



## **Capital Area Workforce Development Board (CAWDB) Meeting**

**Thursday, October 27, 2011**

**NC Association of Educators, 700 S. Salisbury St, Raleigh, NC**

### **Board Members Present:**

Susan Jackson - WakeMed Physician Practices (Chair)  
Zena Anderson - Cisco Systems, Inc.  
Joy Callahan for David Johnson - Johnston Community College  
Harlan Daniels for Vicki Shore - Johnston County Industries  
Rodney Ellis - NC Association of Educators  
Joy Frankoff - Wake County Public School System  
Scott Hadley - NAI Carolantic Realty  
Howard Manning - Dorcas Ministries (Secretary)  
Tony Marshall - Innovative Systems Group  
Bonnie Helmink for Leon Perry - NC Employment Security Commission  
Gerald Mitchell - Wake Technical Community College  
Matt Robinson - North State Bank  
James West - Wake County Commissioners (Liaison)  
Tom White - NC State University  
Ross Yeager - Wake County

### **Staff Present:**

Pat Sturdivant, Executive Director  
Alfreda Barnett, Workforce Development Program Manager  
Stephen Barrington, Business Services Manager  
Trenice Cutler, Youth Program Coordinator  
Sara Davarbakhsh, Executive Assistant  
Susan Jablonski, Accountability Specialist  
Marianna McKimmon, Organization Storming Project Manager  
Jane Sterner, JobLink System Manager

### **Guests Present:**

Michael Ballen - Raleigh Police Department  
Jamal Carr - United Way Triangle  
Bert Fisher - Community Partnerships, Inc.  
Janny Flynt - Millbrook JobLink Career Center  
Denny Jenkins - Wake County Human Services  
Darrell Kain - Educational Data Systems Inc  
Becky Long - Cary JobLink Career Center  
Jacqueline McMillian - NCESC  
Andrea Moore - Community Partnerships, Inc.  
Ramell Oakley - Johnston County Job Training  
Zaida Partin, Clayton Corners JobLink Career Center

Item	Discussion	Actions		
		What	When	Who
<b>Welcome/ Introductions</b>	<p>Susan Jackson called the meeting to order and thanked Rodney Ellis for hosting the Board meeting at the NC Association of Educators. She welcomed everyone to the meeting.</p> <p>Susan Jackson recognized two JobLink Career Centers for obtaining their Charter (meeting and exceeding standards set by the State and Capital Area Workforce Development Board to be considered a recognized JobLink Career Center). Susan Jackson presented a plaque to Bonnie Helmink representing Raleigh ESC JobLink Career Center and Janny Flynt representing Millbrook JobLink Career Center.</p> <p>Susan Jackson went around the room for introductions.</p>			
<b>Previous Minutes</b>	The minutes from the August 25, 2011 Board meeting were approved as written.			
<b>Executive Director's Update</b>	<p>Pat Sturdivant provided the Board with an update since the last Board meeting held on August 25, 2011.</p> <p><b>2010 Performance</b> Capital Area received \$50,000 as a performance incentive for meeting 4/6 performance measures for adults and 3/3 performance measures for youth.</p> <p><b>National Emergency Grant</b> CAWDB also received a National Emergency Grant to provide support to Princeton, NC after Hurricane Irene. The \$6,000 grant was awarded to provide clean-up and repair to a dam that was damaged.</p> <p><b>Incumbent Worker Grant</b> NC Department of Commerce has reduced the number of Incumbent Worker Grant cycles to just two a year: September and February. CAWDB submitted 4 grant applications for September's cycle.</p>			
<b>Organization Storming</b>	<b>Update</b> Marianna McKimmon, Project Manager,			

