

**WORKFORCE DEVELOPMENT  
BOARD MEMBERS**

**JANET BARD**  
Ramos Oil Company, Inc.

**LARRY BOOTH**  
Frank M. Booth, Inc.

**BRIAN BROADWAY**  
Sacramento Job Corps

**LARRY BURKHARDT**  
City of Sacramento.

**DENNIS CANEVARI**  
Sheet Metal Workers Local #104

**N. LISA CLAWSON**  
Blood Source, Inc.

**LYNN R. CONNER –Chair**  
Parasec

**MICHAEL DOURGARIAN**  
Asher College

**ANN EDWARDS**  
Department of Human Assistance

**DIANE FERRARI**  
Employment Development Department

**DAVID W. GORDON**  
Sacramento County Office of Education

**GARY R. KING – First Vice Chair**  
SMUD

**KATHY KOSSICK**  
Sacramento Employment & Training Agency

**MATT LEGE**  
SEIU – United Healthcare Workers

**FRANK A. LOUIE**  
Sacramento Asian Chamber of Commerce

**ELIZABETH MCCLATCHY**  
The Safety Center, Inc.

**CHARLOTTE MITCHELL**  
Sacramento County Farm Bureau

**DENNIS MORIN**  
Sacramento Area Electrical Training Center

**DR. JAMEY NYE**  
Los Rios Community College District

**JAY ONASCH**  
California Department of Rehabilitation

**KIM PARKER**  
California Employers Association

**FABRIZIO SASSO**  
Sacramento Central Labor Council

**ANETTE SMITH-DOHRING**  
Sutter Health – Sacramento Sierra Region

**PETER TATEISHI**  
Sacramento Metro Chamber of Commerce

**RICK WYLIE – Secretary/Treasurer**  
Villara Building Systems



**SACRAMENTOWORKS**

**SACRAMENTO WORKS, INC.  
PLANNING/OVERSIGHT COMMITTEE**

**Date:** Wednesday, December 14, 2016

**Time:** 8:30 a.m.

**Location:** SETA - Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

**AGENDA**

1. Call to Order/Roll Call
2. **Consent Item:** Approval of the September 21, 2016 Minutes
3. **Action Item:** Approval of WIOA “Stretch” Performance Goals
4. **Discussion Item:** Sacramento Works, Inc., Strategic Plan
5. Public Input
6. Adjournment

**Planning/Oversight Committee Members:** Anette Smith-Dohring (Chair), Janet Bard, Larry Burkhardt, Lisa Clawson, Ann Edwards, Kathy Kossick, Matt Legé, Frank Louie, Dr. Jamey Nye, Jay Onasch

**DISTRIBUTION DATE: WEDNESDAY, DECEMBER 7, 2016**

**Sacramento Works, Inc.**  
**Planning/Oversight Committee**  
**Minutes/Synopsis**

*(Minutes reflect the actual progression of the meeting.)*

SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

Wednesday, September 21, 2016  
8:30 a.m.

1. **Call to Order/Roll Call**: Ms. Smith-Dohring called the meeting to order at 8:32 a.m.; a quorum was established.

Members Present: Matt Legé, Frank Louie, Kathy Kossick, Jamey Nye, Jay Onasch, Anette Smith-Dohring

Members Absent: Janet Bard, Larry Burkhardt, Lisa Clawson, Mike Dourgarian, Ann Edwards

**Others present**: Teresa Milan, Trish Kelly (Valley Vision), Terri Carpenter, Bill Walker, Julie Davis-Jaffe, Michelle O'Camb, Roy Kim, Edward Proctor, Ralph Giddings, John Harden

2. **Consent Item**: Approval of the August 17, 2016 Minutes

Minutes were reviewed.

3. **Action Item**: Ratification of Final Negotiated Local Workforce Development Area Performance Goals, PY2016-17 and 2017-18

The state released a draft directive including the state wide performance standards negotiated with DOL. As a result of the draft directive staff prepared the 2016-2017 proposed local performance goals and submitted to the state. There was a conference call with all four regional workforce areas. The State Workforce board staff sent a list of actual performance or anticipated performance standards. During the process, it became clear that the term credential and what is used to determine credential is still a moving target. There is an on-going discussion.

If this committee does not agree with the proposed goals, we have the right to go back and negotiate with the state.

