

**WORKFORCE DEVELOPMENT
BOARD:
NEW BOARD MEMBER
ORIENTATION**

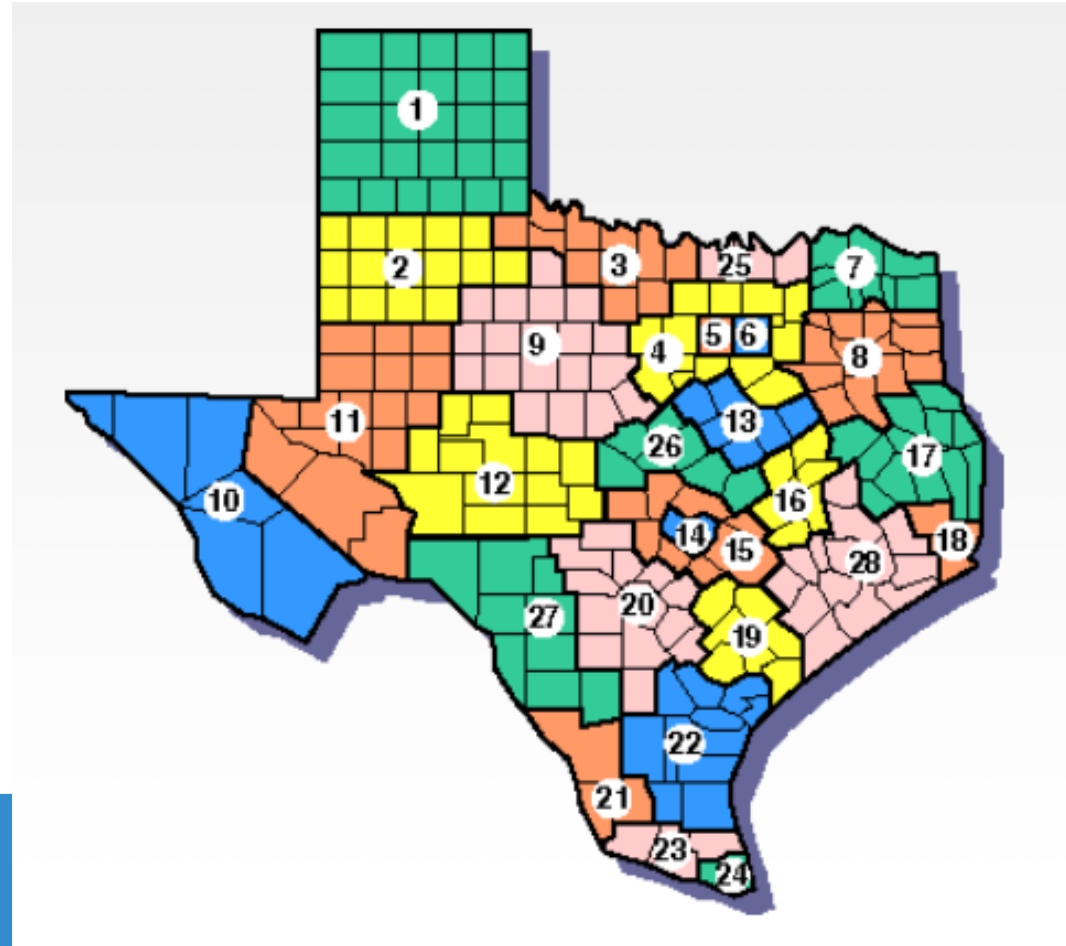
FEBRUARY 2018

WORKFORCE DEVELOPMENT BOARD: INTRODUCTION

- ❖ A “workforce development board” is a not-for-profit entity responsible for oversight of its “workforce system”
- ❖ A “workforce system” is a system 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, disabled, ex-offenders, migrant workers
- ❖ There are 28 regional workforce 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 |




BOARD MEMBER ORIENTATION OUTLINE


- ❖ 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, PIC, 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 Effectiveness (TCWEC) a workforce agency that advises the governor’s office was created by state law
 - ❖ 1995: Texas Workforce Commission (TWC), a revamped workforce agency, and a completely new workforce development system redesign are adopted by state law
 - ❖ 1998: Workforce Investment Act (WIA) created by federal law.
- 

