

Jeremiah W. (Jay) Nixon  
Governor

Mike Downing, CECD  
Director



Amy Sublett, Director  
Division of Workforce Development

Mark Bauer, Exec. Director  
Missouri Workforce Investment Board

William J. Skains Jr.  
MoWIB Board Chair

Missouri Workforce Investment Board  
January 16, 2015  
10:00 a.m.  
Conference Call Meeting

**Members Present:** William “Bill” Skains (Chairman), Matt Aubuchon, Garland Barton, Michael Brewer (DHSS), Don Cook Sr., Herb Dankert, Mike Deggendorf, Mike Downing (DED), Wayne Feuerborn, John Gaal, Julie Gibson (DSS), Reggie Hoskins, Reggie Hoskins, Ron Lankford (DESE), Roberta (Birdie) Legrand, Hugh McVey (DOLIR), Neil Nuttall, Josh Tennison, Cheryl Thruston, Bill Thornton (DHE), Len Toenjes, Ray Tubaugh, Kelly Walters, Anthony Wilson

**Members or Representatives Absent:** Cara Canon, Sen. Tom Dempsey, Rep. Lyndall Fraker, Jason Hall, Rep. Michele Kratky, Sen. Will Kraus Mike Pantleo, Jeanette Prenger, LeRoy Stromberg

**MoWIB Staff:** Glenda Terrill (Mark Bauer absent)

**Other Attendees:** Amy Sublett (DWD), Ronda Anderson (MERIC), Roger Baugher (DWD), Ellen Fairchild (KC WIB Chair), Brandi Glover (NE WIB), Lisa Hostetler (NW Gordon Ipson (NE WIB Chair), Jasen Jones (SW WIB), Joe Krueger, June O’Dell (SE WIB) Michael Ravenscraft (Jefferson/Franklin WIB), Melissa Robbins (S. Central WIB), Mary Ann Rojas (Ozark WIB), Marsha Wallace (SW WIB Chair), and Yvonne Wright (DESE-VR)

**A. Call to Order, Welcome and Introductions:**

Chairman Bill Skains called the meeting to order at 10:00a.m. After welcoming everyone he requested a roll call to be made by Ms. Glenda Terrill. Ms. Terrill completed the roll call and confirmed a Board quorum.

**B. Approval of Board Meeting Minutes**

Mr. Skains called for revisions and/or comments to the September 3, 2014 meeting minutes. With no changes voiced, a motion was made by Mr. Garland Barton to approve the meeting minutes, seconded by Mr. Reggie Hoskins. Motion was approved.

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### **C. Certified Work Ready Communities—Molly Tallarico (DWD)**

Ms. Molly Tallarico, DWD, shared Missouri's current CWRC/NCRC results: 7 fully certified counties, 43 counties engaged in CWRC, 52,863 NCRCs earned, 5,363 earned by Missouri Vets and 1,953 Employer Partnership Letters.

Ms. Tallarico presented the following counties to be recognized as Work Ready Communities in Progress: St. Louis, Warren, Callaway, Crawford, Dent, Dunklin, Polk, Dade and McDonald. Mr. Skains thanked the staff for the hard work done and asked if there were any questions. Hearing none Mr. Skains presented the motion to the Board: *I move that the Missouri Counties of St. Louis, Warren, Callaway, Crawford, Dent, Dunklin, Polk, Dade and McDonald be recognized as "Work Ready Communities in Progress". I further move that these 9 counties be given until January 19, 2017 to submit the appropriate documentation required to meet full certification.* Mr. Wayne Feuerborn made the motion and Dr. Ron Lankford seconded. Motion carried unanimously.

Ms. Tallarico presented the following counties of Adair, Cape Girardeau, Linn, Pettis and Saline as Certified Work Ready Communities. Mr. Skains presented the motion to the Board, *"I move that the Missouri Workforce Investment Board, having been presented with an overview and recommendations from the Application Review Team for these 5 counties, and having completed 100% of their set goals with the acknowledgement from American College Testing (ACT) approve Adair, Cape Girardeau, Linn, Pettis, and Saline Counties as "Certified Work Ready Communities" effective January 19, 2015, and recommend to Governor Jeremiah "Jay" Nixon that these counties be accepted as such."* Dr. Neal Nuttall made the motion and Mr. Bill Thornton seconded. Motion carried unanimously.

