



## TELEPHONIC EXECUTIVE COMMITTEE MEETING – 3-20-08 MINUTES/RECORD OF ACTION/APPROVAL ATTACHED

### Action Items

- 1) 2008 Budget Discussion, **page 3**
- 2) PY 2007 Revised Budget, **page 8**
- 3) WWDA Modified 2007 Budget, **page 13**
- 4) CLM OPS-22 – Assurance Statement, **page 15**
- 5) Amendment to Bylaws to Include Provisions for Board Member Leaves of Absence, **page 16**
- 6) Appointment of Rob Adamiak as Interim Chair to Manufacturing & Distribution Committee, **page 17**
- 7) Acceptance of CLM February 2008 Administrative Monitoring Report, **page 18**
- 8) Fee for Services Feasibility Study, **page 27**
- 9) Action Plan to Address Employer Survey Feedback, **page 31**

**CLM WORKFORCE CONNECTION  
TELEPHONIC EXECUTIVE COMMITTEE MEETING**

**MINUTES**

DATE: December 6, 2007  
PLACE: Enterprise Center, Ocala, FL  
TIME: 9:00 am

**MEMBERS PRESENT**

Brett Wattles, Fla First Enterprise  
Sharon Cooper, CFCC  
Tim Dean, Pro Poly of America  
Michael Biskie, Monterey Boats  
Desmond Knight, Central Fla Elec Coop  
Paula Anspach

**MEMBERS ABSENT**

Pat Reddish, Signature Brands  
Pamela Michell, MRMC

**OTHER ATTENDEES**

Rusty Skinner, CLM  
Val Kelly, CLM  
Kathleen Woodring, CLM  
Margaret Spontak, CLM  
Grace Bynum, CLM  
Susan Roberts, WWDA  
Julie Poole, Duggan Joiner  
Philip Bledsoe, Duggan Joiner

**CALL TO ORDER**

The meeting was called to order by Brett Wattles, Chair

**ROLL CALL**

The roll was called by Val Kelly and a quorum declared present.

**APPROVAL OF MINUTES**

**Michael Biskie made a motion to approve the minutes from the 9-7-07 and 10-18-07 meetings. Seconded by Paula Anspach. Motion Carried.**

**ACTION ITEMS**

The action sheets that are attached represent the presentations by Rusty Skinner and the action taken by the Committee.

**Telephonic Executive Committee Meeting  
December 6, 2007**

**BUDGET DISCUSSIONS**

Refer to attached Action Sheet and attachments for details on 2008 budget discussions. He briefed on WIA recission, TANF allocations and the Business and Competitiveness Fund. Mr. Skinner also advised that Chris Hart (Workforce Florida, Inc.) will be attending the next board meeting on March 27<sup>th</sup> and urged members to ask critical questions especially regarding budget reductions. The state has agreed to assist with some dollars but to-date no amount has been given. He also stressed the importance of members (the private sector) contacting legislators in support of the Business and Competitiveness Fund.

**STATUS REPORTS/DISCUSSION ITEMS**

- 1) Kathleen Woodring updated members on committee highlights such as the BEST Grant (Bridge to Manufacturing and Health Program). She briefed on how well the program has progressed and a presentation will be made at the Board Meeting on December 13<sup>th</sup>. Michael Biskie mentioned that he had attended two graduations; Monterey Boats has hired two students as a result of the program.
- 2) Rusty Skinner updated members on the Legislative Agenda and its progress.
- 3) Paula Anspach and Margaret Spontak briefed on the annual conference, task force meetings and survey results. The conference is tentatively set for May 7<sup>th</sup> at the Ocala Hilton. The task force will meet on Monday, December 10<sup>th</sup> to discuss marketing plan, budget, speakers, etc.
- 4) Rusty Skinner updated members on his surgery and progress.

**MATTERS FROM THE FLOOR**

None.

**ADJOURNMENT**

There being no further business, the meeting was adjourned.

**APPROVED:**

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## RECORD OF ACTION/APPROVAL

Executive Committee – 3-20-08

### TOPIC/ISSUE:

2008 Budget Discussion

### BACKGROUND:

### POINTS OF CONSIDERATION:

Refer to attached slides and budget projections for details on budget discussions.

