

BRAD LITTLE
GOVERNOR

Wendi Secrist
Executive Director



Trent Clark
Chair
B. J. Swanson
Vice Chair

WORKFORCE DEVELOPMENT COUNCIL

317 West Main Street, Boise, Idaho 83735-0510

Meeting Minutes

Date: Thursday, July 18, 2019
Time: 9:00 a.m. – 5:00 p.m. (Mountain Time)
Location: Idaho Central Credit Union Training Center
4400 Central Way
Chubbuck, Idaho

*Workforce Development Council is hereafter referred to as WDC

Call to order at 9:04 am

Roll Call – quorum met

Introductions

Each of the Council members and guests introduced themselves.

Chairman Clark recognized the new Council member Jeff Greene from Saint Alphonsus. He also recognized Amanda Ames who is the new Finance and Grants Manager for the Council staff.

Shannon Andrade introduced herself (Council Teacher Extern) and talked about some of the work she has done with the Council and the other teacher externs.

Review/Approve Agenda

By unanimous consent the agenda is approved.

Approve Minutes from April 11, 2019 Meeting

Motion by Ms. Bardsley to approve the April 11, 2019 meeting minutes as written. Second by Mr. Wiesmore. Motion carried.

Idaho Central Credit Union Welcome

Ms. Bardsley gave a brief presentation on Idaho Central Credit Union. Please see attached presentation.

Strategic Planning

At the last Council Meeting the Council members spent a majority of the meeting working on a strategic plan for the year. Strategies were created for the 3 goals that were given to the Council by the Governor.

Chairman Clark briefly reviewed the work that was done at the last meeting. Today, the Council will review and finalize the mission, vision and objectives for each goal that were prepared by the committees.

Note – items that were discussed in detail are included in the minutes below. Objectives that were presented, but not discussed, are shown in the attached strategic planning notes.

Mission and Vision

Motion by Mr. Schwarz to approve the mission and the vision. Second by Ms. Fletcher. Motion carried.

Outreach Committee

Mr. Young reviewed the objectives created by the Outreach Committee to support the strategic plan. Please see attached document.

- At the Outreach Committee's request, the strategies were reorganized to subordinate "Utilize personal contact, digital, and traditional media to communicate with our target audiences and those who support them." and "Collaborate with partners to maximize reach and effectiveness of all outreach efforts; enhance and expand Idaho's perception of, access to and persistence in pathways to careers." under the "Identify, develop, connect, and activate a diverse network of influencers throughout the state that can distribute information and resources in a way appropriate to their locale." strategy.

Grant Review Committee

Ms. Hoehne reviewed the objectives created by the Grant Review Committee. Please see attached document.

"Develop tools to better evaluate grant proposals in the context of the local and state labor market. Integrate into scoring rubrics."

- Mr. Schwarz has requested that Ms. Secrist send out the rubrics the committee uses to evaluate industry sector requests and innovation requests to the whole Council.

"Develop interactive tools to project future workforce needs around skills and occupations and design an investment strategy that is future focused."

- Using data to predict the "hot jobs" of the future is at the core of being an effective Council. Accomplishing this objective will benefit all the committees.
 - We need to determine how we can use existing connections, resources, data, etc. to predict the skills that will be most in demand. While the ability to predict the most needed skills may be challenging, we may be able to determine what skills we no longer should invest in because of lack of demand.

Policy Committee

Mr. Kolb reviewed the objectives created by the Policy Committee. Please see attached document.

“Develop a process for the Council to proactively identify and support policy initiatives in collaboration with the Governor and partners.”

- The document the Council produced last year for the Legislature was a good tool to inform legislators about bills that would support workforce development, but we want to ensure that we have the ability to share our views on proposed legislation as it comes up during the session. Chairman Clark requested that a “rapid response mechanism” be included in the policy.

“Develop and implement an outreach strategy for the Workforce Development Training Fund.”

- What is it that we would be actively promoting?
 - Making sure that people know the fund is available and how they are able to apply for the funds. It is important that there is an awareness.
 - One of the strategies that we have already recognized is creating more collaboration with our economic development partners. Council staff are meeting with them in October to talk about how economic development partners can engage with workforce development opportunities in their regions and what resources are available.
 - We are trying to put less emphasis on employer grants and encourage more industry sector grants.
 - Chairman Clark requested that the outreach plan focus on publicizing industry sector grants. **The Council has unanimously consented to add the language “Consistent with Council defined priorities” to the “Develop and implement an outreach strategy for the Workforce Development Training Fund” strategy.**
 - This gives us the opportunity to have conversations with multiple businesses in an industry that may tell us where there are gaps, common barriers, and common training needs. Sector grants contribute to the portability and stackability goals that the Council promotes for skill certifications.

