Sharing/leveraging
  - Equitable
- 3) Need strong effective leadership
    - Action oriented
    - Leadership -- not management
    - Inclusive
  - 4) Appropriate balance
    - State level policy setting (minimal regulations)
    - Local implementation and delivery of service

### **Effective, Articulated Education System**

- 1) Flexible, response system of business/education partnerships based on common language and created through continuous open dialog
- 2) Business is embedded in the school curriculum delivery, links to career counseling, vocational training, life skills and entrepreneurship
- 3) Emphasis on basic literacy and language skills in K-16
- 4) Broad visionary leadership at state level (Governor, State WIB) to coordinate -- not dictate -- regional planning processes
- 5) Common statewide standards and nomenclature (ex. SCANS, ONET)

### **Clearly Defined and Accessible Career Pathways**

- 1) Clearly understood pathway -- youth/adults, good jobs, good forecasting
- 2) Public education system for youth and adults that is responsive to career pathways
- 3) Increase in public education funding and system capacity
  - Flexible (24/7)
  - Youth to work
  - Strong foundation/adaptability
  - Responsive to adults in transition
  - UP career paths/new industries
- 4) WIBs seen as local catalysts driven by private sector leadership and money

### **Ready, Willing, and Able Workforce**

- 1) Adopt "clusters of opportunity" -- approach by using "pipelines" to reach education and training partners and potential participants
- 2) Support serving working individuals through incentives, funding, regulations
- 3) Statewide brand for One-Stops
- 4) Acknowledgement and utilization of California's diversity and many ethnic cultures
- 5) Adopt a K-14 model that makes work relevant