WORKFORCE DEVELOPMENT
BOARD:
NEW BOARD MEMBER
ORIENTATION

FEBRUARY 2018
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
4. North Central Texas 18. Southeast Texas
5. Tarrant County  19. Golden Crescent
7. Northeast Texas 21. South Texas
8. East Texas      22. Coastal Bend
9. West Central Texas 23. Lower Rio Grande Valley
13. Heart of Texas 27. Middle Rio Grande
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”
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:
    o Employment services (helping employers)
    o Job Training, Education, Career Building (helping employees)

❖ Workforce Innovation and Opportunity Act (WIOA)
  ▪ 2014 federal law, a new and improved WIA
    o Greater strategic coordination
    o Adds more programs
      ➢ Programs designed for specific vulnerable populations including disabled, Job Corps, 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

Board of Directors

Workforce Board Staff

Contractors

Child Care Services

Youth Services

Job Seeker Services

Employment Services

Partners on Special Initiatives

School Districts
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 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 Alcala
  - *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 Alcala, 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 Alcala, Chair- Disability Subcommittee

GENERAL BOARD MEMBERS
- Rafael Adame
- Dr. Armando Aguirre
- Robert Alcala
- 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

- Law (federal/state law, regulations and guidance)
- Bylaws
- Board of Directors Policy Manual
- Robert’s Rules
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

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

<table>
<thead>
<tr>
<th>WORKFORCE SERVICES</th>
<th>TRAINING PROVIDERS</th>
<th>OTHER PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career center operator</td>
<td>Community Colleges</td>
<td>State and local agencies</td>
</tr>
<tr>
<td>One-stop center operator</td>
<td>Public Schools</td>
<td>Economic development agencies</td>
</tr>
<tr>
<td>Employment Services</td>
<td>Proprietary schools</td>
<td>Chambers of Commerce</td>
</tr>
<tr>
<td>Tech colleges, career schools</td>
<td></td>
<td>Community and faith-based organizations</td>
</tr>
<tr>
<td>Adult Education Providers</td>
<td></td>
<td>Educational consortiums</td>
</tr>
<tr>
<td>Job Corps</td>
<td></td>
<td>Private businesses/industry organizations</td>
</tr>
<tr>
<td>Apprenticeship programs</td>
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THE WDB: FUNDING SOURCES

Budget Period: October 1, 2017 - September 30, 2018
Adopted: August 17, 2017

<table>
<thead>
<tr>
<th>TOTAL BUDGET ALLOCATION</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Board Operating</td>
<td>3,580,553</td>
</tr>
<tr>
<td>Facilities</td>
<td>2,002,515</td>
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<tr>
<td>Workforce and Child Care Services</td>
<td>27,416,714</td>
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<td>Service Contracts</td>
<td>639,871</td>
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<tr>
<td>Participant Costs</td>
<td>3,324,115</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36,963,768</strong></td>
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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