Mr. Louie asked if there are consequences for not hitting the goal. Mr. Kim replied that for the first year, there's a pass. For program years 2017-2018, if we do not hit the targets there will be consequences. Eventually, it could mean a loss of funding.

Moved/Legé, second/Louie, to ratify the final Local Workforce Development Area WIOA Title I, Adult, Dislocated Worker, and Youth performance goals for Program Year 2016-17 and 2017-18.

Roll call vote:

Aye: 5

Nay: 0

Abstentions: 0

Absent: 5 (Bard, Burkhardt, Clawson, Dourgarian, Edwards)

4. **Action Item:** Discussion and Approval of WIA/WIOA “Stretch” Performance Goals

Ms. Smith-Dohring stated that this has been a running topic and has generated insightful and meaningful conversation. At the last meeting, additional information was received on target populations and the percentage of participants served.

Dr. Nye reviewed pages 17-18 regarding the stretch goals. We are not really aiming for low income; need to push the numbers up. Dr. Nye stated that a person earning minimum wage earns roughly \$31,200; we are training on the adult side for the minimum wage. It is not much higher for dislocated workers. There is room for a stretch goal when someone with no skills to earn higher than minimum wage. Dr. Nye would like input because there are so many definitions of what the middle class is. At Los Rios, they are aiming for graduates to earn \$60,000 per year. If we are training for jobs that earn \$25-30,000, that's not good enough. A stretch goal above minimum wage is needed.

Ms. Smith-Dohring stated that this could be challenging because some dislocated workers are very low skilled (Campbell's Soup) so how do you move them from factory to something high wage. Not every job can move to a higher proportional rate.

Mr. Onasch stated that the Department of Rehabilitation is looking at entry to a career path that requires a person make informed choices. Staff needs to look at what the aptitude of the client is and then look at the labor market. It could mean selecting an occupational goal that takes eight years to achieve. There will always be a continuum and the staff will always want to attain a stretch goal but he does not want it to be at the expense of people with special needs.

Dr. Nye stated that the stretch goal should be focused on dislocated workers, not on the general population, and that the stretch goals may be different for dislocated workers than for adults.

Mr. Kim stated that the policy would probably determine the length of how long someone remains in the program and the focus would shift to full time employment. It would also probably impact who would be enrolled.

Ms. Smith-Dohring inquired when you have a scarce resource, do you spread it across everyone or do you say these are people that need resources to get their credential and would then have a higher earning power. We have to decide what we want to do.

Mr. Louie wants to make it more quantifiable than subjective. He wants to make sure the people enrolled will then end up with performance measures met.

Ms. Smith-Dohring stated that as we look at a possible stretch target, do we look beyond one year to three years? We know that we have these people in the pipeline and they are in training to meet the performance measure so we know that in three years we will see the wage growth. This probably will not happen in a year's time.

Dr. Nye stated that enrollment management is very important. The lead measure is what can be measured in a short time and have a lag measure and have action terms and lead measures. The stretch goals can be used to measure what is done in the first year.

The Committee agreed that a stretch goal is to move the median goals in three years to a living wage including adding incremental steps to the number of high school diplomas, and those that are enrolled in credential programs that would lead to that higher wage.

Dr. Nye stated that the board is interested in dislocated workers and increasing the goal above the negotiated rate. This would include adults and dislocated workers.

Mr. Onasch suggested adding more dislocated workers with disabilities. Dr. Nye stated that the dislocated workers seem to have the best chance of increasing the goal.

Mr. Kim stated that the feedback will be utilized to develop a recommendation. All staff will get together to develop a recommendation.

There was no action taken on this item; the committee will revisit this at the next meeting once staff come back with a recommendation.

5. **Action Item:** Discussion and Approval of WIOA High-growth Industry Sectors and Occupational Clusters

At the last meeting, Dr. Nye recommended we hear from Valley Vision to determine high growth industry sectors.

Ms. Trish Kelly provided a look at industry clusters that have high growth potential. These clusters have not been updated for several years. Valley Vision is working with the Center for Excellence on the clusters and some of the clusters were redesigned.

Ms. Milan stated they looked at six clusters; the way the clusters are formed is based on a supply chain relationship. They are looking not only at high demand jobs but what jobs feed into high demand jobs.

Regional labor market information is used to identify the high demand occupations but it excludes a lot of higher level occupations.

