



NEW BOARD MEMBER ORIENTATION

CURRENT AS OF:
30 JUNE 2018

“Enhancing the Workforce one person,
one business, one opportunity at a
time”



WORKFORCE DEVELOPMENT BOARD (WDB)

- ❖ A “workforce development board” is a regional governmental entity responsible for oversight of its “workforce system”

- ❖ A “workforce system” is overseen by a WDB, but operated by private contractors and training providers to serve:
 - Workers who want to find or improve their employment
 - Employers who want trained workers or want to improve their workforce’s skills
 - Special populations such as youth, persons with disabilities, ex-offenders, migrant workers, veterans and military families

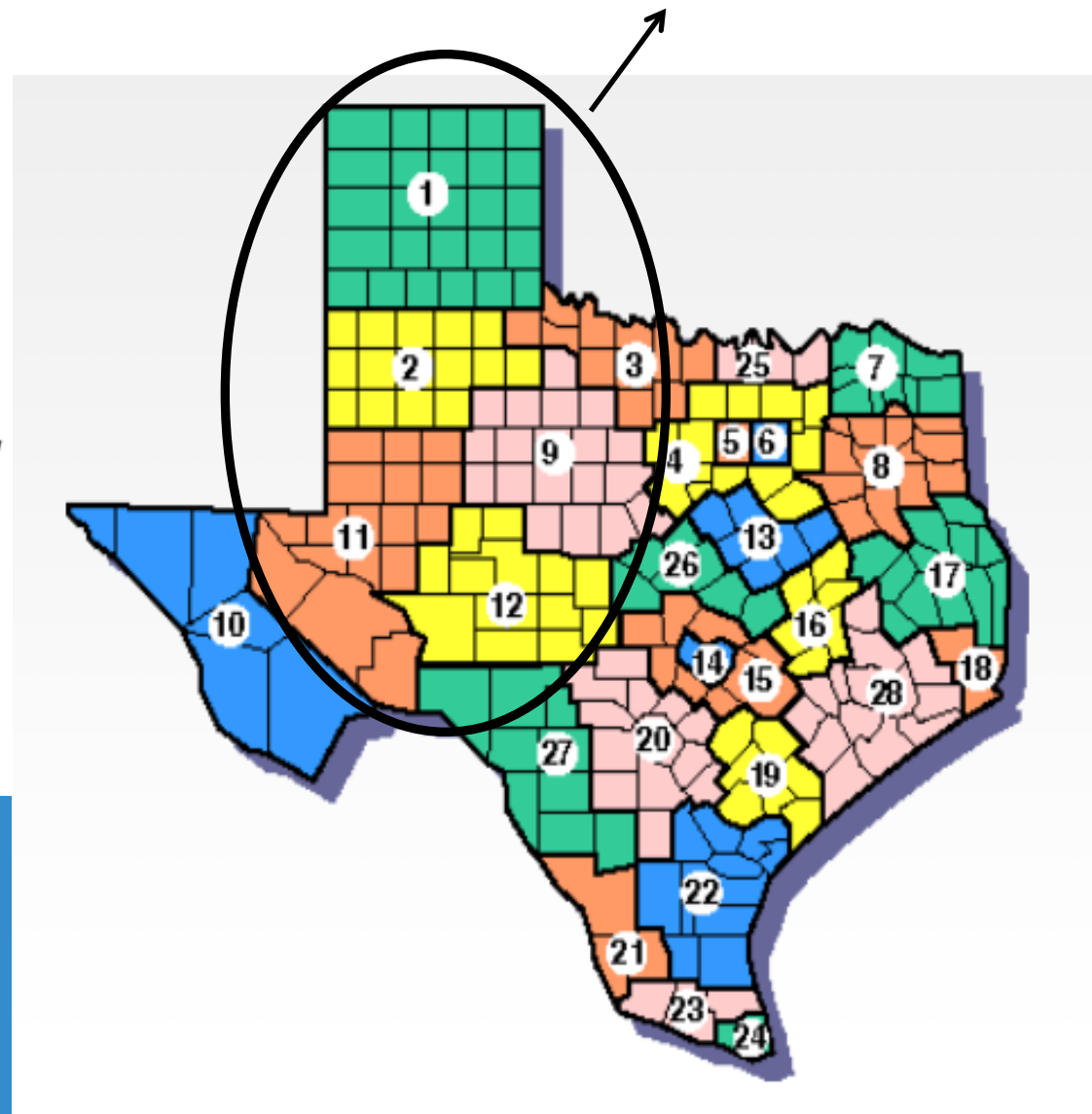
- ❖ There are 28 Workforce Development Boards in Texas



TEXAS WORKFORCE DEVELOPMENT BOARDS

- | | |
|------------------------|-----------------------------|
| 1. Panhandle | 15. Rural Capital Area |
| 2. South Plains | 16. Brazos Valley |
| 3. North Texas | 17. Deep East Texas |
| 4. North Central Texas | 18. Southeast Texas |
| 5. Tarrant County | 19. Golden Crescent |
| 6. Greater Dallas | 20. Alamo |
| 7. Northeast Texas | 21. South Texas |
| 8. East Texas | 22. Coastal Bend |
| 9. West Central Texas | 23. Lower Rio Grande Valley |
| 10. Borderplex | 24. Cameron |
| 11. Permian Basin | 25. Texoma |
| 12. Concho Valley | 26. Central Texas |
| 13. Heart of Texas | 27. Middle Rio Grande |
| 14. Capital Area | 28. Gulf Coast |