Also to be discussed are various options (strategies) to balance budget due to reduced funding including the possibility of re-locating to 14<sup>th</sup> St and terminating the Enterprise Center Lease (\$110,000 budget expense).

### STAFF RECOMMENDATIONS:


### COMMITTEE ACTION:

**Pat Reddish made a motion to approve Initial Budget Plan – Program Fund Priority. Seconded by Paula Anspach. Motion Carried.**

There was lengthy discussion regarding the Enterprise Center Lease (there is a 90-day lease termination clause – notice would have to be given by the end of the month). Members felt it was important to remain at the Enterprise Center if at all possible due to the cohesive partnership between CLM, CFCC and the EDC. Members requested Mr. Skinner to discuss lease options/alternatives with Dr. Pealer of the Foundation and report back.

**Paula Anspach made a motion to approve. Seconded by Rob Adamiak. Motion Carried.**

### BOARD ACTION:



Employment solutions that work for business

**C L M WORKFORCE CONNECTION**  
Employment solutions that work

## 2008 Budget Discussion

March 2008

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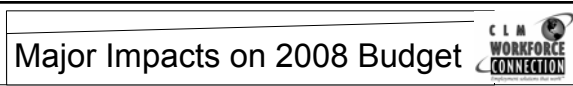
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### Major Impacts on 2008 Budget

- Recission of WIA
- New WIA 2008-09 Allocations (release date April 2008)
  - Limited, if any carry forward from current year
- State legislature
  - TANF allocations
  - Business and Competitiveness Fund
  - Reed Act request by AWI- \$12 million

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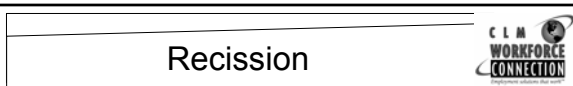
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### Recission

- USDOL still has not issued instructions
- Expected date of instructions: April 2008
- State turn around for regional impact- 2 or 3 weeks
- Earliest recission numbers: May 2008
- Greatest impact on Youth programs
- Unallocated and planned expenditures analyzed for use
- Budget reviews planned for March 31; April 30

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## 2008 WIA Allocations

- Due in April with recession data
- Uncertain due to
  - Reduced national funding
  - Allocation data has not been issued
- Planning on 2007 base allocations
  - Not anticipating carry forward
  - Actual carry forward, if any, is a hedge

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## State Legislature

- TANF
  - Governor's budget at last year's level
  - Being scrutinized by Legislature
    - Reduced caseloads
    - Overall budget shortage
  - FWDA arguing for continuing because economic situation's potential impact
  - Same level funding is essential

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## State Legislature

- Business and Workforce Competitiveness Fund
  - Not state revenue
  - Employer contributions for training
  - Will provide each workforce region funds for employed worker training without "strings"
  - Not substantial in amount, but a major policy initiative: \$5 Million statewide
  - WFI to establish allocation approach
    - FWDA has proposal: base for each region, then allocation based upon employers contributing
  - Positive support; status uncertain, may be perceived as tax increase

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## State Legislature

- Reed Act Funding
  - “Refund” of federal UI payments
  - Currently in UI Trust Fund
  - Can only be used for infrastructure: One Stops
  - Last year \$8M budgeted
  - AWI requesting \$12M for local one stops
    - AWI asking for additional \$9M for their operations
  - Status uncertain
    - Told not to make it annual last year
  - FWDA favors Business and Workforce Fund over Reed Act funding

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## Initial Budget Plan

- Use last year’s base allocations for WIA, Wagner-Peyser pass-through and TANF
- Establish 2008 funding based on base allocations
- Adjust base funding as details on rescission; carry forward and new allocations become available.