THREE CONCEPTS OF 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

- ❖ **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”) which administers the funds
 - Services are delivered through private contractors as part of a consolidated one-stop concept, i.e., the “shopping mall approach”

THREE CONCEPTS OF 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
- ❖ **The new system envisioned regional workforce boards, 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

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

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 disabled, JobCorps, YouthBuild, Indian and Native Americans, Migrant and Seasonal Workers
- Adds 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: Texas Workforce Commission (TWC)
 - State law and regulations govern operations and programs
- ❖ There is both federal and state funding

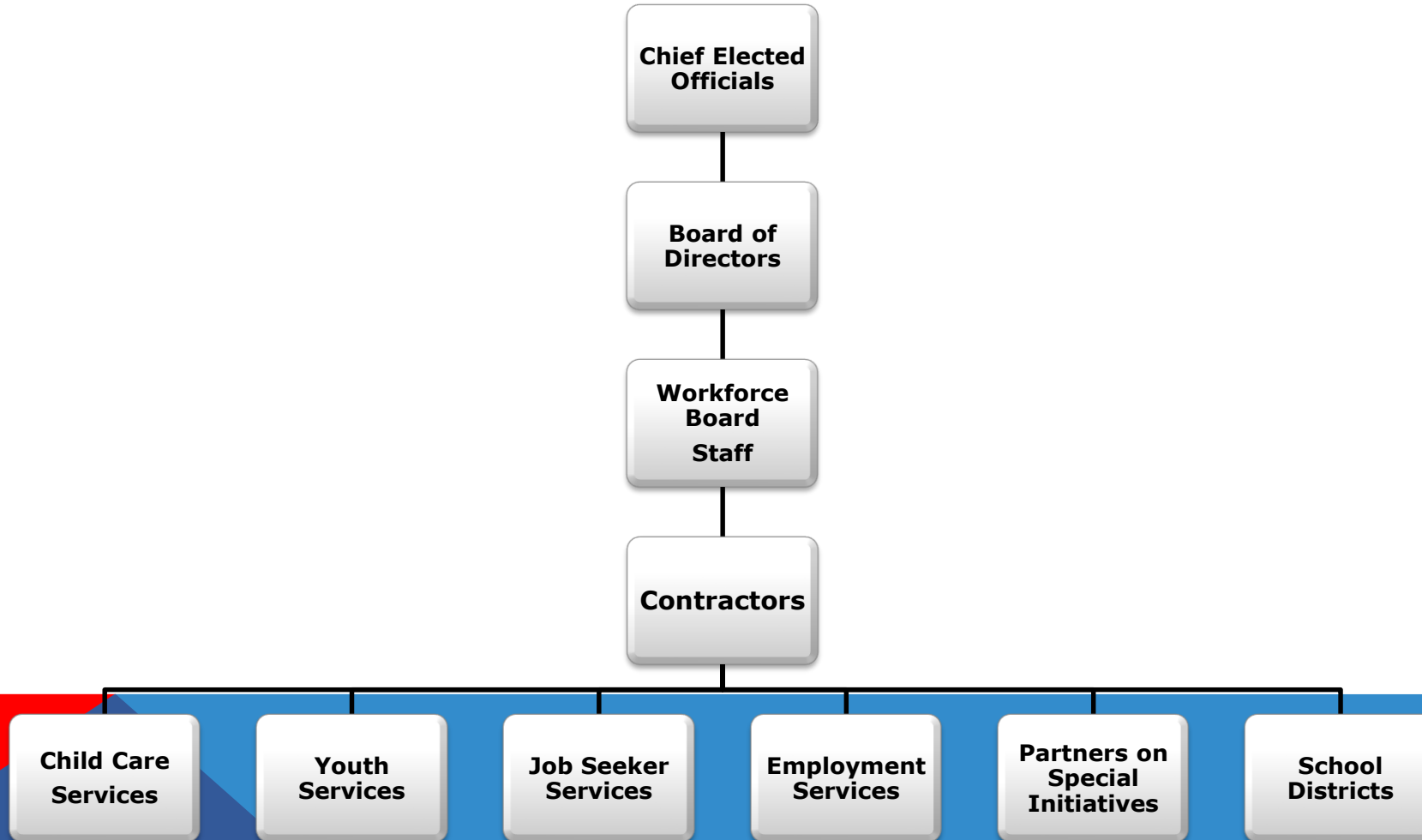


THE WDB AS AN ENTITY

- ❖ 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
- ❖ 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 the lead CEO 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