Ms. Kelly stated they will be convening more with employers and talk about perhaps adding Tourism/Hospitality to the clusters. They have been coordinating with LMID staff at EDD

Moved/Nye, second/Kossick, to approve the following WIOA high-growth industry sectors/occupational clusters:

- Life Sciences and Health Services
- Advanced Manufacturing
- Information and Communications Technology
- Construction
- Clean Economy
- Food and Agriculture
- Education and Knowledge Creation

Roll call vote:

Aye: 5

Nay: 0

Abstentions: 0

Absent: 5 (Bard, Burkhardt, Clawson, Dourgarian, Edwards)

6. **Public Input:** None.

7. **Adjournment:** The meeting was adjourned at 9:59 a.m.

## ITEM 3 - ACTION

### APPROVAL OF WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) "STRETCH" PERFORMANCE GOALS

#### BACKGROUND

Since the May 20, 2015 Planning/Oversight Committee Meeting, there has been an ongoing discussion regarding establishing performance targets (i.e., "stretch" goals) that would serve as internal performance targets that are in addition to the negotiated performance benchmarks established by the State Employment Development and the California Workforce Development Board (CWDB) for the Sacramento Workforce Development Area.

The Committee discussions have included:

- Review of historical performance over the past five years; all goals met or exceeded
- Review of demographic data (e.g., customer characteristics, education level, and age)
- An interest to focus long-term on one or two key performance metrics, such as Earnings and/or Entered Employment
- Consideration of the impact on vulnerable populations with multiple barriers to employment
- Providing performance incentives, such as bonus points for grant opportunities
- Providing Board recognition for meeting or exceeding goals.

At its September 21, 2016 meeting, the Committee requested that staff return with a recommendation for stretch goals that considers the populations served within the local workforce development area, the self-sufficiency standard for Sacramento County, as well as the California Workforce Development Board's negotiated and approved WIOA performance goals.

As a result, staff is recommending establishing stretch goals for the Entered Employment Rate and Median Earnings measures, as indicated on the attached chart. The chart presents the following two options for the Median Earnings stretch goal:

- Option 1 - +10% increase for both the Dislocated Worker and Adult programs;
- Option 2 - +10% increase for the Dislocated Worker program and +25% for the Adult program to align with the self-sufficiency standard for Sacramento County.

#### RECOMMENDATION:

Review and approve WIOA "stretch goals" for the WIOA Adult and Dislocated Worker program.

**Sacramento Workforce Development Area,  
State Approved WIOA Performance Goals, PY 2016-17**

	<b>Adults</b>	<b>Dislocated Workers</b>
<b>Employment Rate 2nd Quarter After Exit</b>	63.0%	68.0%
<b>Median Earnings 2nd Quarter After Exit</b>	\$4,840	\$7,308

**Recommended Sacramento Workforce Development Area,  
“Stretch Goals”**

	<b>Adults</b>	<b>Dislocated Workers</b>	<b>Increase above State Negotiated Level</b>
<b>Employment Rate 2nd Quarter After Exit</b>	69.3%	74.8%	+10%
<b>Option 1: Median Earnings 2nd Quarter After Exit</b>	\$5,324	\$8,039	+10%
<b>Option 2: Median Earnings 2nd Quarter After Exit</b>	\$6,050	\$8,039	Adult - +25% DW - +10%

## ITEM 4

### DISCUSSION OF SACRAMENTO WORKS, INC. STRATEGIC PLAN

#### BACKGROUND:

This item will provide an opportunity for Planning/Oversight committee members to discuss the Sacramento Works, Inc. strategic plan. A copy of the Executive Summary is attached for review.

Staff will be available to answer questions.

## Sacramento Works Workforce Investment Board Strategic Plan Executive Summary

### Vision: Building a Dynamic Workforce for the Sacramento Region

#### Workforce Goals

The Sacramento Strategic Workforce Development Plan includes the Strategic Goals for SETA and Sacramento Works, Inc. These goals, outlined below, are aligned with the Governor’s Workforce vision and the goals and policy priorities of the California Workforce Plan. In this summary of the Sacramento plan each goal is linked to strategies, action steps, performance metrics, and responsible parties.