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## Initial Budget Plan: Program Fund Priority

WIA Adult/DW	WIA Youth	TANF	WP pass
One Stop Svcs	One Stop Svcs	One Stop Svcs	One Stop Svcs Support
Training	Training	Training	Testing and Assessment
Non-One Stop Svcs	Non-One Stop Svcs	Support	

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	Adult	Youth	Rapid Response	Dis. Navigator	Dislocated Worker	Total AWI	Reed Act	WTP	Total
Revenue Current/Projections									
2007	1,007,810	584,950	66,405	54,491	433,558	474,486	183,974	2,228,514	\$5,036,195
2008	400,071	379,741	66,405	40,000	400,051	466,087		2,005,663	\$3,760,026
Projected Reduction	<b>607,739</b>	<b>205,209</b>	<b>0</b>	<b>14,491</b>	<b>33,507</b>	<b>8,399</b>	<b>183,974</b>	<b>222,851</b>	<b>\$1,276,169</b>
Expenditures as of December 07	420,699	363,131	35,392	25,450	179,958	225,000	91,987	881,362	2,222,979
Expenditures X 2 for June 30	841,398	726,262	70,784	50,900	359,916	450,000	183,974	1,762,724	4,445,958
2008 Revenue - 2007 Expenditures	<b>-441,327</b>	<b>-346,521</b>	<b>-4,379</b>	<b>-10,900</b>	<b>40,135</b>	<b>16,087</b>	<b>-183,974</b>	<b>242,939</b>	<b>-685,932</b>





## **RECORD OF ACTION/APPROVAL**

**Executive Committee- 3-20-08**

### **TOPIC/ISSUE:**

Program Year 2007 revised budget.

### **BACKGROUND:**

A notification of WIA programs rescissions by DOL was made in January. Because this is projected to effect the current program year, adjustments to the 2007 budget are necessary.

### **POINTS OF CONSIDERATION:**

Tentative estimated staff incentives that were approved back in December 2007 were taken out of the budget to offset the deficits created by the projected estimated rescissions. Also included are released 2006 short and long term incentives which totals \$72,916.

### **STAFF RECOMMENDATIONS:**

Approval of revised 2007 budget (attachment).

### **COMMITTEE ACTION:**

Pat Reddish made a motion to approve. Seconded by Paula Anspach. Motion Carried.

### **BOARD ACTION:**

	ADULT	YOUTH O/S	YOUTH I/S	TAA 2007	TAA 2006	RAPID RESPONSE	REBUILD	Ready to Work 2006	DISABILITY NAVIG	BEST III	DISL. WORKER	TOTAL WIA