### **D. Workforce Innovation and Opportunity Act Discussion—Special Guest, Ron Painter Chief Executive Director, National Association of Workforce Boards (NAWB)**

Ms. Julie Gibson introduced special guest Mr. Ron Painter to the Board. Mr. Painter is the Chief Executive Director of the National Association of Workforce Boards located in Washington, DC. Ms. Gibson and Mr. Painter have worked together since the 90's. Mr. Painter has previously served on a local board in Pittsburg and worked at the USDOL and the National Alliance of Business. Since 2009 Ron has been working at NAWB and traveled all over the country working with state and local boards to help spread innovation throughout the county. Ron was very involved in crafting the WIOA legislation. NAWB is an effective advocate in Washington D.C. and we're very fortunate to have him with us. Mark Bauer, Glenda Terrill and I visited with Ron by conference call and agreed that he'd be great to introduce WIOA and the roles of the state board to you. Everyone please give a warm welcome to Ron Painter.

Mr. Painter thanked Ms. Gibson for the generous introduction. NAWB's Mission, *Advance our nation's workforce by influencing public policy and improving our workforce system's effectiveness and efficiency.* Julie mentioned NAWB; we are a national organization who does a lot of work with both state and local boards across the country. Not only do we work on Capitol Hill and the White House and with a number of departments in DC but we also do a fair amount of

research to other associations and to other organizations to not only help them understand the workforce development system but sometimes we do some workforce development work for them. We have a national forum held at the end of March with about 1,300 people joining us in DC to cover the landscape of workforce development. And finally, we do technical assistance, sometimes directly with local and state boards as we examine some issues that may be happening in their state.

As we talk about WIOA there are a couple of things for you to keep in mind: How are we going to do this transition from WIA to WIOA? WIA legislation was signed in 1998 by President Clinton, it took us 16 years to get reauthorization. We heard from Capitol Hill that the workforce system was too complicated for the job seeker to try and find real help and too complicated for business to find the help they need. Part of the WIOA conversation was, how do we simplify it? So keep this in mind, how do we make the system easier to use?

We also heard throughout the process that the whole system wasn't very collaborative, so WIOA has to push the notion of collaboration and we've got to move forward with excellence. To me WIOA represents a couple of things: (1) the whole idea is a very activist, business-led board, both at the state and local level and (2) there need to be a recognition that workforce development is itself a system but it's composed of other systems. Pre K through 12, Postsecondary is a system. Boards need to take a system approach with WIOA because as Pete Capelli from Penn. said we're dealing with a market, a labor market.

In Nov. we had about 5.1 million people hired in the U.S. labor market. We had about 4.8 million people separate from work for various reasons which equaled to 4.8 million in the U.S. labor market. All this activity adds up to over 100 million transactions a year in the U.S. labor market. We need to bear in mind that flexibility is key, how do we solve some of these issues as the market evolves? Another message for the workforce system is that because the law says that you have to figure this out, know how all the systems play in the market, whether you're looking at a state or local area no one will come out and tell you that the Act says you're in charge and go ahead. We are going to have to earn that through a lot of outreach, conversation and lifting.

When I get questions on the Hill wanting to know why we do the work we do I remind them that there is a long history of federal engagement in workforce development dating back to the Land Grant Act in 1862 when businesses came to Washington, to then President Lincoln, concerned about the boys coming off the farm who didn't know how to any other type of work and specifically manufacturing. Someone needed to teach/train them, so that precipitated the Land Grant. We thought workforce development was about education, but we've morphed our way to the Opportunity Act (WIOA) which says, "Business is the driver of federal workforce development policy, the market needs to drive the decisions that are made, and business has to be an active partners and workers have to be active partners." We've come a long way from the notion that someone else can figure this out, the idea of all of us working together on the dynamics of our individual market. All put together that's sort of the philosophy around the Workforce Innovation and Opportunity Act or the Opportunity Act. A couple of people heavily involved in the reauthorization were Congresswoman Virginia Fox from North Carolina who spearheaded our efforts in the House and Senator Patty Murray from Washington has been a champion.