**Goal Statement 1: Meet the workforce needs of high demand sectors of the state and regional economies through growth and support of sectors/clusters with high growth potential: Health Services and Life Sciences, Transportation, Production, and Manufacturing, Installation, Maintenance and Repair, Information and Communications Technology, Construction and Clean Energy Technology, Administrative and Support Services, and Agriculture, Food, and Hospitality.**

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
<b>Develop strategic alliances with business associations</b>	1. Participate in Next Economy Business Cluster convening	Alignment of goals and resources	July 2013- June 2014	Sacramento Works Board Members/Workforce Management
	2. Support Sacramento Metropolitan Chamber of Commerce Business Retention and MetroPulse system	Unified planning for region		
	3. Support hiring needs of businesses attracted by SACTO to the region			
	4. Support the Regional Career Academy Initiatives, including Elk Grove USD, Sacramento City USD, and Capital Region Academies for the Next Economy (CRANE) Initiative	Increase in leveraged funding for regional initiatives		
	5. Continue support of California Employers Association Professional Edge training.			
	6. Support the Community College Chancellor’s Office in implementing <u>Doing What Matters for Jobs and the Economy.</u>			



Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
<b>Implement America's Job Center brand for Career Center system</b>	<ol style="list-style-type: none"> <li>1. Incorporate state and national branding (America's Job Centers) with regional brand.</li> <li>2. Finalize a statement representing what the regional workforce development system can provide to employers</li> <li>3. Develop list of core employer benefits/services provided by all WIBs</li> <li>4. Conduct employer focus groups to obtain feedback on brand</li> </ol>	<p>Regional identity for career and training centers created</p> <p>Clear message presented to employers on value of services</p>	July 2013 – September 2013	Employer Outreach Committee/SETA Public Information Officer/ Workforce Management
<b>Quantify and promote success of employer involvement efforts and increase employer involvement and satisfaction</b>	<ol style="list-style-type: none"> <li>1. Develop and promote employer success stories</li> <li>2. Utilize success stories in employer outreach campaign</li> <li>3. Showcase employers who have hired great workers in high wage jobs</li> <li>4. Develop on-line employer customer satisfaction survey</li> <li>5. Survey employers to assess satisfaction with services.</li> </ol>	<p>Conduct on-line employer surveys after completion of service</p> <p>Track employer hires and wages</p> <p>Increase number of employers served</p>	July 2013 – June 2014	Employer Services/One Stop Staff/SETA Public Information Officer

**Goal Statement #2a: Build and Maintain a World-Class Talent Pool by increasing the number of Sacramento residents who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations.**

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
<b>Offer universal access to employment, education and workforce services through the Sacramento Works One Stop career Center system</b>	<ol style="list-style-type: none"> <li>1. Ensure high-speed internet and access to web-based job seeking tools for the Career and Training Center system</li> <li>2. Provide on-line Assessments through Choices, QuickGuide and WorkKeys</li> <li>3. Provide on-line Labor Market and Training</li> <li>4. Provider Information through CareerGPS.com</li> <li>5. Provide on-line Self-sufficiency calculator</li> <li>6. Provide Virtual One stop services through</li> <li>7. CalJOBS and SacWorks systems</li> <li>8. Create interactive orientation workshop</li> <li>9. Develop partnerships to prepare the workforce system to participate in Covered California health outreach programs and immigration reform</li> </ol>	<p>On-line access to virtual tools to assist in career planning and job search</p> <p>Transition to the New CalJOBS Virtual One Stop system.</p> <p>Engagement of customers with career center services</p>	<p>July 2013- June 2018</p>	<p>Planning/Oversight Committee/One-Stop staff/Workforce System Administrator/IT Chief</p> <p>One-stop staff</p>
<b>Increase funding dedicated to training by transitioning to Sacramento Works Training Centers</b>	<ol style="list-style-type: none"> <li>1. Implement Sacramento Works Training Centers</li> <li>2. SWTC link academic, career-technical education and employment in critical occupational cluster</li> <li>3. Recruit and train vulnerable/special populations with barriers to employment</li> <li>4. Focus on middle-skills jobs</li> <li>5. Pilot “affinity” group training for specific customer groups or in specific priority clusters.</li> </ol>	<p>Funds allocated to training increases to at least 50%</p> <p>More effective training models</p>	<p>July 2013 – June 2014</p>	<p>Planning/Oversight Committee/Workforce Management</p>
<b>Invest in a sector approach to occupational skills training that prepares job seekers for career pathways to middle skilled jobs that ensure self-sufficiency</b>	<ol style="list-style-type: none"> <li>1. Priority clusters: Health Services and Life Sciences Transportation, Production, and Manufacturing Installation, Maintenance and Repair Information and Communications Technology Construction and Clean Energy Technology Administrative and Support Services Agriculture, Food, and Hospitality</li> </ol>	<p>Allocate 90% Workforce Investment Act training funds to train a workforce to meet the demand of regional employers in the critical occupational clusters</p>	<p>July 2013 – June 2014</p>	<p>Planning/Oversight Committee</p>