Rural Workforce Network
(RWN)





BOARD MEMBER ORIENTATION

- ❖ Part One: Legislative History
- ❖ Part Two: Organizational Structure
- ❖ Part Three: The Board of Directors
- ❖ Part Four: The Workforce Development Board





PART ONE: LEGISLATIVE HISTORY

- ❖ Version 1.0: The history of “workforce development” begins after WWII helping “GIs” seeking jobs or school after the war
- ❖ Version 2.0 & 3.0: Workforce Development continues through the 1960s, 1970s, 1980s (big government, private industry councils, etc.)
- ❖ Version 4.0: By the 1990s, the system needed a major overhaul



1990s: FEDERAL AND STATE WELFARE LAW REFORM

- ❖ During the 1990s, the workforce development system was significantly redesigned as part of the “welfare reform” movement
- ❖ 1993: Texas Council on Workforce and Economic Competitiveness a workforce agency to advise the governor’s office was created by state law, later evolved into Texas Workforce Investment Council (TWIC), which exists today
- ❖ 1995: The Texas Workforce Commission (TWC), a revamped workforce agency, and a completely new workforce development system redesign are adopted by state law (Texas model is framework for WIOA in 2014)
- ❖ 1998: Workforce Investment Act (WIA) created by federal law.



1990's SYSTEM REDESIGN

1. Consolidation

❖ The pre-existing workforce system was fragmented

- Each funding stream was different
- Each source had different eligibility requirements, funding cycles, purposes
- Various federal and state agencies overseeing the funds at the local level
- Confusing delivery of service
- Inefficiencies

❖ Concept:

The new system envisioned consolidation of all programs

- All workforce development funds are consolidated through a single state agency, TWC
- Then the funds are passed to a regional oversight body, a local workforce development board ("LWDB" or "WDB") to administer the funds
- Services are delivered through private contractors as part of a consolidated one-stop concept, i.e., the "shopping mall approach"



1990's SYSTEM REDESIGN

2. Decentralization

- ❖ **The pre-existing workforce system was centralized in a state agency**
 - Bureaucratic
 - Distant from the actual workforce consumers: workers and employers
 - One-size fits all mentality
 - Viewed as slow, inefficient, and poor return on investment

- ❖ **Concept:**

The new system envisioned regional workforce boards, to get away from state agency control

- A regional group of stakeholders understands the regional workforce
- Allow regional stakeholders gathered at the same table to dictate policy and investment of workforce resources

PART ONE: LEGISLATIVE HISTORY

PART ONE: LEGISLATIVE HISTORY



THREE CONCEPTS OF 1990'S SYSTEM REDESIGN

3. Privatization

- ❖ Move away from “government think”
- ❖ Mandatory that WDBs be “Employer Driven” – meaning the Board of Directors would be made up of a majority (at least 50.1%) of private business sector decisionmakers who understood and served the needs of business
- ❖ Mandatory that private businesses or independent nonprofits, who are competitively procured, deliver services to the system’s customers

PART ONE: LEGISLATIVE HISTORY

PART ONE: LEGISLATIVE HISTORY



WORKFORCE SYSTEM REDESIGN

Consolidation + Decentralization = Local Control

Privatization = Innovation and Accountability

**Local Control + Innovation + Accountability = Better
Workforce System**





MAJOR LEGISLATION

- ❖ **Workforce Investment Act (WIA)**
 - **1998 federal law that reformed and redesigned the entire workforce system:**
 - Employment services (helping employers)
 - Job Training, Education, Career Building (helping employees)
- ❖ **Workforce Innovation and Opportunity Act (WIOA)**
 - **2014 federal law, a new and improved WIA**
 - Greater strategic coordination
 - Adds more programs
 - **Programs designed for specific vulnerable populations including persons with disabilities, JobCorps, YouthBuild, Indian and Native Americans, Migrant and Seasonal Workers, and Veterans**
 - **Added more accountability**
 - **New lengthy regulations**