When we think about “What’s the work that is in WIOA?” I think it’s interesting that there are about 246 mentions in the legislation about the work that a local board and decisions a local board makes. **There are about 158 mentions in the bill about the shalls and mays that I call are the Governor’s and lots of that is in consultation with the state board. There are about 95 lines of shalls and mays in the legislation. Some of them that are critical for you as we get into the first two years of the implementation, it’s really the governor and the state board that need to look and decide, “What are the regions in Missouri?”** As we require a regional plan or collaboration across regions, what are those regions? We’re doing work in Michigan where the governor through a long process which took about a year, looking at data, commute patterns, business patterns, population patters and shifts, industry sectors and said that there are about ten regions in Michigan. We’re working with a region in Western Michigan that has about six workforce boards that were originally a part of that region and looking for ways to collaborate in that region.

One of the core elements of WIOA is the unified plan which I beg you to do with integrity. You have to first start with the understanding that you have complex systems to bring together. How are you going to develop an understanding across those systems of what is happening in the labor market and what you need to have happen? The Vision whether at the State or local level is critical as you merge it with the local analyses to create your plan.

There are thousands of businesses in Missouri, are they all created equal? When a business calls a local One-Stop (Career Center), does it matter what sector that business is in? Do they get the same level of service? Is every industry equal? Those are questions which are very hard to answer but the Board’s Vision of who you are serving and how will help. I tell local boards that if they thought WIA was interested in data then the Opportunity Act is obsessed with it.

When you start really looking at the data you start to ask yourself questions about the data. One of the most fascinating numbers to look at is labor force participation rates, because when you look at it you find that we’re at a historical low in terms of participation rate in the U.S. Who is participating in the labor force? Who isn’t? Why not? Is it a matter of the market being out of balance? Do we not have the right kinds of training program or education programs that are necessary to meet the market’s needs? Do we know where we are in our economic development efforts? The unified plan is a core of the Opportunity Act, and core to that unified plan is data.

### **Some Critical Elements:**

The Board has to decide, with the Governor and local boards, what kind of state you want MO to be. What kind of message do you want to send about the options and opportunities in MO, both for job seekers and for businesses?

#### **Board Governance:**

- Define organization mission
- Ensure mission-based decisions
- Develop organizational policies
- Create an organizational vision

### Board Governances Basics:

- Create a long range plan
- Hiring and Evaluating the Administrative/Executive Director
- Review regular financial reports
- Review regular reports on program participation, effectiveness and impact.

Part of what boards do is hold decisions to the mission, which is done in business. Are your actions core to our mission? Is it something you think we want to spend resources on? But first you have to know what your core is. What's core to your workforce development system? Develop policies and a vision on how you want customers to be treated. Keep in mind that your policymakers and funders and the community are also equally important partners or equally important customers for workforce boards.

You need to create a long-range plan. WIOA talks about a four-year plan with a review after the second-year. Hopefully many of you recognize that a strategic plan is good to do but you will have changes whether in your business, customers, the needs of customers, the economy, or other areas. As a result of a change or the potential for you constantly have to revisit the plan to reevaluate where you are and what changes may be needed. The reevaluating is part of the strength of operating in a sector analysis to answer those questions.

Regular financial reports tell us where we are in terms of obligations and expenditures and regular reports on program effectiveness. Nationally we invest in \$5 billion dollars into workforce development. What are we getting out of that investment? What the ROI? What's our cost/benefit analysis? Lots of people want to know all the way to the Hill and the White House. Some of you may be new to the state or local boards and it's confusing with all the acronyms.