Apprenticeship Committee

Ms. Rood reviewed the objectives created by the Apprenticeship Committee. Please see attached document.

“Evaluate State Apprenticeship Agency and make recommendation to the Workforce Development Council.”

- Ms. Rood asked Ms. Revier attend the next Apprenticeship Committee meeting to talk about the grant funds that were awarded from USDOL to continue ApprenticeshipIdaho.
- Does IDOL support exploring, or investigating the possibility, of a State Apprenticeship Agency?
 - IDOL is very willing to help with this investigation. There will need to be heavy involvement of the Governor if there is a decision to move forward.

“In collaboration with the State Board of Education and Idaho’s postsecondary institutions, gain approval for a statewide registered apprenticeship to associate degree framework.”

- It's possible that apprentices may not be interested in earning their associate degree once they complete their Registered Apprenticeship.
 - We want to ensure that this pathway exists as an option to the apprentices. Most employers do not want to hire employees who do not have aspirations to learn and grow.

When reviewing how the committee's objectives aligned to the Council strategies, Ms. Rood and the Executive Committee noticed that the only two objectives under the strategy "Support development in work-based learning and innovative programs to drive Idaho's present and future workforce solutions." were focused solely on apprenticeship. Should the scope of the Committee be expanded to work-based learning, should a new committee be created, or does the Council feel work-based learning is adequately supported with the focus on apprenticeship alone?

- With current public policy trends, it might make sense to transform the Apprenticeship Committee into a Work-Based Learning committee. This would mean that the scope of the committee would need to expand to support internships, co-ops, etc.
- There is so much positive momentum behind apprenticeships right now in Idaho it would be a shame to see the committee's scope expanded and take their focus away from continuing to expand the number of apprenticeships.
- We are struggling to define and differentiate apprenticeships, pre-apprenticeships, and internships. Internships and pre-apprenticeships are grey areas. No one is sure of who takes ownerships of promoting these programs. As Council members we know who to go to for apprenticeships, but we are trying to ensure that employers know where they can go to get help creating any of these categories of skill-growing employment experiences.
 - The Workforce Training Centers are one source of information for employers.
 - Pre-Apprenticeships should be addressed by the Apprenticeship Committee.
 - It might be a good idea to have a Committee devoted to promoting internships and co-ops.
- What about training programs that are not Registered Apprenticeships (food safety training programs, etc.)? Some employers and organizations believe that the Registered Apprenticeship is the "gold standard", but not all industries feel that way.
 - Registered Apprenticeships are an effective way in certain industries to build a great workforce, but it is not effective for every industry. In industries where there is a defined skill need and things are not rapidly changing, Registered Apprenticeship are a good fit. There are several reasons why Registered Apprenticeships are not a good fit for other industries, including cost, geographic location, rate of technology change, etc. We need to be able to support industries who want to use other means of workplace training.
- Chairman Clark made the following requests:
 - Would the Apprenticeship Committee define their scope of work and determine which avenues end in an apprenticeship?
 - Would the full Council consider if a new committee should be formed to take on work-based learning other than apprenticeships?

Break at 10:50 am

One-Stop Committee

Mr. Johnson went over the objectives that were created by the One-Stop Committee. Please see attached document.

Executive Committee

Chairman Clark explained that after reviewing the work of the committees there were two strategies that did not have objectives. The Executive Committee felt strongly that “Leverage existing local employer-focused initiatives to build and support effective pathways to connect Idahoans to careers.” remain in the strategic plan and commits to developing/supporting a plan to provide for regional resources to increase line of sight. Please see attached document.

In addition, Chairman Clark requested that the “best practices” strategy be removed with the understanding that it should be applied to all committees. It is a guiding principal that should be used in all work, not necessarily a standalone strategy. **The Council agreed unanimously.**

- How is the Executive Committee going to track the work on these strategies by the Committees?
 - The Executive Committee is not going to implement deadlines. It is the job of the committees to set metrics and goals for themselves.
 - How does the Executive Committee want the Committees to report on their progress?
 - It is up to the Council to decide how they would like this information to be delivered (dashboard, in meetings, etc.).