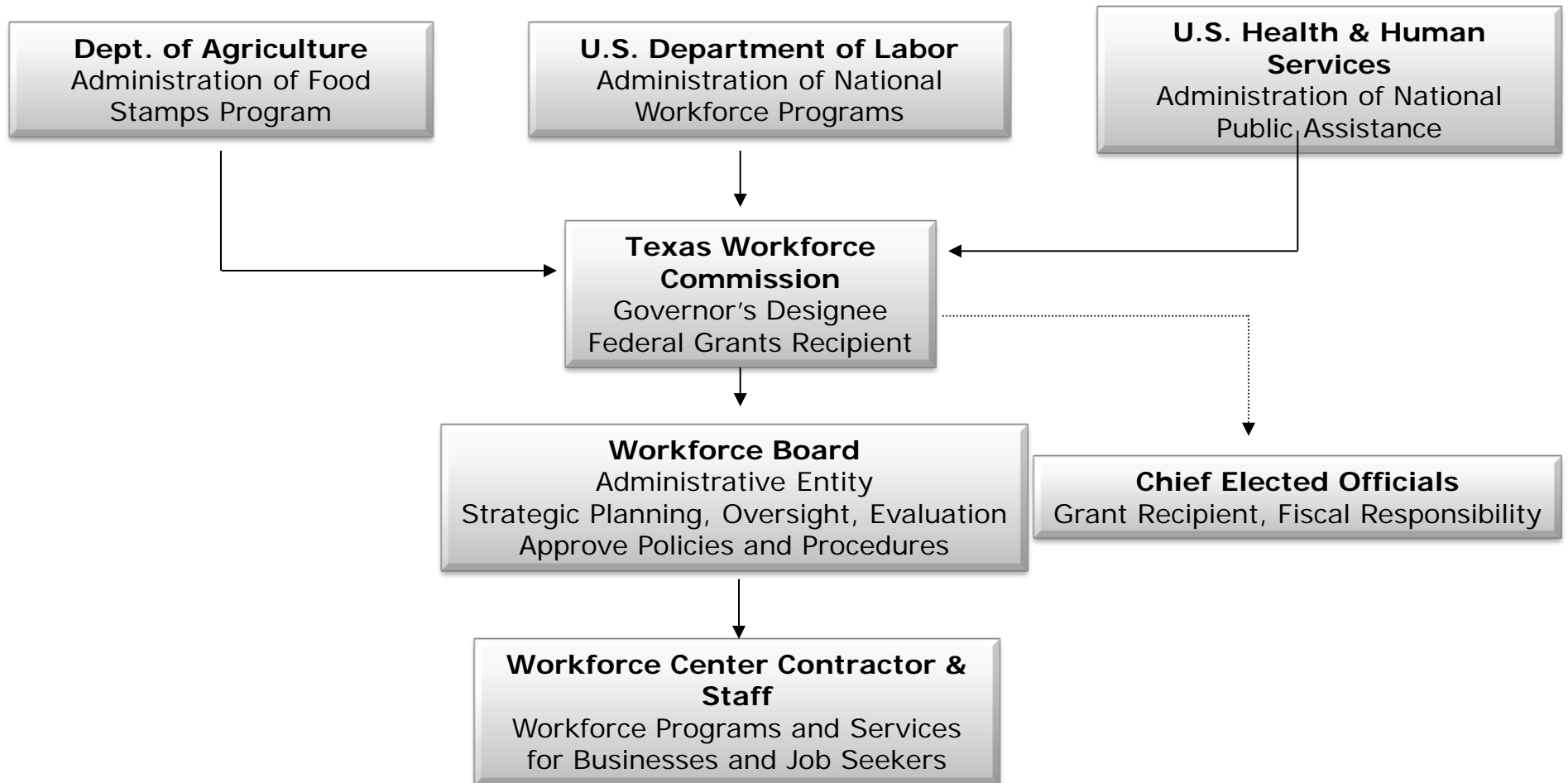


PART TWO: ORGANIZATIONAL STRUCTURE

- ❖ The WDB is a “hybrid” entity: part federal, part state
- ❖ Federal law creates the structure
 - Federal Oversight: U.S. Department of Labor (DOL)
 - Federal regulations apply
- ❖ State law governs the board and operations
 - State Oversight/Monitoring: TWC
 - State law and regulations govern operations and programs
- ❖ There is both federal and state funding



