



WIOA Policy Work Group  
Kickoff Meeting – 2/23/2018 9-10 AM (Conference Call)  
Meeting Minutes

**Attendees**

Erin Roth, Francine Trout, Natalie Clements, Rena Burkowsky, Lloyd Day, Lauren Gilwee, Charles Hunt, Matt Jackson, Kim Lightfoot, Sara Muempfer, Patricia Myer, Mary Sloat, Jacqueline “Tina” Turner, and Wesley Wilson

**Handouts**

- Agenda,
- The Policy Committee Roster,
- The Benchmarks of Success for Maryland’s Workforce System,
- The Committee Organizational Chart,
- The Global Work Plan, and
- The Draft Policy Committee Charter

**Minutes**

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**I. Introductions and Welcoming Remarks**

- See document titled “WIOA Policy Group\_Roster\_2.2018”.
- The committee will be chaired by Erin Roth and Francine Trout. Erin Roth is the Director of Policy for the Maryland Department of Labor, Licensing and Regulation (DLLR), Division of Workforce Development and Adult Learning (DWDAL). Fran Trout is the Title I Director for the Mid-Maryland Workforce Development Area.
- Natalie Clements (Policy Analyst for DLLR DWDAL) will be the committee coordinator, responsible for the committee logistics (i.e. scheduling meetings, taking minutes, etc.).
- In building the membership for this committee, Francine and Erin looked for representation from the whole WIOA family, including all of the titles, geographically across Maryland, both State and local, but also partners who are not part of the core WIOA programs (e.g. libraries and Annie E. Casey Foundation).

**II. *Benchmarks of Success for Maryland’s Workforce System***

- Background on initiative:
  - See document titled “MD Goals and Benchmarks\_Final\_8.2017”.
  - The *Benchmarks* are meant to push us to where we want to go as a system.

- Our Maryland WIOA Combined State Plan uses the mantra of “people before performance.” This does not mean that Maryland is not data-driven; instead, it is saying that the customers should be placed at the heart of decision-making. Maryland has many complex systems that are difficult to navigate, and the customer needs to be considered at the front-end of the structure. This also means that a customer should not be turned away because they are ‘hard to serve’, requiring more time and resources.
  - The federal compliance-related performance measures are not the end all, be all in measuring our workforce system’s success. The WIOA federal compliance measures deal only with “Did you get a job? Did you keep a job? How much money are you making?” TANF measures center around the Work Participation Rate.
  - Maryland has historically been in the green when it comes to compliance performance measures, but we recognize room for improvement. In the WIOA State Plan, Maryland committed to exploring how to measure success beyond the compliance measures.
  - Maryland is one of 8 states that participated in the U.S. Department of Health and Human Services’ Systems to Family Stability National Policy Academy, where it organically began discussions of what success means for the state.
  - The WIOA Alignment Group had also been in discussions of what success will be. The culmination of these discussions between Maryland’s WIOA Alignment Group and the National Policy Academy team is the *Benchmarks of Success* initiative. The Alignment Group created the *Benchmarks* document, put it out for comment (received hundreds of comments), and reviewed each comment for discussion and, at times, incorporation. From there, the Governor’s Workforce Development Board reviewed and approved the *Benchmarks of Success* initiative.
  - Chairman Louis Dubin talked about the *Benchmarks* initiative while testifying in front of Congress in support of maintaining workforce funding. There is high-level buy-in for the *Benchmarks* initiative.
  - The State Plan must be updated every 2 years, and the current revised draft recently went through a public comment period. The plan was refined but did not change direction. The *Benchmarks* are at the front and center of the plan.
- Goals of initiative:
    - The *Benchmarks of Success for Maryland’s Workforce System* is a leadership tool. It will help us to be customer-focused and to focus on the elements of success that we believe matter most.
    - This is not a punitive tool. This is to help us more deeply understand how the State is currently doing and to take the opportunity to do better.
    - The *Benchmarks* articulate a shared vision between WIOA agencies. This vision for Maryland is to increase the earning capacity of Marylanders by maximizing access to employment, skills and credentialing, life management skills, and supportive services. This will be achieved through the 5 strategic goals, including:

- Increase earning capacity of Maryland’s workforce system customers by maximizing access to employment;
    - Increase earning capacity of Maryland’s workforce system by maximizing access to skills and credentialing;
    - Increase earning capacity of Maryland’s workforce system by maximizing access to and use of life management skills;
    - Increase earning capacity of Maryland’s workforce system customers by eliminating barriers to employment; and
    - Strengthen and enhance the effectiveness and efficiency of Maryland’s workforce system.
  - The last strategic goal is for collaboration, recognizing that we cannot succeed in accomplishing this initiative without partnership.
  - This committee will focus on these goals from a policy standpoint, considering the agencies’ different data systems.
- Committee structure:
  - See document titled “Org Chart\_Benchmarks\_2018”.
  - Erin described the role each of the other Work Groups will play and how all of the groups will work closely together to achieve this complex, but important undertaking. Highlights from this overview:
    - To achieve the *Benchmarks*, a high-level group for leadership (i.e. Secretaries) was created as an opportunity for growth in Maryland. This is the Executive Steering Committee. They have had 1 meeting so far, and their next one is scheduled for 3/14.
    - The other 3 groups are also in the process of kickoff meetings. Their purposes are listed on the org chart. All of these need to work together to achieve the *Benchmarks* successfully, so the communications committee created a communication plan to be approved by the Alignment and Executive steering committees.
  - The *Benchmarks* messaging will lead with the goals, not the numbers. The Professional Development committee will educate people on what the *Benchmarks* are. Later, they will help plan and develop technical assistance to go alongside policy. The Data and Dashboard committee determine all things measurement (e.g. how they are measured today, how different agencies define terms). This committee will develop a transparent dashboard to sit on the website.
  - This is the third iteration of the WIOA policy committee. The first iteration was formed to determine the policy needs under WIOA as well as for the State Plan. The second iteration was for continuing to determine the policy needs and build the state’s framework. For this 3rd iteration, the WIOA Alignment Group and Executive leadership evaluated the committee structure.
    - In its first iteration, the policy committee started off with about 40 members, for the focus was on building a team and structure for agencies to work together.

- Now, the new policy committee has been restructured. There are (currently) 17 members to help ensure there is a manageable number to accomplish its hands-on goals.
  - This iteration of the policy committee will focus on the policy changes needed to achieve the vision articulated in the *Benchmarks*.
- Role of Policy Committee and deliverables:
  - See document titled “Benchmarks of Success\_2018 Global Work”:
    - The Global Work Plan lists all of the activities and deliverables for all of the committees by quarter for the year. The policy committee’s main deliverable is a report due in August. This report will guide the *Benchmarks* implementation work for 2019.
    - The policy committee might bring in other participants ad hoc depending on the topic under consideration.
  - See document titled “Charter for Policy Committee – DRAFT REVISED”:
    - There are a couple words that can be changed in the draft charter. The most important piece of the document is the committee goals.
    - One word should be changed in the “Vision” (“districts” to “areas”) to align with Maryland-familiar language.
    - Additionally, the “Committee Goals” should be adjusted to account for communication with the other committees as well as the report deliverable.
    - The final change should be under “Membership and Roles”, for the committee currently has 17 members, but the charter calls for a total of 12-16 members.
    - The committee membership should be kept at a manageable number, for the work will be hands on. In developing the membership list, Erin and Francine considered partner organizations, geographic diversity, and state and local representation in determining who they need to work a little closer with. The group can add more voices later as needed (or ad hoc, e.g. for the health partners). Right now, all of the core partners are represented.
    - If a committee member thinks that a voice is missing, they can email Erin, Francine, or Natalie with their suggestion.
    - There will likely be a 2019 iteration of the charter and membership list. This committee is volunteer-based, so if a member does not have the capacity to participate, then they should let Erin, Francine, or Natalie know.
    - Natalie will send out a revised charter to the policy committee. Members must send their comments, edits, etc. by Friday, March 2, 2018. If no comments are received, then it will be assumed that the revised charter is approved.

### III. Finalize Policy Group Charter

- If no comments are received on the revised charter by Friday, March 2, 2018, then it will be assumed that the revised charter is approved.

### IV. Next Steps

- Set 2018 meeting schedule (upcoming meetings 3/15, 3/22 already set)
  - Our next meeting is on March 15<sup>th</sup> and will be more interactive than this kickoff meeting (not as much background information). All committee members should come prepared to share ideas of what we need to focus on for 2018. The meeting will be held at the Howard Co Workforce Center, and all members are encouraged to attend in person. From this meeting, the committee will agree upon 6-7 items to focus on for this year. If a member is unable to make this meeting, then they should send an email or call Erin, Francine, or Natalie with their ideas.
  - The second upcoming meeting is on March 22<sup>nd</sup>. This meeting is where the committee will start focusing on the topics decided on in the previous meeting. Erin and Francine already have the first topic for the committee to do a deep dive into. This meeting will be at the Annie E. Casey Foundation.
    - a. A couple of years ago, the Annie E. Casey Foundation commissioned a report from a consultant group as a result of the 2015 civil unrest in Baltimore. The goal was to lift up 7 community leaders in the city that were doing great work around community voice.
    - b. The research project used focus groups and targeted questions with young people to see why they were or were not engaging in education and workforce development programs. This resulted in a set of recommendations of how to engage the community youth voice in decision-making and program development.
    - c. This report connects to the Maryland Combined WIOA State Plan, for the plan calls for jobseeker advisory councils.
    - d. The report will be sent to the policy committee members before the March 22<sup>nd</sup> meeting.
    - e. Erin heard from the consultant group a couple of months ago and was thoroughly impressed.
    - f. The invitation has been extended to the WIOA Alignment Group members for this meeting.
  - For the remainder of our 2018 meetings, a Doodle Poll will be sent out to gauge committee members' availability. Once a date/time is nailed down, calendar invites for 2018 will be sent out. The committee can expect to have standing 2 hour meetings on the books.
- Work towards deliverables:
  - The GWDB chairman, Louis Dubin, is a business man. He is eager to roll out the Global Work Plan and will hold the committee accountable to the plan.