<b>REVENUE</b>												
P.Y. 2007 CONTRACTS	383,754	188,623	164,363	6,600	0	66,405	0	0	57,306	333,333	345,366	1,545,750
CARRYFORWARD	355,739	111,200	94,009	0	3,364	0	26,858	58,449	0	0	285,507	935,126
INTERTITLE TRANS	252,000	0	0	0	0	0	0	0	0	0	-252,000	0
<b>TOTAL REVENUE</b>	<b>991,493</b>	<b>299,823</b>	<b>258,372</b>	<b>6,600</b>	<b>3,364</b>	<b>66,405</b>	<b>26,858</b>	<b>58,449</b>	<b>57,306</b>	<b>333,333</b>	<b>378,873</b>	<b>2,480,876</b>
<b>EXPENDITURES:</b>												
<b>ADMIN AVAILABLE</b>												
ADMIN PERCENT	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
<b>TOTAL ADMIN AVAILABLE</b>	<b>99,149</b>	<b>29,982</b>	<b>25,837</b>	<b>660</b>	<b>336</b>	<b>6,641</b>	<b>2,686</b>	<b>5,845</b>	<b>5,731</b>	<b>33,333</b>	<b>37,887</b>	<b>248,088</b>
<b>CLM ADMIN. STAFF</b>												
<b>PROJECTED EXPEND</b>	<b>73,776</b>	<b>19,564</b>	<b>25,569</b>	<b>530</b>	<b>302</b>	<b>4,223</b>	<b>0</b>	<b>5,242</b>	<b>3,755</b>	<b>0</b>	<b>35,531</b>	<b>168,493</b>
TOTAL ADMIN % FUNDS AVAIL	7.44%	6.53%	9.90%	8.02%	8.98%	6.36%	0.00%	8.97%	6.55%	0.00%	9.38%	6.79%
<b>BALANCE AVAIL XFER TO PROG SV</b>	<b>25,373</b>	<b>10,418</b>	<b>268</b>	<b>130</b>	<b>34</b>	<b>2,418</b>	<b>2,686</b>	<b>603</b>	<b>1,975</b>	<b>33,333</b>	<b>2,356</b>	<b>79,595</b>
<b>PROGRAM SERVICES:</b>												
<b>SERVICE PROVIDER CONTRACTS;</b>												
LCSB												0
AWI/GW STAFF TRAVEL												0
CLM (marketing)/Interview USA								53,207	7,631	24,000		84,838
HENKELS & MCCOY		160,000	40,000									200,000
DISABILITY NAVIGATOR-CLM												0
SPECIAL SERVICES/Phoenix House							<b>12,653</b>					12,653
WWDA (Staff & Operating Budget)	257,873					23,400			35,411	72,165	149,000	537,849
ADJ. TO WWDA OPERATING	-50,000		-16,000								-7,000	-73,000
WWDA (O/S YOUTH SERVICES)		0	100,000									100,000
INCUMBENT WORKER	100,000											100,000
EMPLOYED WORKER	165,000										30,000	195,000
<b>SUB TOTAL SERVICE PROVIDER</b>	<b>472,873</b>	<b>160,000</b>	<b>124,000</b>	<b>0</b>	<b>0</b>	<b>23,400</b>	<b>12,653</b>	<b>53,207</b>	<b>43,042</b>	<b>96,165</b>	<b>172,000</b>	<b>1,157,340</b>