PART THREE: THE BOARD OF DIRECTORS


- ❖ Each WDB has a Board of Directors
 - ❖ The Board of Directors must have between 25 and 33 individual members, each representing a specific sector
 - ❖ 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
 - ❖ Not to micromanage operations
- 

THE BOARD OF DIRECTORS: TRAINING

- ❖ Texas Open Meetings Act – video (required)
- ❖ Texas Open Records Act – video (recommended)
- ❖ Conflict of Interest - form (required)
- ❖ TWC board training – certificate (required)



BOARD OF DIRECTORS COMMITTEE STRUCTURE

Executive Committee

At the Call of the Chair

Officers and Committee Chairs

- ***Mica Short, Chair of the Board of Directors**
- ***Grace Muñoz, Vice Chair of the Board of Directors**
- ***Hector Vidal, Secretary of the Board of Directors**
- Leo A. Duran, Sr.....Past Board Chair
- Emma Schwartz.....Education & Youth Chair
- Grace Muñoz.....Employment Chair
- Dr. Roberto Coronado.....Economic Development Chair

Education & Youth

Last Friday @ 12:30 p.m.

February, April, June & October

- Emma Schwartz, Chair
- Rafael Adame
- Dr. Armando Aguirre
- Michelle Marie Aube-Barton
- Bill Coon
- Sarahi Gross
- Gary Hedrick
- *Carmen I. Perez
- Dr. William Serrata
- *Mica Short

Employment

2nd Wednesday @ 9:00 a.m.

February, April, June & October

- *Grace Muñoz, Chair
- Robert Alcalá
- *Steve Blanco
- Lourdes Madera Tirado
- Ross Moore
- *Frank Spencer III
- *Hector Vidal

Economic Development

3rd Wednesday @ 11:30 a.m.

February, April, June & October

- *Dr. Roberto Coronado, Chair
- Satish Bhaskar
- *Bobby Blanco
- *Dan Dunlap
- *Leo A. Duran, Sr.
- *Bertha A. Gallardo
- Patricia Long
- Lydia Nesbitt-Arronte
- Emma Schwartz
- *Ruben Torres
- *David Wilson

Disability Subcommittee

1st Thursday @ 1:30 p.m.

February, April, June & October

- Robert Alcalá, Chair
- Gary Hedrick
- *Hector Vidal

THE WDB: CURRENT BOARD MEMBERS

CURRENT BOARD OF DIRECTORS (27 MEMBERS)

EXECUTIVE COMMITTEE

- **Chair of the Board:** Mica Short
- **Vice-Chair of the Board:** Grace Muñoz
- **Secretary of the Board:** Hector Vidal
- **Past Board Chair:** Leo A. Duran, Sr