Review Overall Plan

Motion by Ms. Revier to accept the Idaho Workforce Development Council Strategic Plan as presented to the Council. Second by Ms. Fletcher.

If we accomplish the things described in the strategic plan, would we make a difference in Idaho’s workforce development system?

- At this point, we can only hypothesize, since we are lacking the data needed to measure the impact of programs and policy. Council staff have been gathering information from states that have measurable data.
 - Not everything that work in other states will work here. For example, some of the states have a stronger tradition of collaboration than Idaho and we are improving on that.
 - Idaho is a unique economy with unique workforce needs: we have some of the highest tech industries in the nation and some of the lowest tech, and our population is widely dispersed throughout the state, with relatively few urban centers.
- Should we wait to approve the strategic plan until we have identified best practices for work-based learning?

- Ms. Nielsen requested that an action item be added to the plan to identify work-based learning best practices and decide how this work would be accomplished.
 - The Apprenticeship Committee would be willing to help Ms. Secrist evaluate the best practices in work-based learning from other states. Once that information is understood, the Council can determine what committee should manage those efforts.

Ms. Revier and Ms. Fletcher agreed to the amended motion to include the action item to identify work-based learning best practices and how the Council should support them.

- It is important that the operational pieces of this plan are frequently evaluated because we need to be agile and forward looking.
 - It would be nice to have a dashboard where we can review the plan and see the progress being made on these projects. The dashboard would be able to tell us where we need to adjust or shift direction.
 - The most important thing to consider is that this is a group effort. We as a Council are responsible for ensuring that all the partners are working together and are integrated into this plan.

Amended motion carried.

Lunch at 12:00 pm

Executive Committee & Chair's Report

Chairman Clark briefly reviewed the Executive Committee Report. Please see attached packet.

Executive Committee Actions. Chairman Clark highlighted the University of Idaho grant request as an example of ensuring investments meet the goals of the Council. The Grant Review Committee had requested some modifications to the University's proposal to include academic credit being granted for the work-based learning students would be doing during their co-op assignments. When the Executive Committee considered the Grant Review Committee's recommendation to approve the grant, the Executive Committee further tightened the language to include a forfeit of funds if the University is not able to make concrete steps toward granting academic credit for the workplace learning in this project. If the University is not able to meet specific intermediate steps toward that goal, the Council staff may provide timeline extensions (depending on circumstances) or the remaining funds would be forfeited.

IACI Conference. Chairman Clark, Mr. McCray, Mr. Van Vleet and Ms. Secrist spoke on a panel At the IACI annual conference and discussed workforce development.

State Board of Education Relationship. In Idaho, the majority of funds budgeted for preparing people for the workforce is contained in the K-12 and higher education budgets. Those budgets are overseen by the State Board of Education. Therefore, the Council wants to make sure that we are well aligned with the State Board of Education in order to achieve our mission and goals. The Executive Committee met

with the State Board of Education Executive Committee in June. We discussed issues of mutual interest, and the State Board is prepared to help us with some of the barriers we face, and we are prepared to help them with some of the barriers they face.

Our Kids, Idaho's Future Task Force. Mr. Van Vleet was asked by the Governor to be a member of the Task Force. Chairman Clark and Ms. Secrist had the opportunity to present to the Task Force about college and career readiness.

- Mr. Van Vleet and Representative Clow are on a subcommittee charged with reviewing the budget for College & Career Advising. A recent study showed that currently there is no accountability for proper expenditure of the funds for the program and students may not be getting the college and career advising intended.
- Ms. Secrist was asked to serve on the Rural and Underserved Schools subcommittee of Our Kids, Idaho's Future taskforce.
- There has been a lot of discussion surrounding how to assess a student's preparedness to continue their education past high school and/or enter the workforce.

Executive Director & Financial Update

Teacher Externship Program. Ms. Secrist shared the teacher extern blogs with the Council. Please see attached document.

Is the teacher extern program going to be continued?