	ADULT	YOUTH O/S	YOUTH I/S	TAA 2007	TAA 2006	RAPID RESPONSE	REBUILD	Ready to Work 2006	DISABILITY NAVIG	BEST III	DISL. WORKER	TOTAL WIA
<b>CLM SUPPORT SERVICES;</b>												
ONE STOP INFRASTRUCTURE	7,247	2,354	3,076	0	0	508	0	0	452	3,254	2,749	19,640
ONE STOP CENTER OPERATING	14,539	15,728	11,626	0	0	0	0	0	0	0	1,778	43,671
CLM PROGRAM SUPPORT	154,180	43,799	56,235	0	0	9,288	0	0	8,260	16,102	71,953	359,816
COMMUNITY OUTREACH	24,453	6,486	8,476	0	0	1,400	0	0	1,245	0	12,059	54,118
STAFF TRAINING	8,857	2,877	3,760	0	0	621	0	0	552	3,977	3,360	24,004
STAFF INCENTIVES	0	0	0	0	0	0	0	0	0	0	0	0
INTERNET DEVELOP	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL CLM SUPP SVCS</b>	<b>209,276</b>	<b>71,243</b>	<b>83,173</b>	<b>0</b>	<b>0</b>	<b>11,817</b>	<b>0</b>	<b>0</b>	<b>10,509</b>	<b>23,333</b>	<b>91,899</b>	<b>501,249</b>
<b>DIRECT PARTICIPANT COST</b>	<b>203,000</b>	<b>48,500</b>	<b>25,000</b>	<b>6,070</b>	<b>3,062</b>	<b>25,000</b>	<b>14,205</b>	<b>0</b>	<b>0</b>	<b>213,835</b>	<b>79,000</b>	<b>617,672</b>
<b>TOTAL DIRECT CLIENT</b>	<b>885,149</b>	<b>279,743</b>	<b>232,173</b>	<b>6,070</b>	<b>3,062</b>	<b>60,217</b>	<b>26,858</b>	<b>53,207</b>	<b>53,551</b>	<b>333,333</b>	<b>342,899</b>	<b>2,276,261</b>
<b>EXCESS</b>	<b>32,568</b>	<b>516</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>1,965</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>443</b>	<b>36,122</b>
<b>SUMMARY</b>												
<b>TOTAL AVAILABLE</b>	<b>991,493</b>	<b>299,823</b>	<b>258,372</b>	<b>6,600</b>	<b>3,364</b>	<b>66,405</b>	<b>26,858</b>	<b>58,449</b>	<b>57,306</b>	<b>333,333</b>	<b>378,873</b>	<b>2,480,876</b>
<b>TOTAL DIRECT CLIENT</b>	<b>885,149</b>	<b>279,743</b>	<b>232,173</b>	<b>6,070</b>	<b>3,062</b>	<b>60,217</b>	<b>26,858</b>	<b>53,207</b>	<b>53,551</b>	<b>333,333</b>	<b>342,899</b>	<b>2,276,261</b>
<b>TOTAL ADMINISTRATIVE</b>	<b>73,776</b>	<b>19,564</b>	<b>25,569</b>	<b>530</b>	<b>302</b>	<b>4,223</b>	<b>0</b>	<b>5,242</b>	<b>3,755</b>	<b>0</b>	<b>35,531</b>	<b>168,493</b>
<b>TOTAL BUDGETED COST</b>	<b>958,925</b>	<b>299,307</b>	<b>257,742</b>	<b>6,600</b>	<b>3,364</b>	<b>64,440</b>	<b>26,858</b>	<b>58,449</b>	<b>57,306</b>	<b>333,333</b>	<b>378,430</b>	<b>2,444,754</b>
<b>EXCESS/(DEFICIENCY)</b>	<b>32,568</b>	<b>516</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>1,965</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>443</b>	<b>36,122</b>
												36,122
												0
<b>REVENUE SUBSCHEDULE</b>												
PY 2007 NEW FUNDS	<b>400,071</b>	<b>202,000</b>	<b>177,741</b>	6,600		66,405			57,306	333,333	<b>400,051</b>	1,643,507
<i>Estimated recission</i>	<b>-47,567</b>	<b>-13,377</b>	<b>-13,378</b>								<b>-54,685</b>	<b>-129,007</b>
PY 2006 ST INCENTIVES	<b>15,625</b>											15,625
PY 2006 LT INCENTIVES	<b>15,625</b>											15,625
<b>TOTAL PY 2005 FUNDS</b>	<b>383,754</b>	<b>188,623</b>	<b>164,363</b>	6,600	0	66,405	0	0	57,306	333,333	345,366	1,545,750
<b>CARRYFORWARD</b>												
PARTICIPANT	<b>300,413</b>	<b>79,000</b>	<b>72,769</b>		<b>3,364</b>		<b>26,858</b>	<b>58,449</b>	<b>0</b>		<b>218,455</b>	759,308
PY 2005 ST INCENTIVES	<b>18,000</b>	<b>16,000</b>	<b>6,240</b>								<b>67,052</b>	107,292
PY 2005 LT INCENTIVES	<b>37,326</b>	<b>16,200</b>	<b>15,000</b>									68,526
<b>TOTAL CARRYFORWARD</b>	<b>355,739</b>	<b>111,200</b>	<b>94,009</b>	0	3,364	0	26,858	58,449	0	0	285,507	935,126