### **What does it all mean?**

What do boards bring? Why did we go on Capitol Hill as NAWB and argue so strenuously that state and local boards need to be business led? How many of you have thought about your customer in the last year? Last six months? Or this morning? Private sector and other individuals bring to the boards a core understanding of what's needed for their business to work, to be successful. They have to keep a laser focus on what's happening to the customer. Boards understand the notion of customer. A substantial part of your work is to ask staff for the information that you need to understand what's happening to the customers. We have a lot of debate in this industry about who our customer is. Business! Job-seekers! Both! We have quad customers because policymakers, funders and others are also customers. They need you to help explain to them what's going on in the labor market, what's happening with these investments they're making, the community has needs. There is not enough money in the system to take everybody who you want to serve and get them into the labor market. Engaging community and faith-based organizations to understand what's going on in the market and help them understand how to make people competitive is part of what you need to do (outreach).

Boards bring that laser focus of give me the data and tell you what kind of data is needed by staff to understand the customer what's happening in those markets. When you're meeting/working, doing sector work that conversation should percolate up. Boards can.....provide the "how" to look at operations; define "what" are the guiding numbers; frame "what" is the business case; and act as—teacher/mentors, negotiators, conciliators. We need to help staff understand how you want to look at operations because the law does talk about effectiveness, efficiency. It talks about continuous improvement, again, something that as boards you bring to the table. What are the guiding numbers? **What do you need to know?** I mentioned the **labor force participation rates**, which is not part of your program reporting numbers but that may be something that as the state workforce board you will want to receive. What is our participation rate, and what do we understand about that.

Another critical thing that we have learned through the Opportunity Grant process and the law charges you with is to engage employers in the system and engage education to figure out career pathways. Boards need to have clear in your minds what your business is for these investments that we are making. What's the business case for somebody to be engaged with us? WIOA changes the composition of your state boards and potentials for the locals. We (NAWB) argued on Capitol Hill to reduce the mandates for who sat on the board. 19 is the minimum number but you can have a board of 100, that's your option which is what we fought for so it wasn't mandated by Washington.

The Charlotte, NC board has around 1,500 volunteers that they manage going into the Pre-K-12 system to talk about the labor market area, what's happening with specific industry sectors and what it is you have to do an example to be an engineer. They have an active engagement of their board and a number of business people and individuals across the community who do job fairs, who come into the One-Stop and help explain how they see a resume when one comes in and what they're looking for in terms of job skills.

It's important to have someone on your board that's a negotiator and sits on the board of multiple organizations because this is a system. You need discussions with community and faith-based organizations, economic development, housing and transportation.

There's always a question of board and staff. The board needs to focus on the direction and targets. Staff can come back and tell you what they think the impact or the outcome is going to be if you option A or the possible consequences or ramifications. You shouldn't be involved in day to day activities.

We work with some areas that do regional assets which we think is important for boards. Looking at who else is in this space? What are they currently doing? Where do we make our strategic investments? You need to advocate for where you see the gaps and needs and it's not dependent on WIOA funding. Rather it's when we look at the market, when we see data that we think is critical to understand the customer, what's missing, and how do we get that into our system. A board in Virginia knew they had a problem with their high school drop-out rate, being higher than the national and state's average. The board decided to take this issue on, it was a huge gap for their region. Missouri is looking at the career readiness certification, understanding that you've

got to have a way to explain to site selectors and businesses why they should come here, to expand and stay. Look at you regional assets.

Ron Painter thanked the Board for the opportunity and hopes some of our Board/staff will join NAWB at the end of March in DC for the forum. Ron reminded the Board that the performance measures that govern WIOA are slightly different than they were under WIA and part of that has to do with the length of time that you're now going to follow an individual so as a result you will see costs rise. Youth you can now work with between ages 16 to 24.

There's a heavy focus in WIOA around work-based learning, whether that is in conjunction with employers or work experience for adults, youth or internships. One of the things we learned during the recession was that when you designed projects or training in collaboration with employers the chances of getting someone hired increased. You see incumbent worker training in WIOA, and the need to further define what kind of companies qualify for incumbent worker training. There are going to be some technical questions which come back to the Board. What do you want to be the marquis values? What do you want to be the marquis drivers for the Missouri system?