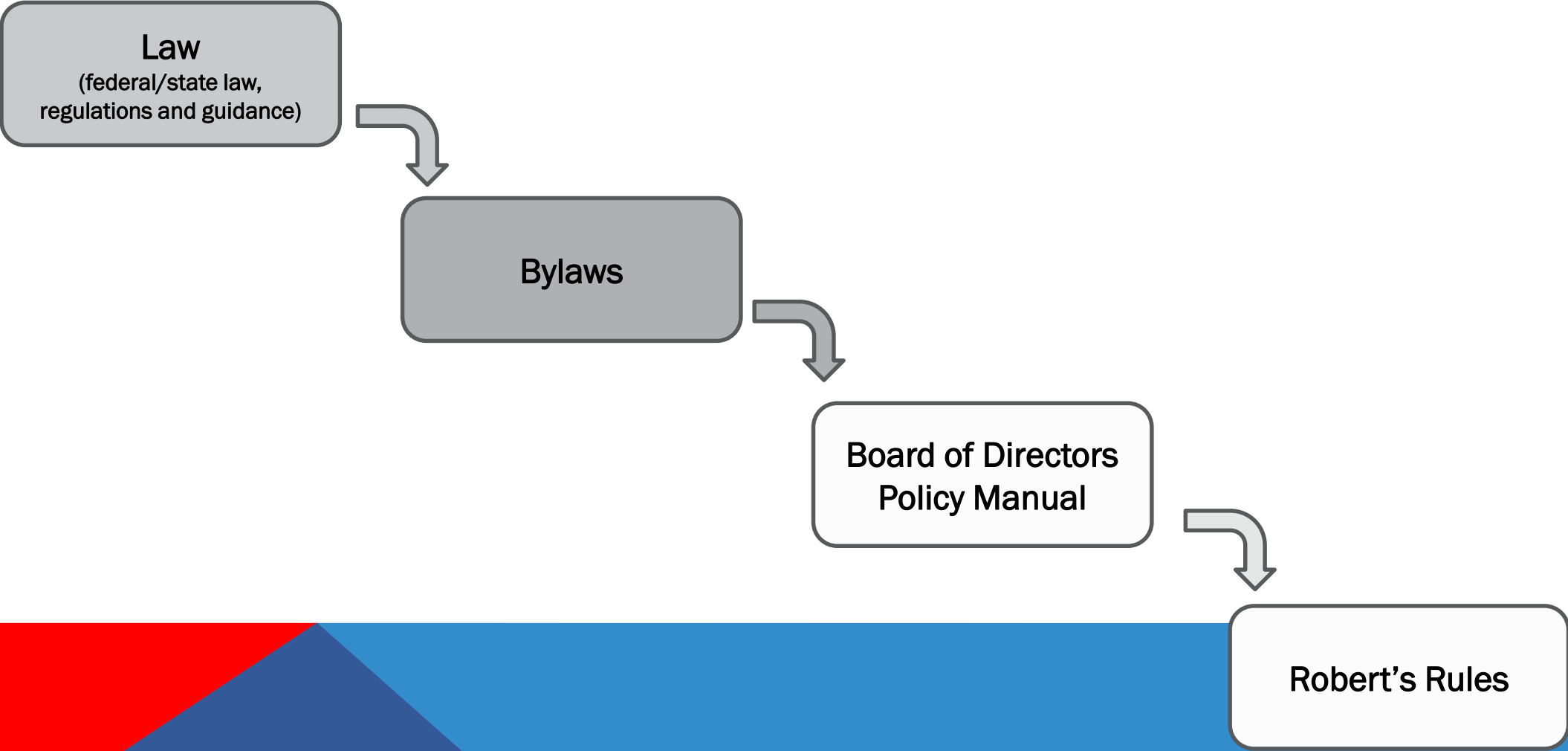
COMMITTEE CHAIRS

- Emma Schwartz, Chair- *Education Committee*
- Dr. Roberto Coronado, Chair- *Economic Development Committee*
- Grace Muñoz, Chair- *Employment Committee*
- Bobby Alcalá, Chair- *Disability Subcommittee*

GENERAL BOARD MEMBERS

- Rafael Adame
- Dr. Armando Aguirre
- Robert Alcalá
- Michelle Aube-Barton
- Satish Bhaskar
- Bobby Blanco
- Steve Blanco
- Bill Coon
- Dr. Roberto Coronado
- Dan Dunlap
- Patricia Long
- Troy Markusson
- Ross Moore
- Carmen I. Perez
- Emma Schwartz
- Frank Spencer III
- Ruben Torres
- Hector Vidal
- David Wilson

THE BOARD OF DIRECTORS: GOVERNANCE



PART FOUR: THE WORKFORCE DEVELOPMENT BOARD



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

- ❖ **Executive Director/Chief Executive Officer**
 - Oversees day-to-day administration of the “Board Staff”
 - Serves as lead contracting officer for the WDB
 - Link between the Board of Directors and the System, and with the CEOs
- ❖ **WDB Staff are generally responsible for**
 - Finances of the system
 - Procurement of contractors
 - Oversight and administration
 - Compliance monitoring
- ❖ **System Staff**
 - Work under same branding for seamless delivery to the public
 - However, are employed and supervised by private contractors