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
<b>Support industry advisory roundtables to provide input on the barriers that employers face in hiring individuals as well as skill gap deficiencies in the regional workforce</b>	<ol style="list-style-type: none"> <li>Utilize Board Initiative funds to support convening of employers to identify skills gaps and emerging occupations in: <ul style="list-style-type: none"> <li>Information and Communications Technology</li> <li>Clean Energy Technology</li> <li>Health Services and Life Sciences</li> <li>Transportation, Production and Advanced Manufacturing</li> <li>Agriculture, Food, and Hospitality</li> </ul> </li> </ol>	<p>Employer Convening completed in each cluster</p> <p>Identification of skills gaps and emerging occupations</p>	September 2013 December 2013	Planning/Oversight Committee/Next Economy Leadership
<b>Increase coordination with DAS approved pre-apprenticeship and apprenticeship training programs.</b>	<ol style="list-style-type: none"> <li>Continue partnership with American River College STRIPE and PowerPathways pre-apprenticeship programs</li> <li>Implement Memorandum of Understanding with Sac Valley Apprenticeship Training Coordinators.</li> <li>Increase Apprenticeship Training programs on ETPL</li> <li>Pilot co-enrollment process with Sacramento Area Electrical Training Center</li> </ol>	Co-enrollment policy and leveraged funding	April 2013 – June 2015  July 2013  July 2013- August 2013 August 2013	Workforce Management/One Stop staff
<b>Leverage funding to implement Innovative training strategies to fill skills gaps</b>	<ol style="list-style-type: none"> <li>Implement WIA 25% Multi-sector grant to address the retraining and employment needs of workers dislocated from mass layoffs</li> <li>Utilize WIA NEG and CalWORKs/AB98 grant funding to provide long-term unemployed dislocated workers and CalWORKs recipients On-the-Job Training opportunities in the private sector.</li> <li>Utilize Special Employment Training (SET) grants funded by the State of California’s Employment Training Panel (ETP), to provide entrepreneurial training to business owners, and vocational skills training to new hires, including veterans, ex-offenders and at-risk youth</li> <li>Leverage Trade Adjustment Assistance Act funds with WIA to retrain workers</li> <li>Utilize WIA funds to contract for cohort training from community college to expand course offerings in priority clusters</li> </ol>	Increase in training opportunities available in the region	July 2013 – June 2018	Workforce Management/Partners and Stakeholders
<b>Utilize layoff aversion strategies</b>	<ol style="list-style-type: none"> <li>Business Services/Small Business Assistance</li> <li>MetroPulse/Business outreach</li> <li>Labor Market Research</li> <li>Incumbent Worker Training</li> </ol>	Aversion of layoff through business supports and incumbent worker training		Workforce Management/Employer services and one stop staff

**Goal Statement #2b: Build and maintain a world class talent pool by increasing the number of high school graduates and providing high school drop-outs and other high risk youth with the skills necessary to prepare them for postsecondary education, apprenticeship programs and/or a career.**

<b>Strategy</b>	<b>Action Steps</b>	<b>Performance Metrics</b>	<b>Timeframe</b>	<b>Responsible Parties</b>
<b>Target high risk youth for services</b>	<ol style="list-style-type: none"> <li>1. Target youth 16-21 who are unemployed, dropouts, disabled, foster or former foster youth, and/or youth involved with the criminal justice system</li> <li>2. Identify and share best practice strategies for serving high risk youth</li> <li>3. Expand GED and high school completion opportunities</li> <li>4. Create and pursue opportunities for funding and career pathways</li> </ol>	Expanded training opportunities for high risk youth	July 2013- June 2014	Youth Council/ Youth Services staff
<b>Improve academic achievement, Prepare Youth to Succeed in Academics and Employment and Support Youth Development</b>	<ol style="list-style-type: none"> <li>1. Improve academic achievement</li> <li>2. Provide occupational skills training and career pathways</li> <li>3. Support youth development through leadership, mentoring, guidance and counseling, and follow-up.</li> <li>4. Implement innovative youth strategies, including youth related green strategies, career pathways, service learning.</li> <li>5. Partner with K-12 districts, regional career academies post-secondary educational institutions, and employers to increase high school graduation rates and prepare students for college and/or a career.</li> </ol>	Increase high school completion and entrance rates to college or careers	July 2013- June 2014	Youth Council/ Youth Services staff
<b>Provide services for juvenile justice involved youth</b>	<ol style="list-style-type: none"> <li>1. Full implementation of Sacramento Ceasefire</li> <li>2. Leverage WIA funding with City of Sacramento, County Probation, California Endowment and Kaiser Foundation, and Department of Justice funding.</li> </ol>	Decrease in gang violence and recidivism	October 2014	Youth Council/ Youth Services staff