- There needs to be an evaluation of how the learnings from the externships are being translated to the classroom, but yes, the intent is to continue this program. We need to build out a program to create common language that can be used in the classroom. Also, the amount of work involved in expanding the program creates may create the need for staff to be able to run the program. It all comes down to the outcomes of this program.
- The amount of success we have had from this program has been astounding.
- What are the costs of this program?
 - Each teacher was offered a stipend of \$5,000. A \$50,000 grant was given to the STEM Action Center from the WDTF and the STEM Action Center added in \$25,000. The cost of administering the program was provided in-kind by the STEM Action Center and WDC.
 - It will be announced at the Governor's Summit on October 8 that we will be looking for businesses to participate and then in January we will open applications to teachers.

Age of Agility: Governor's Summit. The Governor's Summit is being hosted on October 8 in Boise. The speakers have not been finalized yet. We will have 5-6 virtual reality (VR) companies offering a VR training experience to the guests. Chairman Clark requested that at a future Council Meeting we explore the tools that are now available to teach the cutting edge of technology (VR, etc.).

Last year there was a soft launch of the Idaho LEADER initiative. Over the past year we have built a lot of resources, tool kits, asset maps, etc. This year we will be doing a hard launch of Idaho LEADER.

Budget. Ms. Secrist reviewed the FY19 & FY20 Workforce Development Council Budget.

We have just under \$7.7m in available spending authority for our Workforce Training Fund Grants on an annual basis. We have a cash a balance of \$16.5 million. Of that \$7.75 million is currently obligated. We have to have spending authority in order to reimburse our grantees even though cash is available. In FY20 we may come very close to reaching our maximum spending authority. We are working with the Governor's Office and Division of Financial Management to consider a request to increase our spending authority.

If we move forward with a request, it will look like we are increasing the state budget – even though the Workforce Development Training Fund is a dedicated fund. This makes it a complicated process. We know that we are approving more grants than what Department of Labor and Commerce were doing on an annual basis previously and are working on projections to determine the right amount. We will need to provide all Council members with talking points on why the request is important and to help clarify that we are not asking for additional funding, just authority to spend the funds we have.

If we use all of our spending authority and a grantee requests reimbursement, we would have to wait to reimburse them until the new fiscal year when our spending authority replenishes (even though we may have the cash available).

- There is a lot of confusion of the distinction between spending authority and general funds. You have to have the cash in order to have the spending authority.
 - It is important to communicate this to the Legislature and ensure that they understand why we need a larger spending authority.
- Does the spending authority have to be fixed number?
 - Often times it is better to give yourself a cushion in the amount being requested so you do not have to come back every year and keep asking for more. It does have to be a specific number that is put into the budget.

FY20 Outreach Budget Request

Mr. Young and Ms. Solace reviewed the FY20 Outreach Budget Request. Please see attached document.

Adult Opportunity Scholarship. We had great success with the campaign on reaching the audience that we want to reach, but there were scholarship funds that went unspent. We need to continue the outreach to hopefully encourage more people to apply for the scholarship and pursue more education.

Mr. Schwarz requested the Ms. Solace share the metrics from the campaign for this scholarship.

The rules for this scholarship are strict and that is one of the reasons why funds are going unspent. This is a barrier to many of the applicants or people who are interested.

- Some of those barriers were put in place by the Legislature because they did not like the more open-ended rules of the scholarship.

Future Next Steps. The original proposal for the Next Steps website project came in at \$150,000 but Ms. Solace felt that there were a few required components that were not included and wanted to allow for

some cushion in the budget in case we discover that there are other elements missing as the project progresses. She recommends a budget of \$250,000 to fund this project.

How will ongoing maintenance for Next Steps be managed?

- The State Board of Education will request funds in their budget for the on-going maintenance of this site.
- There will be future requests for funding to market Next Steps. This is something that we'd partner with the State Board for on an annual basis.
- The Council is investing in this project because we are tasked with increasing public awareness of and access to career education and training opportunities for Idahoans. This extends beyond the efforts that we fund or sponsor.
- The Workforce Development Task Force identified that there needed to be a common portal where all Idahoans could access information about careers and the education/training required for them. Next Steps is that portal.

Motion by Ms. Revier to approve the outreach budget as presented to the Full Council. Second by Mr. Schwarz. Motion carried.

WDTF Employer Grant Scoring Matrix

At the last Council meeting, the Council requested that the Policy Committee review the Scoring matrix for Employer Grants and consider changes to the scoring of occupational licenses and registered apprenticeships.