<p><b>Project</b></p>	<p>Organization Storming Project provided the Board with an update on the project since the last Board meeting on August 25, 2011.</p> <p><b>Overview</b> The '<i>Organization Storming Project</i>' aims to analyze workforce development system service issues, and determine the changes needed to design a system that is 'demand driven' not program based, and one that is highly effective at meeting the changing needs of employers and job seekers.</p> <p><b>Methodology</b> A team consisting of the Project Manager, Executive Director, Executive Assistant, JobLink System Manager, Workforce Development Manager, Business Services Manager and Accountability Specialist driving the project forward, with input and approval from the Board and consultation with key stakeholders.</p> <p><b>Phases</b></p> <ol style="list-style-type: none"> <li>1. Identify service issues (100% completed)</li> <li>2. Analyze service issues (85% completed)</li> <li>3. Identify solutions &amp; changes (35% completed)</li> <li>4. Implement changes (0% completed)</li> </ol> <p><b>Phase 1 - Identify Service Issues</b> After 6 months of research, including staff meetings, stakeholder surveys, focus group sessions and interviews the following 6 service issues were identified:</p> <ol style="list-style-type: none"> <li>1. The workforce development system has a lack of identity in the community</li> <li>2. The latest technology is not being fully utilized</li> <li>3. There is an inconsistent delivery of workforce services across the Capital Area</li> <li>4. Career Centers are not strategically located and designed</li> <li>5. The system relies heavily on a single stream of funding</li> <li>6. The system is not "demand driven"</li> </ol> <p><b>Phase 2 - Analyze Service Issues</b> For the last month the project management team has carried out 'Cause &amp; Effect' exercises to understand the root cause of each of the 6 service issues identified in phase 1. Prior to the Board meeting 6 'Fish-Bone' diagrams were presented to the Board to explain the root causes of each of the 6 corresponding service</p>			
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	<p>issues (see attached).</p> <p><b>Board Questions</b>  After reviewing the service issues and cause and effect diagrams Board member's asked the following questions:</p> <p>Ross Yeager asked, "in reference to service issue 2 (the latest technology is not being fully utilized) <b>what do you mean by latest technology?"</b></p> <p>Pat Sturdivant responded, "latest technology refers mostly to software. For example, there are software applications available nowadays that are capable of processing job orders from local businesses to expedite the job order process."</p> <p>Zena Anderson asked, "in reference to service issue 3 and diagram 3 (there is an inconsistent delivery of workforce services across the Capital Area due to 'host agency culture') <b>what do you mean by culture?"</b></p> <p>Pat Sturdivant answered, "career centers are hosted by different agencies, at different locations, so the practices, policies, and procedures adopted tend to be that of the host agency and not CAWDB."</p> <p>Tony Marshall asked, "in reference to service issue 3 and diagram 3 (there is an inconsistent delivery of workforce services across the Capital Area due to a lack of engagement from key stakeholders/lack of buy-in) <b>who and what are you referring to?"</b></p> <p>Jane Sterner added, "there are numerous partner organizations that are mandated to partner with the local workforce development board in career centers, but they do so in varying capacities."</p> <p>Susan Jackson commented, "you usually only have to deal with 1 service issue at a time in an organization, so now that you have identified 6 issues, <b>what are the next steps?</b> Howard Manning added, "<b>what involvement would you like to see from the Board?"</b></p> <p>Pat Sturdivant commented, "we require your feedback at each phase of the project, such as, for the service issues we have gone over today."</p>			
		<p><b>Provide feedback to staff</b></p>	<p><b>Dec 1, 2011</b></p>	<p><b>Board Members</b></p>

	<p>Zena Anderson commented, "unless you have gone through the survey process and sat in on the focus group sessions <b>there isn't enough context to understand how you derived these service issues to be able to provide the feedback you are looking for.</b>"</p> <p>Pat Sturdivant suggested that a separate meeting could be dedicated to the Organizational Storming Project to provide the Board with the background and clarity they are looking for. Zena Anderson also commented that she would like to see the information sent to board members in case they cannot make a separate meeting.</p> <p>Ross Yeager suggested, "there is a relationship between the key service issues and their causes, <b>we need to find the connection between the issues and causes to be able to find the right solutions.</b>"</p> <p>Tony Marshall asked, "<b>how are you working with other workforce development boards on this project?</b>"</p> <p>Marianna McKimmon answered, "we have visited with other Boards within and outside of the state, including Charlotte, NC and Houston, TX, we have held conference calls with the Iowa Workforce Development, joined online forums with the National Association of Workforce Development Boards and National Association of Workforce Professionals, and read publications from organizations all of whom are experiencing similar system change within their own service area. In particular we have focused in on other high performing states, such as Florida Works for examples of best practices.</p> <p>Susan Jackson commented, "<b>how free are we going to be to make changes, what's the direction from the State?</b>" She added, "it's the role of the Board to challenge the status quo, the State and the Federal government, not the staff, <b>it is our role as Board members to drive forward the systemic change we are talking about.</b>"</p> <p>James West added you need to validate the appropriateness of your strategic plan, and then prioritize stakeholder needs first. You need the <b>Involvement, Ownership and Understanding</b></p>	<p><b>Arrange Project Info Session</b></p>	<p><b>B4 next meeting</b></p>	<p><b>Staff</b></p>
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	<p>of your key stakeholders. These three components are vital and what will drive this project forward.</p>			
<p><b>Committee Reports</b></p>	<p><b>Business Alliance Committee</b>                  Tom White provided the Board with an update on the activities of the Business Alliance Committee since the last Board meeting on August 25, 2011.</p> <p>Under the strategic goal "Promote Business Partnering to Enhance Regional Competitiveness:"</p> <p>Objective: Expand business service outreach efforts to gain greater visibility among area businesses, community leaders, and local chambers by June 30, 2013; the Business Alliance Committee are collecting data from a skills survey of NC Employers to identify skill shortages in the labor force, holding a Manufacturers roundtable meeting, scheduled for November 18, 2011 and a Construction roundtable meeting, scheduled for December 9, 2011.</p> <p>Under the strategic goal "Facilitate employment success for adults and youth:"</p> <p>Objective: Establish programs that support reduction in high school drop-out rates through effective career counseling strategies in partnership with K-12 schools by June 30, 2013; the Business Alliance Committee are developing "Business Tours" for youth.</p> <p><b>Youth Council</b>                  Ross Yeager provided the Board with an update on the activities of the Youth Council since the last Board meeting on June 23, 2011.</p> <p>Under the strategic goal "Facilitate employment success for adults and youth":</p> <p>Objective: Establish programs that support reduction in high school drop-out rates through effective career counseling strategies in partnership with K-12 schools by June 30, 2013; the Youth Council plan to analyze data to understand why youth drop out of school and then develop a program that helps students make the connection between staying in school and their future.</p> <p>Objective: Increase skill sets among youth for future occupations by establishing career pathway programs; the Youth Council plan to create a portfolio/workbook with clearly defined activities</p>			