FEDERAL RESPONSIBILITY AND FUNDING FLOW





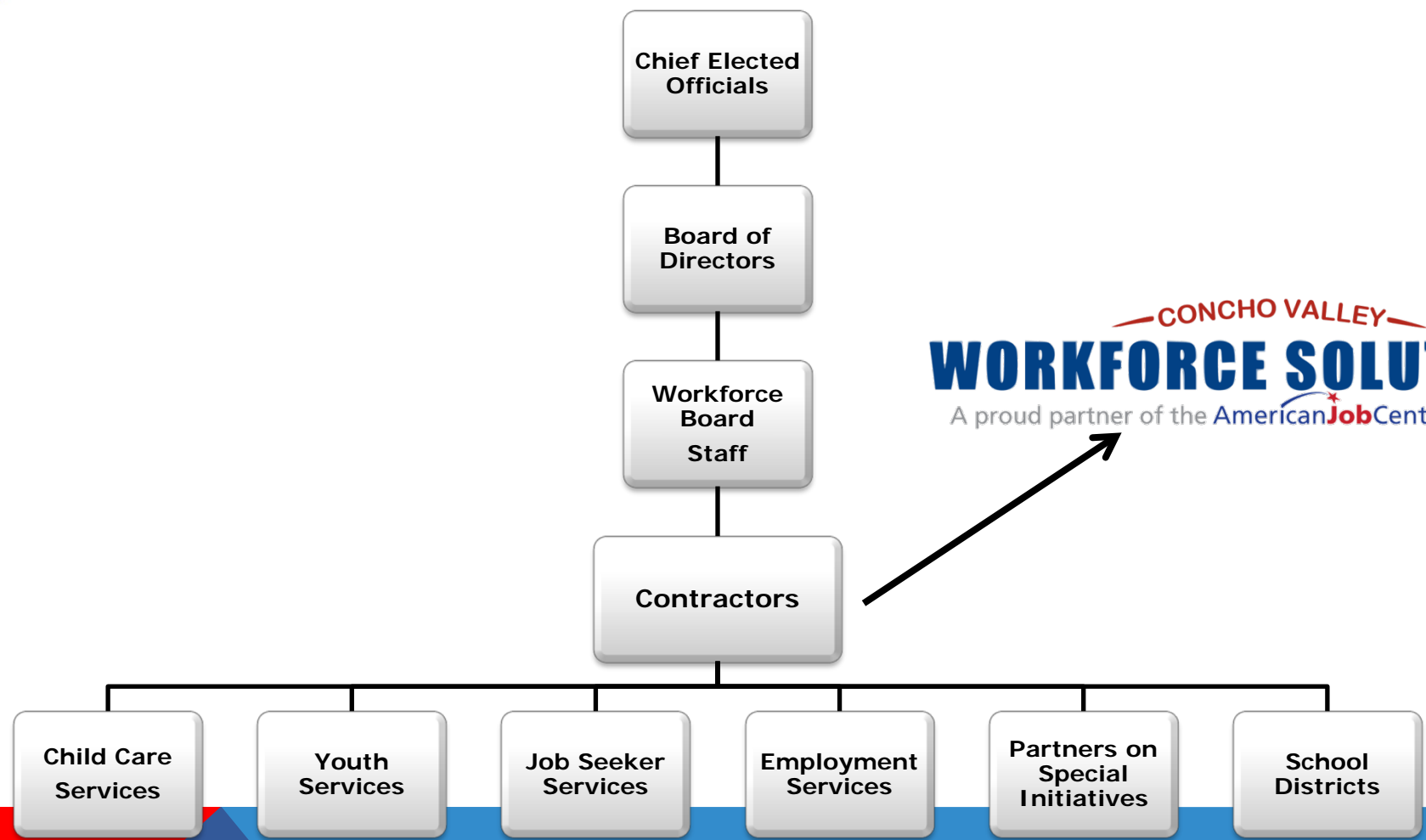
THE WDB AS AN ENTITY

- ❖ The WDB provides oversight of the regional workforce system
- ❖ The WDB is the “fiscal agent” responsible for workforce funding
- ❖ The WDB develops key regional workforce/economic development partnerships and initiatives
- ❖ The WDB provides labor market information to the community
- ❖ The WDB hires contractors to provide direct services to employers and job seekers





ORGANIZATIONAL STRUCTURE





CHIEF ELECTED OFFICIALS (CEOs)

- ❖ The Chief Elected Officials (CEOs) create the board, appoint the board members, and provide some limited oversight
 - WDB staff advises CEOs on Board operations & appointments

- ❖ By law, the CEOs include
 - County Judges of each county
 - Mayor of large cities

- ❖ The CEOs govern amongst themselves with a written Interlocal Agreement
 - Designates three lead CEOs in charge
 - Sets appointment process
 - Defines the CEOs oversight role





THE PARTNERSHIP AGREEMENT

- ❖ The CEOs are required to execute a Partnership Agreement with the WDB

- ❖ The Partnership Agreement includes:
 - Process for Lead CEO to review annual budget
 - Any restrictions on hiring/firing of the Executive Director/CEO
 - Any approval process for large obligations (grants/contracts)
 - Any review process of large liabilities
 - Provisions on any special local issues

- ❖ The Partnership Agreement must be updated every three (3) years





PART THREE: THE BOARD OF DIRECTORS

- ❖ Each WDB has a Board of Directors
 - Board members serve for 3 years
- ❖ Board of Directors must have 25 - 33 individual members, each representing a specific sector
 - CVWDB plans for 30 members
- ❖ Directors must live or work in the WDB's area of operation
- ❖ Directors must reflect the ethnic and geographic diversity of the area
- ❖ Directors must be active for and have policymaking authority for the entity they represent
- ❖ The Chairperson of the Board must be from the “private sector” (business sector)



THE BOARD OF DIRECTORS: MAKEUP

- ❖ **The Directors must represent the following sectors**
 - Private business (50.1% or more)
 - Community-based organizations (CBOs) and organized labor
 - Education
 - Public employment service (TWC)
 - Vocational rehabilitation
 - Economic development
 - Local Literacy Councils
 - Adult basic and continuing education
- ❖ **Two additional qualifications: At least one Director must also**
 - Be a military veteran
 - Have child care/early childhood education experience





THE BOARD OF DIRECTORS: ROLE

- ❖ To provide strategic guidance and policy governance
- ❖ To hire and evaluate the Executive Director/Chief Executive Officer
- ❖ To review and approve the budget
- ❖ To vote and approve certain key contracts: workforce center operators, child care providers, external auditors, legal counsel
- ❖ To serve as engaged and responsible fiduciaries and representatives of the workforce system
- ❖ To provide oversight, but not to micromanage operations



THE BOARD OF DIRECTORS: TRAINING

❖ Initial Requirements:

- Texas Open Meetings Act – video (required)
- Texas Open Records Act – video (recommen
- TWC board training – certificate (required)

❖ Initial & Annual Requirements:

- Conflict of Interest - form (required)
- Form 940 Update





BOARD OF DIRECTORS COMMITTEE STRUCTURE

Board meeting day: 2PM on last Thursday of each even-numbered month*

Executive Committee

11AM, Cactus Hotel Rm 805

At the Call of the Chair

Officers and Committee Chairs

- Deona Thompson, Chairperson
- Maribel Rios, Vice Chair
- Ernie Nabors, Secretary/Treasurer
- Ernie Nabors, Finance & Oversight Committee Chair
- Kurtis Neal, Economic Development & Education Committee Chair

ADHOC COMMITTEE(S)

As Assigned
(ex. Nomination Committee)

Economic Development & Education Committee

1PM, WFS, Rm 103

Kurtis Neal, Chair

- Anna Allen
- Joy Gay
- Tim Grant
- Carl Johnson
- Peter Lamont
- Jamie Rainey
- Justin Riggan
- Maribel Rios

Finance & Oversight Committee

12:45 a.m. WFS, Rm 132

Ernie Nabors, Chair

- Philip Cravens
- Garland Freeze
- Jessica Garcia
- Marilynn Golightly
- Tina Howard Evans
- Bryan Jarvis
- Stephen Myers
- Deona Thompson

Unassigned

- Wesley Bean
- Kassie Coffey
- Gina Councilman
- Vickie Enriquez
- Tony Garcia
- Petey Lozano
- Rosa Rivero
- Sam Tambunga
- Larry Zapata



THE WDB: CURRENT BOARD MEMBERS

CURRENT BOARD OF DIRECTORS (27 MEMBERS)

EXECUTIVE COMMITTEE

- **Chair of the Board:** Deona Thompson
- **Vice-Chair of the Board:** Maribel Rios
- **Secretary of the Board:** Ernie Nabors

COMMITTEE CHAIRS

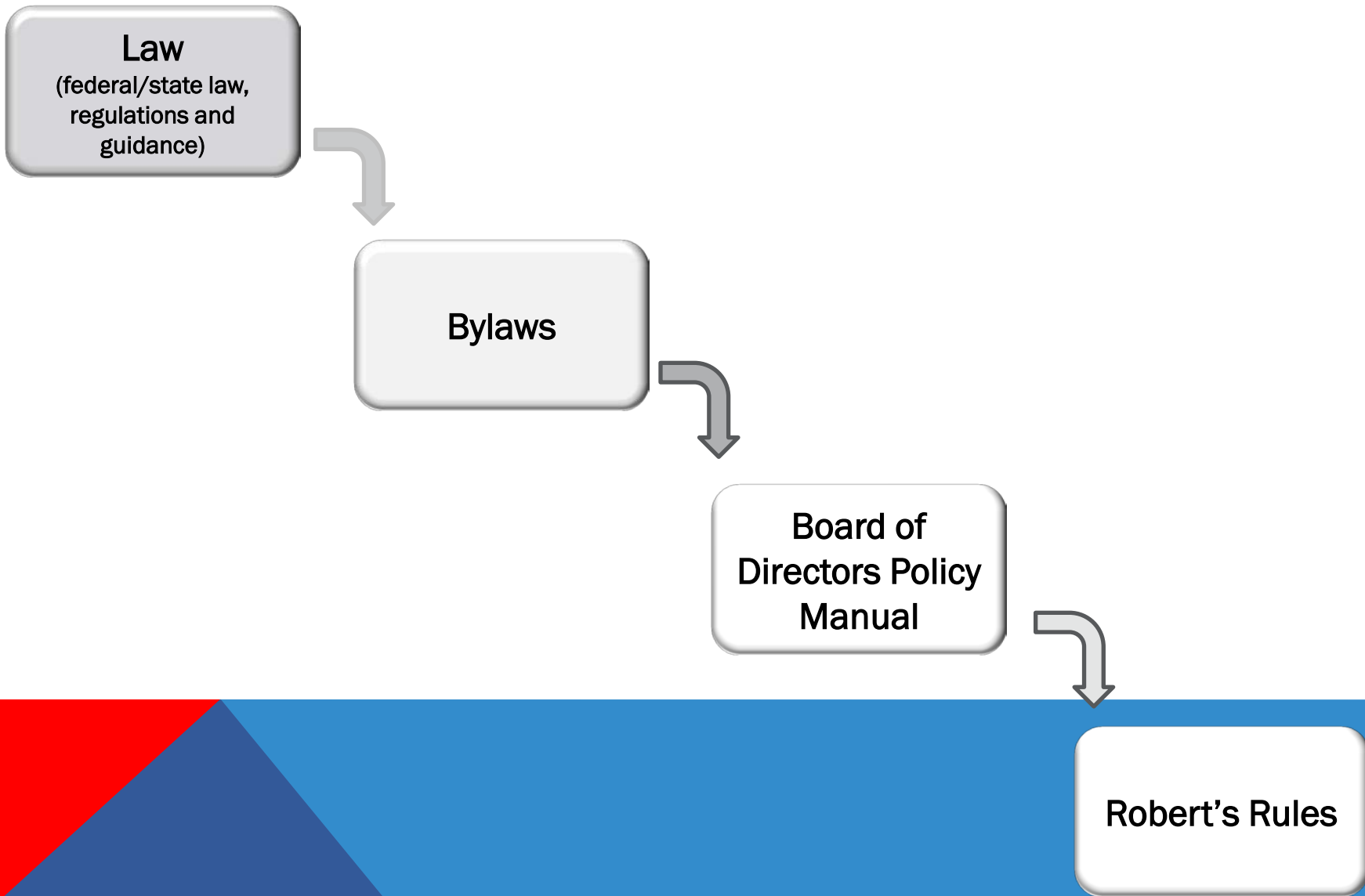
- Kurtis Neal, Chair - Economic Development & Education Committee
- Ernie Nabors, Chair- Finance & Oversight Committee