Julie Gibson thanked Ron for the very good overview and asked if any board members or local board members had any questions. Len Toenjes asked based on the presentation what are the action items we should be engaged in over the next 60 to 90 days? Ron replied that the board should be doing a "look-see" at the elements in the unified plan. It starts with data; the board needs to spend some time looking at the data elements. What are you seeing in terms of sectors, especially growth? How robust are your conversations with the other parties, the other organizations, systems that you're going to need to put the unified plan together? Business, labor, state organizations, community-based organizations. It's almost like doing an internal inventory. How strong is the state's dialogue with the locals? The local unified plan needs to be reflective of the larger issues raised in the state plan. I'd encourage you to have that dialogue with the locals. Also what would you be thinking about in terms of regions and regional planning?

Ron continued saying that through the recession we saw the number of people coming into the career centers nationally rise by over 200 percent. So often the locals are buried are what they're doing and the state wants to see more regional collaboration, but sometimes it doesn't become a priority but maybe it could be. The state board could give some direction around what you want to see as natural regions in the state is going to be important.

Hugh McVey asked if Ron could speak on the buy-in from the building trades. In the past there was some reluctance to get involved but I think that's changed. Ron said he's happy to say that the Philadelphia AFL-CIO President sits on the national board, labor is an important voice. In Pittsburg the building trades were a significant part of the team of economic developers and workforce that talked to businesses thinking about coming to the area. The legislation makes clear that the voice of the worker is important. We know that apprenticeships are one of those critical areas of work-based learning. As I mentioned before we have "quad" customers.

Bill Skains asked as far as timeframes 30, 60, 90 days, dose it appear that we need to setup active committees to review data or is staff going to be handling that? What involvement is expected out

of this Board in the next 90 days to put together what is needed to implement this Act? Glenda Terrill said that she and Mark Bauer have talked about this and basically thought that following this meeting/Ron's presentation that we would look further to exactly where we think the Board needs to go. The National Governors Association (NGA) Winter Meeting will be held next month (February) in Washington DC. Mark, Bill, and Julie will attend the meeting which brings together State Board Chairs and State Liaisons for Workforce Development Partnership. WIOA implementation will be one of the meetings main topics of discussion. As a result we anticipate receiving additional information/insight from these discussions that will help guide the Board over the next few months including what committees should be established.

Julie Gibson said there are some things already underway which would be informative for the Board, one of which is the work that's going on already with the various partners on the education side, in particular the work that's going on there with regards to the unified plan. Also, it would be great to have MERIC do some presentations on data with regard to current information on sector strategies and related topics. In regard to work-based learning I think it would be informative for the Board to know the work that's been going on in Missouri. MO has been a leader in work-based learning strategies, our staff and at the local level have been working with employers so there's a lot of good work already underway. I also think that the NGA meeting will be important as there's a lot of good work going on at the national level. I suspect that this Board would want to put some committees together to delve in deeper into these critical areas as we move forward. That's what we'll be looking at as we plan for the upcoming meeting and even some interim work prior to the next MoWIB meeting.

Ron Painter added that the NGA, National Association of Counties, the National Association of Development Organizations, the US Conference of Mayors, the Council of State legislators, NASWA and NAWB are all part of what's called the Inter-Governmental Organization. We meet on a very regular basis and are collectively working on these issues. Glenda Terrill added that we anticipate receiving additional guidance from the USDOL over the next few months. Ron added that we will see guidance from DOL regarding strategies around WIOA that will provide some very significant information for states and locals to begin their work around implementation of WIOA. Gordon Ipson asked if the International Economic Development Council was part of the inter-governmental organization, Ron confirmed that they were.

Having no further questions Mr. Skains thanked Ron Painter for his presentation; Ron again thanked the Board for the opportunity and added that MO has a great staff.