	<p>that guide youth on what they need to do to pursue a specific career i.e. job shadowing etc..</p> <p>Under strategic goal "Expand resources through strategic leadership and collaborative engagement":</p> <p>Objective : Increase individuals' access to resources and services to support 15% increase in employment by June 30, 2013; the Youth Council are opening a SAVVY (Successful, Academically and Vocationally Prepared, Victorious Youth) site in Wake Forest to provide youth a place to go and be engaged in their future, take skill assessments, explore career options and receive advice.</p>			
<p><b>Chair's Report</b></p>	<p><b>State of the Workforce Report</b> Susan Jackson reminded members to go online and read the Executive Summary of the NC Commission on Workforce Development's <i>'State of the North Carolina Workforce 2011-2020 Report'</i> and to see the connection between the findings in the report and what we are doing as a Board.</p> <p><a href="http://www.nccommerce.com/Portals/11/Documents/Reports/2011%20Executive%20Summary%20Final%2052311%20909am.pdf">http://www.nccommerce.com/Portals/11/Documents/Reports/2011%20Executive%20Summary%20Final%2052311%20909am.pdf</a></p> <p><b>2011 NC Workforce Development Partnership Conference</b> Susan Jackson noted several Board members attended this year's NC Workforce Development Partnership Conference in Greensboro on October 12-14, including Rodney Ellis, Ross Yeager, Tom White, and Tony Marshall. She asked them to say a few words about the conference.</p> <p>Rodney Ellis thanked CAWDB for the opportunity to attend the conference in Greensboro; Tony Marshall commented that the conference was a great opportunity to network and learn about all the different partner organizations and how they are involved in workforce development; Ross Yeager thought the workshops were very informative and the conference was well organized.</p> <p><b>Governor's Awards for Excellence in Workforce Development</b> One of CAWDB's youth participants, Brendon Davis, enrolled in the 'Yes I Can' program with Johnston County Industries received a Governor's Award for Excellence in Workforce Development, <i>'The Outstanding Workforce Development Youth Award.'</i></p>	<p><b>Go online to read report</b></p>	<p><b>Oct 31, 2011</b></p>	<p><b>All</b></p>

	<p>Brendon along with other CAWDB nominees have been invited to the December 1, 2011 Board meeting. There is a video of the Governors Awards Banquet for anyone interested in seeing Brendon receive his award please contact Sara Davarbakhsh at <a href="mailto:sara.davarbakhsh@wakegov.com">sara.davarbakhsh@wakegov.com</a></p> <p><b>Board Member Education Sessions</b> Susan Jackson noted the Board had their first Education session this morning and encouraged members to sign up for the remaining sessions if they were interested in learning more detail about the services and programs run by CAWDB. Susan Jackson referred members to the schedule included in their meeting materials for a list of the sessions and their dates.</p>	<p><b>Email staff to watch Banquet video</b></p> <p><b>Email staff to register for the Education Session</b></p>	<p><b>Oct 31, 2011</b></p> <p><b>Nov 21, 2011</b></p>	<p><b>All</b></p> <p><b>Board Members</b></p>
<p><b>Public Participation/ Other Business</b></p>	<p><b>The Collaborative</b> Jamal Carr from United Way Triangle provided the Board with an overview of a youth partnership with the focus of excellence for all youth in Wake County. The project received \$1,200,000 funding from the Rex Endowment. The project is designed:</p> <ul style="list-style-type: none"> <li>• To help young people thrive in Wake County</li> <li>• Promote youth development from birth right through to secondary education</li> <li>• Help youth overcome their barriers to education</li> <li>• Help youth better utilize the resources available to them</li> <li>• Be better stewards for Wake County's youth</li> </ul> <p>The project is in partnership with the Raleigh Community College Collaborative.</p> <p><b>Completion By Design Project</b> Susan Jackson commented that NC is one of only 4 states throughout the nation to be chosen to participate in the Gates Foundation '<i>Completion By Design Project</i>' designed to create a pathway for youth (aged &lt;24 years) to pursue their chosen careers. The project involves a consortium of 4 NC Community Colleges. It provides the financial resources for youth to complete school and create a known pathway of success for low income students.</p>			
<p><b>Next Meeting</b></p>	<p><b>Next Board Meeting</b> Date: Thursday, December 1, 2011 Time: 8:30 am - 10:00 am Location: NC State University, Centennial Campus</p>	<p><b>Send out agenda &amp; meeting materials</b></p>	<p><b>Nov 21, 2011</b></p>	<p><b>Sara Davarbakhsh</b></p>

	Meeting Adjourned: 9:59 a.m.			
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