GENERAL BOARD MEMBERS

- Anna Allen
- Wesley Bean
- Kassie Coffey
- Gina Councilman
- Philip Cravens
- Vickie Enriquez
- Garland Freeze
- Jessica Garcia
- Tony Garcia
- Joy Gay
- Marilynn Golightly
- Tim Grant
- Tina Howard
- Bryan Jarvis
- Carl Johnson
- Peter Lamont
- Petey Lozano
- Stephen Myers
- Jamie Rainey
- Justin Riggan
- Maribel Rios
- Rosa Rivero
- Sam Tambunga
- Larry Zapata



THE BOARD OF DIRECTORS: GOVERNANCE





PART FOUR: THE WORKFORCE DEVELOPMENT BOARD





THE WDB: “BOARD STAFF” AND “SYSTEM STAFF”

- ❖ **Executive Director/Chief Executive Officer**
 - Link between the Board of Directors and the System, and with the CEOs
 - Oversees day-to-day administration and leadership of the Board Staff
 - Serves as lead contracting officer for the WDB

- ❖ **Board Staff are generally responsible for**
 - Finances of the system
 - Procurement of contractors
 - Oversight and administration
 - Compliance monitoring
 - Program Development

- ❖ **Workforce Solutions (System Staff)**
 - Typically work under same branding for seamless delivery to the public*
 - However, are employed and supervised by private contractors