	WAGNER PEYSER	VETERAN DVOP	VETERAN LVER	WP REEMPL	FSET	UC	JOB CORP	TOTAL AWI	WTP	Ready to Work 2007	CHOICE III	TOTAL	GRAND TOTAL
<b>REVENUE</b>													
P.Y. 2007 CONTRACTS	277,509	28,721	31,438	0	65,215	68,147	4,896	475,926	2,228,514	39,200	132,422	2,400,136	4,421,812
CARRYFORWARD	33,076	0	0	0	0	0	0	33,076	0	0	0	0	968,202
INTERTITLE TRANS	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>310,585</b>	<b>28,721</b>	<b>31,438</b>	<b>0</b>	<b>65,215</b>	<b>68,147</b>	<b>4,896</b>	<b>509,002</b>	<b>2,228,514</b>	<b>39,200</b>	<b>132,422</b>	<b>2,400,136</b>	<b>5,390,014</b>
<b>EXPENDITURES:</b>													
<b>ADMIN AVAILABLE</b>													
ADMIN PERCENT	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%		10.00%	10.00%	10.00%		
<b>TOTAL ADMIN AVAILABLE</b>	<b>31,059</b>	<b>2,872</b>	<b>3,144</b>	<b>0</b>	<b>6,522</b>	<b>6,815</b>	<b>490</b>	<b>50,900</b>	<b>222,851</b>	<b>3,920</b>	<b>13,242</b>	<b>240,014</b>	<b>539,001</b>
<b>CLM ADMIN. STAFF</b>													
<b>PROJECTED EXPEND</b>	<b>26,892</b>	<b>2,872</b>	<b>3,143</b>	<b>0</b>	<b>4,282</b>	<b>4,328</b>	<b>371</b>	<b>41,888</b>	<b>161,105</b>	<b>2,569</b>	<b>0</b>	<b>163,674</b>	<b>374,054</b>
TOTAL ADMIN % FUNDS AVAIL	8.66%	10.00%	10.00%	#DIV/0!	6.57%	6.35%	7.59%	8.23%	7.23%	6.55%	0.00%	6.82%	6.94%
<b>BALANCE AVAIL XFER TO PROG SV</b>	<b>4,167</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2,239</b>	<b>2,487</b>	<b>118</b>	<b>9,013</b>	<b>61,747</b>	<b>1,351</b>	<b>13,242</b>	<b>76,340</b>	<b>164,947</b>
<b>PROGRAM SERVICES:</b>													
<b>SERVICE PROVIDER CONTRACTS;</b>													
LCSB								0			98,422	98,422	98,422
AWI/GW STAFF TRAVEL	3,000	1,500	1,500				2,756	8,756				0	8,756
CLM (marketing)/Interview USA	11,000							11,000		29,443	10,000	39,443	135,281
HENKELS & MCCOY								0				0	200,000
DISABILITY NAVIGATOR-CLM								0				0	0
SPECIAL SERVICES/Phoenix House	5,000						1,500	7,500				0	20,153
WWDA (Staff & Operating Budget)	49,824				43,786	48,000		141,610	1,101,155		24,000	1,125,155	1,804,614
ADJ. TO WWDA OPERATING	-28,500							-28,500	101,500			101,500	0
WWDA (O/S YOUTH SERVICES)								0	95,167			95,167	195,167
INCUMBENT WORKER								0				0	100,000
EMPLOYED WORKER								0				0	195,000
<b>SUB TOTAL SERVICE PROVIDER</b>	<b>40,324</b>	<b>1,500</b>	<b>1,500</b>	<b>0</b>	<b>43,786</b>	<b>49,000</b>	<b>4,256</b>	<b>140,366</b>	<b>1,297,822</b>	<b>29,443</b>	<b>132,422</b>	<b>1,459,687</b>	<b>2,757,393</b>