**Goal Statement #3: Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking**

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
<b>Work Regionally to ensure cooperation and leveraged funding</b>	<ol style="list-style-type: none"> <li>1. Address barriers to qualifying for State's Eligible Training Provider list.</li> <li>2. Develop procurement model for cohort training</li> <li>3. Implement pilots and career pathways in priority clusters</li> <li>4. Continue membership in the Northern California Rapid Response Roundtable</li> <li>5. Support innovation and foster cooperation and system alignment between education, human services, apprenticeship programs, economic development and the workforce system</li> </ol>	<p>Community Colleges and Apprenticeship programs increase course listings on ETPL</p> <p>Coordinated response to layoffs Achieve better results for job seekers and employers</p>	<p>July 2013 – February 2014</p>	<p>Workforce Management and One Stop Support staff</p>
<b>Convene and Partner with Key Stakeholders to identify gaps and develop strategies to address them</b>	<ol style="list-style-type: none"> <li>1. Convene regional WIBs to refresh regional strategic plan</li> <li>2. Continue support of Next Economy Capital Region Prosperity Plan and “Doing What Matters for Jobs and the Economy”</li> <li>3. Build relationships with labor, education, and community based organizations.</li> <li>4. Prioritize services to populations with skills deficiencies and barriers to employment</li> </ol>	<p>Alignment of plans</p>	<p>July 2013 – February 2014</p>	<p>Executive Committee</p>
<b>Continue to compete for grants from a variety of funding sources to meet the needs of employers and jobs seekers in the region</b>	<ol style="list-style-type: none"> <li>1. Continue participating in consortiums to submit grants. (Northern California and Regional WIBs and other education and Workforce partners).</li> <li>2. Develop regional grant management strategy</li> <li>3. Develop logic model with strategies focusing on clusters and partners</li> </ol>	<p>Increase services for employers and job seekers</p>	<p>On-going</p>	<p>Workforce Managers and One Stop Support staff</p>

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
<b>Improve and implement the Virtual One-Stop (VOS) technology</b>	1. Gain better understanding of the State's functional set-up and operational features of the California Workforce Services Network (CWSN)	Continue to identify questions on CWSN for State and Geographic Solutions	On-going	IT Chief, Workforce System Administrator, Workforce Management and One-Stop Support staff
	2. Continue to identify data to be converted, identify fixes and enhancements for effective implementation	Data identification List of fixes and enhancements	On-going On-going	
	3. Continue to create plans to make required functional and operational changes in advance of CWSN conversion	Initial plan created	On-going	
	4. Continue to develop capacity of training team, staff and partners on VOS modules	Staff and partner training	On-going	
	5. Execute training plan	Staff training	Upon launch	
	6. Verify and validate data conversion to CWSN successful		Upon completion of CWSN conversion	
<b>Develop, improve and implement system strategies to ensure optimum performance outcome results</b>	1. Bamboo reporting system and report dashboard	Dashboard reports identified	7/1/2013	IT Chief, Workforce System Administrator, Workforce Managers and Supervisors and One-Stop Support staff
	2. Use of Bamboo reports by CWSN			
	3. Implement the use of FutureWorks performance tracking system		7/1/2013	
	4. Train staff on use of FutureWorks			
	5. Develop and update FutureWorks report dashboard	Staff training	On-going On-going	
	6. Access additional data (wage and employment)			
	7. Use of high tech and touch	Performance		
	8. Identify performance deficiencies (goal and systemic) utilizing reports	Accountability and Continuous	On-going	
	9. Develop and implement policies and procedures to improve performance deficiencies (goal and systemic)	Improvement	On-going	