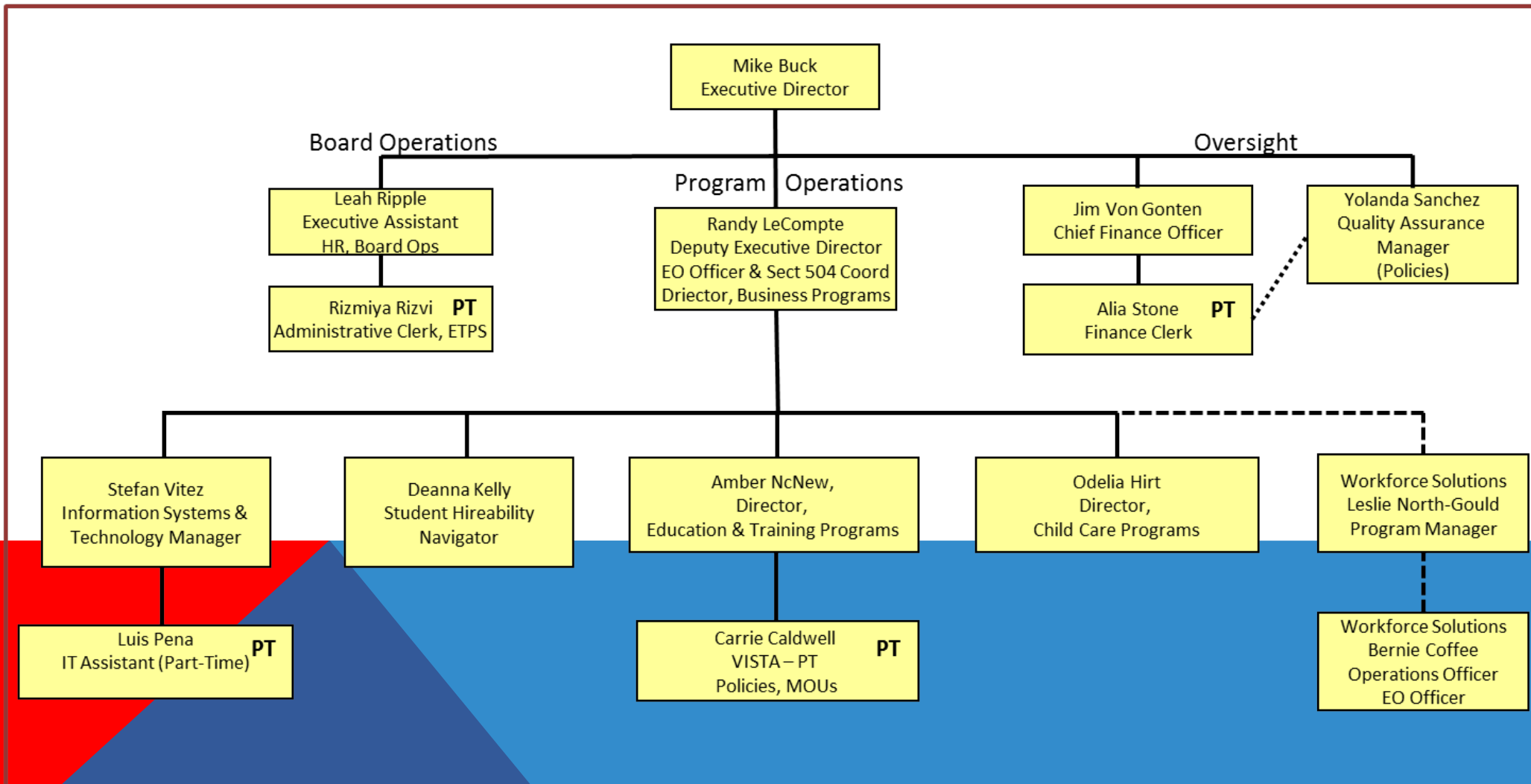




BOARD STAFF ORGANIZATION

Concho Valley Workforce Development Board Staff Organization Chart

May 2018





THE WDB: KEY PROGRAMS

❖ Workforce Innovation and Opportunity Act (WIOA) Programs

- Education, training & employment services, includes:
 - WIOA Adult
 - WIO Dislocated Worker
 - WIOA Youth
 - Business Services

❖ Child Care Services (CCS)

- Subsidized Child Care programs

❖ Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T)

- Work study program for food stamp recipients

❖ Temporary Assistance for Needy Families (TANF)/Choices

- Assistance for low-income families

❖ Trade Adjustment Assistance (TAA)

- **Workers** laid off due to foreign impacts

❖ Reemployment Services and Eligibility Assessment (RESEA)

- Laid off worker assistance to quickly re-employ and/or upskill into new jobs

❖ Rapid Response Services (RRS)

- Company layoff assistance to quickly re-employ laid off workers





THE WDB: THE CUSTOMERS

JOB SEEKERS	EMPLOYERS	YOUTH/SPECIAL POPULATIONS
Job seekers looking for employment	Employers looking to hire employees	Children who need childcare so mom and dad can work
Employees seeking to improve skills	Employers seeking training for new or current employees	Young students learning about careers
Veterans seeking employment	Employers seeking labor market information	Older students seeking an internship or employment opportunity
Ex-offenders seeking employment	Customized job fairs	Persons with disabilities seeking employment
Non-custodial parents behind on child support who have been ordered to work	Candidate recruitment, screening and referral	Homeless seeking employment
Public assistance recipients with job placement	Rapid response for “layoff aversion” services	Migrant and Seasonal Agricultural Workers



THE WDB: PARTNERS

WORKFORCE SERVICES	TRAINING PROVIDERS	OTHER PARTNERS
Career center operator	Community Colleges	State and local agencies
One-stop center operator	Proprietary schools	Economic development agencies
Employment Services	Tech colleges, career schools	Chambers of Commerce
Business Services	Adult Education Providers	Community and faith-based organizations
	Job Corps	Educational consortiums
	Apprenticeship programs	Private businesses/industry organizations