	WAGNER PEYSER	VETERAN DVOP	VETERAN LVER	WP REEMPL	FSET	UC	JOB CORP	TOTAL AWI	WTP	Ready to Work 2007	CHOICE III	TOTAL	GRAND TOTAL
<b>CLM SUPPORT SERVICES;</b>													
ONE STOP INFRASTRUCTURE	5,381	866	942	0	515	521	45	8,269	16,783	309	0	17,092	45,000
ONE STOP CENTER OPERATING	22,865	2,847	142	0	5,291	600	0	31,745	42,560	0	0	42,560	117,976
CLM PROGRAM SUPPORT	98,491	15,826	17,219	0	9,292	9,518	46	150,391	306,819	5,650	0	312,469	822,677
COMMUNITY OUTREACH	14,826	2,385	2,595	0	1,419	1,435	123	22,784	46,246	852	0	47,098	124,000
STAFF TRAINING	6,576	1,058	1,151	0	630	636	55	10,106	20,512	378	0	20,890	55,000
STAFF INCENTIVES	0	0	0	0	0	0	0	0	0	0	0	0	0
INTERNET DEVELOP	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL CLM SUPP SVCS</b>	<b>148,139</b>	<b>22,982</b>	<b>22,050</b>	<b>0</b>	<b>17,147</b>	<b>12,710</b>	<b>269</b>	<b>223,295</b>	<b>432,921</b>	<b>7,188</b>	<b>0</b>	<b>440,109</b>	<b>1,164,653</b>
<b>DIRECT PARTICIPANT COST</b>	<b>24,000</b>						<b>0</b>	<b>24,000</b>	<b>258,500</b>			<b>258,500</b>	<b>900,172</b>
<b>TOTAL DIRECT CLIENT</b>	<b>212,463</b>	<b>24,482</b>	<b>23,550</b>	<b>0</b>	<b>60,933</b>	<b>61,710</b>	<b>4,525</b>	<b>387,661</b>	<b>1,989,243</b>	<b>36,631</b>	<b>132,422</b>	<b>2,158,296</b>	<b>4,822,218</b>
<b>EXCESS</b>	<b>71,231</b>	<b>1,368</b>	<b>4,745</b>	<b>0</b>	<b>0</b>	<b>2,109</b>	<b>0</b>	<b>79,453</b>	<b>78,167</b>	<b>0</b>	<b>0</b>	<b>78,166</b>	<b>193,742</b>
<b>SUMMARY</b>													
<b>TOTAL AVAILABLE</b>	<b>310,585</b>	<b>28,721</b>	<b>31,438</b>	<b>0</b>	<b>65,215</b>	<b>68,147</b>	<b>4,896</b>	<b>509,002</b>	<b>2,228,514</b>	<b>39,200</b>	<b>132,422</b>	<b>2,400,136</b>	<b>5,390,014</b>
<b>TOTAL DIRECT CLIENT</b>	<b>212,463</b>	<b>24,482</b>	<b>23,550</b>	<b>0</b>	<b>60,933</b>	<b>61,710</b>	<b>4,525</b>	<b>387,661</b>	<b>1,989,243</b>	<b>36,631</b>	<b>132,422</b>	<b>2,158,296</b>	<b>4,822,218</b>
<b>TOTAL ADMINISTRATIVE</b>	<b>26,892</b>	<b>2,872</b>	<b>3,143</b>	<b>0</b>	<b>4,282</b>	<b>4,328</b>	<b>371</b>	<b>41,888</b>	<b>161,105</b>	<b>2,569</b>	<b>0</b>	<b>163,674</b>	<b>374,054</b>
<b>TOTAL BUDGETED COST</b>	<b>239,354</b>	<b>27,353</b>	<b>26,693</b>	<b>0</b>	<b>65,215</b>	<b>66,038</b>	<b>4,896</b>	<b>429,549</b>	<b>2,150,347</b>	<b>39,200</b>	<b>132,422</b>	<b>2,321,970</b>	<b>5,196,272</b>
<b>EXCESS/(DEFICIENCY)</b>	<b>71,231</b>	<b>1,368</b>	<b>4,745</b>	<b>0</b>	<b>0</b>	<b>2,109</b>	<b>0</b>	<b>79,453</b>	<b>78,167</b>	<b>0</b>	<b>0</b>	<b>78,166</b>	<b>193,742</b>
								79,453				78,166	193,742
								0				0	0
<b>REVENUE SUBSCHEDULE</b>													
		0.53	0.47										
PY 2007 NEW FUNDS	235,843	28,721	31,438	0	65,215	68,147	4,896	434,260	2,228,514	39,200	132,422	2,400,136	4,477,903
<i>Estimated recission</i>								0				0	-129,007
PY 2006 ST INCENTIVES	20,833							20,833				0	36,458
PY 2006 LT INCENTIVES	20,833							20,833				0	36,458
<b>TOTAL PY 2005 FUNDS</b>	<b>277,509</b>	<b>28,721</b>	<b>31,438</b>	<b>0</b>	<b>65,215</b>	<b>68,147</b>	<b>4,896</b>	<b>475,926</b>	<b>2,228,514</b>	<b>39,200</b>	<b>132,422</b>	<b>2,400,136</b>	<b>4,421,812</b>
<b>CARRYFORWARD</b>													
PARTICIPANT	5,040							5,040	0			0	764,348
PY 2005 ST INCENTIVES	7,203			0				7,203	0			0	114,495
PY 2005 LT INCENTIVES	20,833							20,833	0			0	89,359
<b>TOTAL CARRYFORWARD</b>	<b>33,076</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,076</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>968,202</b>