THE WDB: KEY PROGRAMS

- ❖ Workforce Innovation and Opportunity Act (WIOA) Programs
 - WIOA Adult
 - WIO Dislocated Worker
 - WIOA Youth
- ❖ Trade Adjustment Assistance (TAA)
- ❖ Rapid Response – Company layoff assistance
- ❖ Child Care Services (CCS)
- ❖ Temporary Assistance for Needy Families (TANF)/Choices
- ❖ Noncustodial Parent Choices (NCP)
- ❖ Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T)



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	Disabled 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

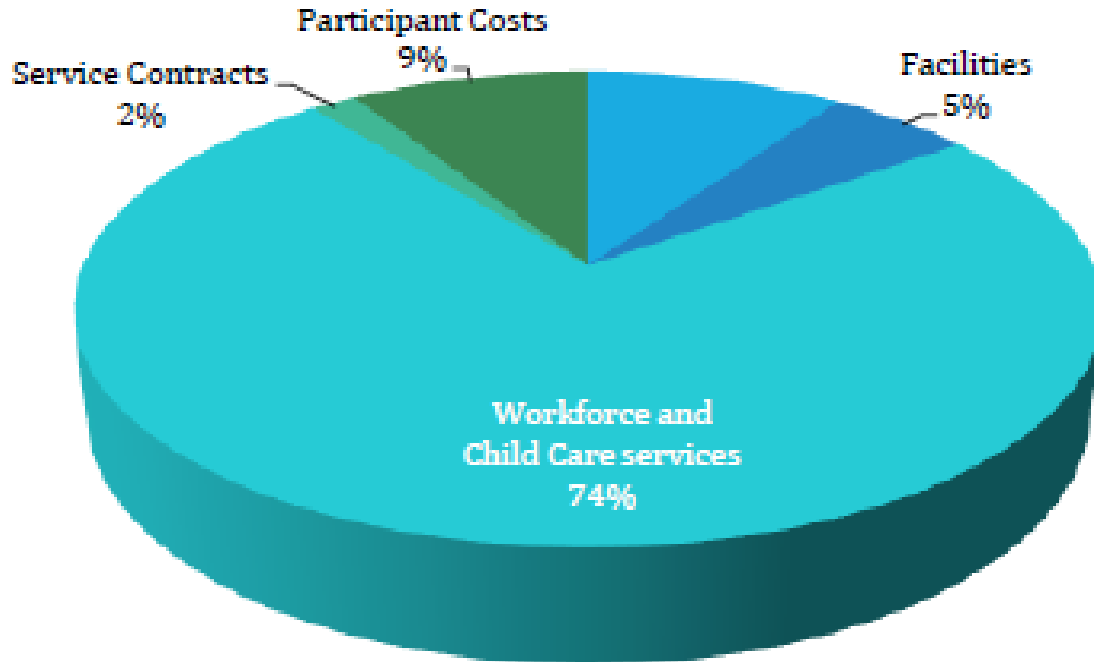
THE WDB: PARTNERS

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

THE WDB: FUNDING SOURCES

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

Adopted: August 17, 2017



TOTAL BUDGET ALLOCATION	
Board Operating	3,580,553
Facilities	2,002,515
Workforce and Child Care Services	27,416,714
Service Contracts	639,871
Participant Costs	3,324,115
Total	36,963,768

THE WDB: SPECIAL PROGRAMS/INITIATIVES

- ❖ Industry Job Fairs
- ❖ Reverse Job Fairs
- ❖ Youth Career Events
- ❖ Summer Youth Programs
- ❖ Grants
- ❖ Partner Funding Opportunities



THE WDB: MEASURING PERFORMANCE

- ❖ TWC State Contracted Performance Measures
- ❖ TWC Monitoring Reports
- ❖ External Auditors
- ❖ Board of Directors Committees



CONCLUSION

Questions/Answers