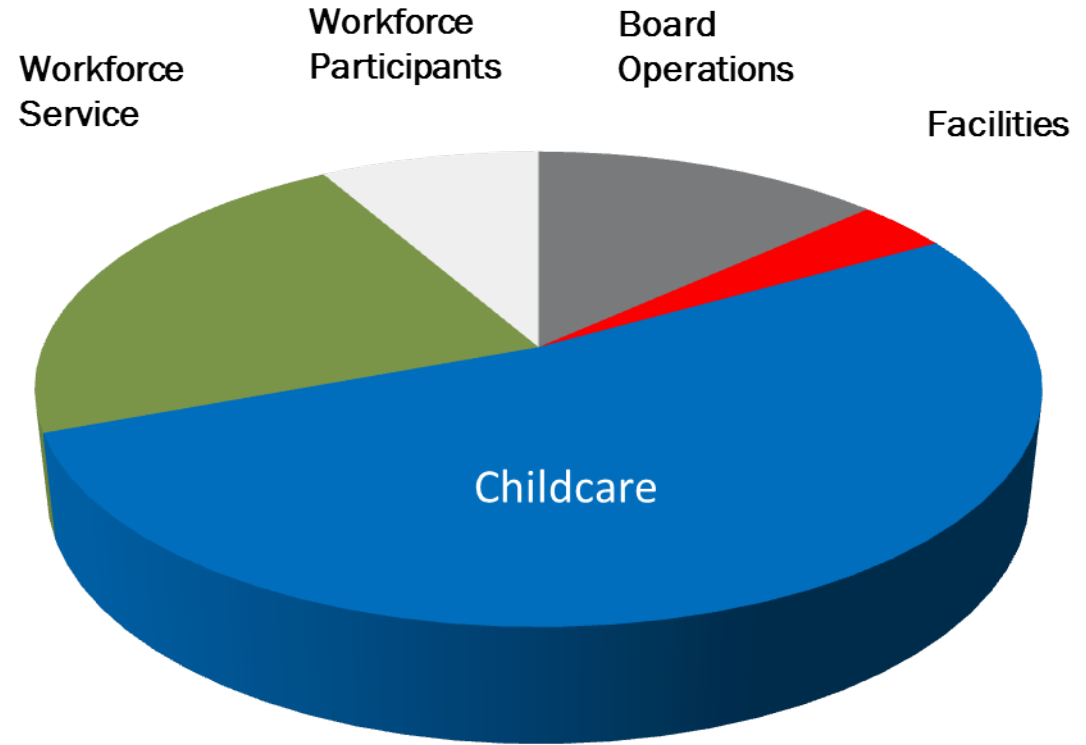


THE WDB: FUNDING SOURCES

CVWDB: FUNDED AS 4TH QUARTILE "SMALL" BOARDS

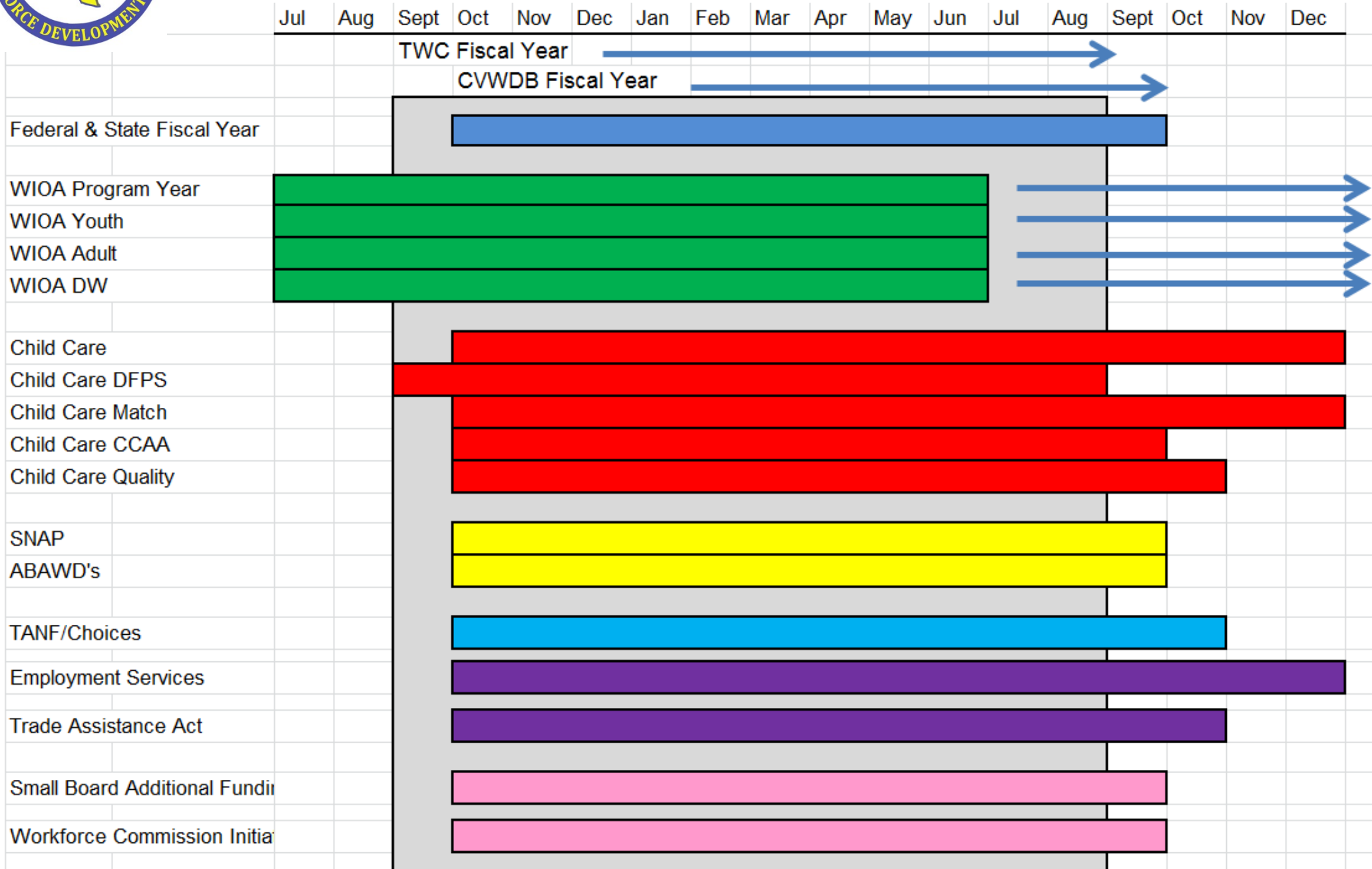
Budget Period: October 1, 2017 - September 30, 2018

CVWDB: BUDGET ALLOCATION	
Board Operating	866,474
Facilities	229,420
Child Care Services	3,416,643
Workforce Service Contracts	1,454,686
Workforce Participant Costs	542,867
Total	6,510,090





THE WDB: FISCAL & PROGRAMMING YEARS



* Does NOT show spending benchmarks



THE WDB: SPECIAL PROGRAMS/INITIATIVES

- ❖ Industry Job Fairs
- ❖ Youth Career Events
- ❖ Summer Youth Programs
- ❖ Grants





THE WDB: MEASURING PERFORMANCE

- ❖ CVWDB Monitoring & Risk Assessment
- ❖ TWC State Contracted Performance Measures
 - 19 total, set by federal law
- ❖ TWC Monitoring Reports
 - Annually in the winter/spring
- ❖ External Auditors
 - Financial reviews
- ❖ Local performance metrics
(aka Profit Matrix)





CONCLUSION

Questions/Answers