The Policy Committee requested the advice of the Apprenticeship Committee and both committees agreed that moving occupational licenses to the 10-point category was appropriate. Further, to show the Council's interest in expanding Registered Apprenticeships, the recommendation includes the award of 5 bonus points for employers using registered apprenticeship once the final score has been tallied. This would effectively increase the award amount by one funding level. Please see attached updated scoring matrix.

Motion by Mr. Young to approve the recommendation of the Policy Committee of the update to the Scoring Matrix. Second by Mr. Maloney. Motion carried.

Bylaws Update

Chairman Clark reviewed the updates made to the bylaws. Please see attached document.

Motion by Ms. Hoehne to approve the bylaws with the updates as presented. Second by Ms. Revier. Motion carried.

Break at 3:00 pm

Idaho Department of Labor Service Model Update

Ms. Revier reviewed the new service model that the Department of Labor recently announced. Please see attached document.

There are three reasons the department is making these changes.

1. Budget cuts
2. WIOA ADA compliance requirements
3. Service provider procurements

The WDC staff and the WIOA partners have started conducting listening sessions around the state to get input from the public about what kinds of services they need from the broader workforce system (i.e. all partners, not just IDOL). These changes to Labor's model are going to help make some services more available to people in rural areas, as not everyone wants to drive into a Labor office to seek help.

People are now also going to be able to file for unemployment services in person, on the web, or over the phone. The Department of Labor wants to ensure that everyone has access to their services. The media has been conveying that there will no longer be services available to rural Idaho, but that is not the case.

Labor is creating a schedule for the transition period. They will finalize the whole process by the end of September. They will create a communication strategy to inform the public how to find a representative, office hours, etc.

Ms. Secrist requested that Ms. Revier share information as they create a plan for the offices that she can share with the Council members in that area, so they are prepared to support the Department and inform others if they get questions from the public.

WIOA State Plan – Business/Employer Service Feedback

In order to effect change in in the workforce system, we need to be able to hear from the programs' target audiences about what is working well and what is not working well. Ms. Secrist asked the Council members the following questions, which she will also be using at the listening sessions in other locations. Council members were asked to respond from an employer's perspective.

There are a lot of services that the Workforce System delivers. As an employer, what services are you using to address the workforce challenges you have?

- Idaho Works (post open positions)
- Workforce Training Centers to train employees
- Support in training for those with disabilities
- Labor Market Information
- Vista Volunteer Program
- Regional Economists
- Externships
- ISU Intern Program

- Rapid Response (Labor layoff service)

Do you sense that there is coordination among the different agencies serving employers?

- No. If there was coordination we would know it. We would not have to create the above list if there was coordination.
- There is conversation, not coordination.
- There are some instances where this is visible.
- There is for manufacturing jobs and not professional jobs.
- Active strategy vs. passive
- Region 4 there is evidence of coordination (best practices).
- How do we access people to do remote work?

What services as employers do you want from the public agencies?

- Government and education to not compete with the private sector
- Opportunities in Government to collaborate with like-minded individuals
- Help connecting to organizations representing diverse populations
- Connect employees to employers
- One robust organization for each thing (e.g. training entity for electricians)
- Help attracting someone from out-of-state to rural Idaho
- Connecting to diversity
- State fact sheet (tells where services are)
- Essentials to attract businesses (structure, broadband, etc.)
- Training on state laws and payroll (legal/compliance)
- Understanding of business and how they function (tours, government externships, etc.)

What could Idaho's education and training system do to better align with your workforce needs?

- Agile
- Better align with the needs
- Line of sight
- Awareness of the different career paths that are available
- Educators having access to resources to make them aware of what jobs are out there
- Online resources for employers and processes (something like Next Steps) (how do you hire, how do you fire, etc.)
- Open dialogue
- Recognizing all career paths and getting that message out
- Crosslinks between resources
- Statewide mailing list to send out resources

Ms. Hoehne requested that Ms. Nielebeck send out invitations to all the listening sessions to the Council members.

Chair's Closing Remarks

Chairman Clark briefly reviewed the 2020 Council meeting schedule. We are exploring the option of hosting the summer 2020 meeting in another location (possibly Coeur d'Alene). Please see attached 2020 meeting schedule.

Motion by Ms. Hoehne to adjourn. Second by Commissioner Smith. Motion carried.

Adjourn at 4:13 pm.