#### **E. Workforce Updates—Julie Gibson and Amy Sublett**

Julie Gibson notified the Board that as of a week ago she'd left DWD and moved to a new position at the Department of Social Services, specifically the Family Support Division who she'll now represent on the Board and continue her involvement in workforce activities as it relates to FSD programs. Amy Sublett is the new DWD director, formerly the assistant director and the acting director when she was at the Dept. of Labor. In terms of WIOA specific, Melissa Woltkamp is going to be the lead person at DWD on WIOA implementation. Several other staff will play a role as we begin to unpack all the activities that need to be done, like planning. Ron Lankford and

Yvonne Wright are some of our other partners on today's call and part of our inter-agency partnership at the state level. As on the federal level it's important at the state level for partners to come together with joint guidance and joint communication. I think the local boards and directors have already been working very collaboratively not just with DWD but also starting to convene their local partners as well. We've had some good discussions and **it's going to be important for the Board to really understand what we mean when we talk about these sector strategies and career pathways.** Both are areas we want to bring the Board in on because as we talk about sector strategies and career pathways it can have different meanings and connotations for different people. We want to make sure we're talking in a unified way when we discuss some of these kinds of strategies.

Julie said she will continue to be involved in the collaboration and looks forward to continuing to work with this Board in her new role and working with DWD and our other partners.

Amy Sublett said the next six months will be very challenging but as Julie said, we have really capable staff. Julie and I went to a sector strategy conference in Atlanta in November. Kentucky is one of the lead states in terms of sector strategies and we'll be looking at KY for lots of information. We'll also use our internal resources through MERIC and elsewhere. Our local boards have already done a lot of work to begin engagement with the regional collaboration. We anticipated having the federal regulations for WIOA in January but now we're not expecting until Spring. We're going to go ahead and move forward with the regional planning, combined planning with our partners and taking a strong look at the sector strategy approach. Keep in mind that in 2011 the Dept. of Economic Development, through its strategic initiative did a lot of legwork on sector strategies and identified seven targeted areas (statewide). I think we just need to take that report and tweak it and work within the framework moving forward. I'm looking forward to working with you.

Julie added that Mark Bauer was unable to be with us today due to a family emergency. Glenda may have something to report on. Glenda added that we're looking forward to the information coming out of the NGA meeting and we'll be in communication with the Board as things develop.

Mr. Skains thanked Julie for all the time and effort she's put in everything done, as she's been very professional and extremely helpful which was appreciated by the Board. Thanks to Amy Sublett for taking on the new position. Thanks to Mark for jumping in and helping out and to Glenda for being an absolute trouper and a fantastic person to assist me in this transition. My hat is off to each and every one of you.

#### **F. Chairman Report—Mr. Skains**

As you know Keith Gary has left his particular role and I have been appointed by Governor Nixon. I have asked the staff to order a Missouri commemorative plaque for him, thanking him for his time and effort while serving on this Board. Also Dr. Martha Ellen Black retired at the end of the year and tendered her resignation to MoWIB on December 11<sup>th</sup>. Dr. Black served on various committees and we appreciate her years of service.

Mr. Skains added that though he hasn't been in this position long he wanted to thank the Governor for his faith in me to handle this position job. Some of his background includes working as a Manpower Planner and a state grant administrator as well as director of two different areas in Arkansas, a WIB Director and JTPA Director. He's served on the Ozark WIB as a Planning Vice-chair and Board Chair and he's excited about this role. There's a lot of talent on this Board so he asks each of us to give us some extra time and effort as together we make the transition from WIA to WIOA. The foremost project moving forward is the implementation of the new Act. As in history we don't have a great deal of time to make a significant amount of changes and we'll be relying heavily on staff. Bill hopes Julie will come back with her advice and guidance. He knows that Amy is doing a great job. Mark and Glenda will be there, and all the other staff that we have at our hand. Whether it's their job or not I appreciate them.

### **G. Old Business/Questions/Comments**

Mr. Skains acknowledged the LWIB Directors and other representatives. The Board appreciates your interest in attending.

Hearing no further comments Mr. Skains thanked everyone for today's participation and asked for Board members to contact Glenda with any comments on ways to improve our meetings, as we strive to improve what we're doing. Reminder that our next meeting will be on April 10<sup>th</sup> in Jefferson City, additional information will follow.

### **H. Adjourn**

Mr. Skains adjourned the meeting at 10:45am.

### **Approved:**

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William "Bill" Skains Jr.  
Board Chairman

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Mark Bauer  
Executive Director