## **RECORD OF ACTION/APPROVAL**

**Executive Committee- 3-20-08**

### **TOPIC/ISSUE:**

WWDA modified 2007 budget

### **BACKGROUND:**

Because of grants close outs and extension of grant end dates as well as increasing anticipated spending, a modification to WWDA's budget is necessary to reflect these changes.

### **POINTS OF CONSIDERATION:**

2006 TAA which ended on 9/30/07 was adjusted to actual expenditures of \$3,062. 2007 TAA was increased to \$6,070. \$14,205 of the remaining Florida Rebuild from 2006 with a 6/30/08 extended end date is also included in the modification. Anticipated increases in spending under the BEST III grant results in an increase of \$80,042 for a total of \$286,000. Also, included in this modification is an adjustment from Dislocated Worker of \$27,000 to Adult in WWDA's operating budget to balance out the deficit in Dislocated Worker.

### **STAFF RECOMMENDATIONS:**

Approve WWDA's modified budget (attachment).

### **COMMITTEE ACTION:**

Pat Reddish made a motion to approve. Seconded by Paula Anspach. Motion Carried.

### **BOARD ACTION:**

AGENCY: WITHLACOCHEE WORKFORCE DEVELOPMENT AUTHORITY

BUDGET PLAN

PY 2007 (JULY 2007 - JUNE 2008)

Modified 3/08

FUNDING AGENCY -->	CLMRWDB														
FUNDING SOURCE -->		ADULT	DISL. WKR.	TAA 2006	TAA 2007	WTP	FSET	Rapid Response	FLORIDA REBUILD	UC	WAGNER PEYSER	BEST III	DISAB. NAV.	REED ACT (CENTERS)	ADMIN. SUP. SVS.
DESCRIPTION	TOTAL														
STAFF & OPERATING	\$1,960,711	\$207,873	\$142,000			\$1,202,655	\$43,786	\$23,400		\$48,000	\$21,324	\$72,165	\$35,411	\$134,097	\$30,000
DIRECT PARTICIPANT	\$826,672	\$203,000	\$79,000	\$3,062	\$6,070	\$258,500	\$0	\$25,000	\$14,205	\$0	\$24,000	\$213,835		\$0	\$0
EMPLOYED WKR	\$195,000	\$165,000	\$30,000												
INCUMBENT WKR	\$100,000	100,000													
TOTAL BUDGET	\$3,082,383	\$675,873	\$251,000	\$3,062	\$6,070	\$1,461,155	\$43,786	\$48,400	\$14,205	\$48,000	\$45,324	\$286,000	\$35,411	\$134,097	\$30,000



## **RECORD OF ACTION/APPROVAL**

**Executive Committee- 3-20-08**

### **TOPIC/ISSUE:**

CLM OPS-22, Assurance Statement

### **BACKGROUND:**

### **POINTS OF CONSIDERATION:**

Each recipient of federal funds under Title I of the WIA must assure that it complies with the nondiscrimination laws. Federal regulations under the WIA require nondiscrimination assurance language to appear in certain documents as required by 29 CFR 37.20. Our current policy, dated 1 July 1999, has been updated to contain the current verbiage.

### **STAFF RECOMMENDATIONS:**

Approval of policy release

### **COMMITTEE ACTION:**

Pat Reddish made a motion to approve. Seconded by Paula Anspach. Motion Carried.

### **BOARD ACTION:**





## **RECORD OF ACTION/APPROVAL**

### **Executive Committee – 3-20-08**

#### **TOPIC/ISSUE:**

Amend Bylaws to include provisions for Board Member Leaves of Absence

#### **POINTS OF CONSIDERATION:**

##### **Membership Status: Leaves of Absence**

A Board member facing a period of prolonged absence and unable to attend Board meetings may, in order to maintain Board membership, request a leave of absence.

Such leaves will be considered by the Executive Committee for approval. Examples of acceptable causes for such a request include, but are not limited to periods of illness of the member or spouse; and call to active military duty. Other situations may be considered by the Executive Committee at the member's request.

If approved, leaves of absence may be granted for periods of one (1) year and may be extended for an additional year, with the total leave of absence lasting no longer than two (2) years. During such a period, the member will remain a Board member and his or her absence shall not be counted as a cause for removal.

The Executive Committee may, at its discretion, petition the Workforce Consortium to appoint a temporary member to represent the sector the Board member requesting a leave of absence represented during the period of the member's leave of absence. Such appointment will continue only until the return of the original member from the leave of absence.

#### **COMMITTEE ACTION:**

Pat Reddish made a motion to approve with Paragraph 3 to be changed as shown below (as it was felt that 2 years was too long). Seconded by Paula Anspach. Motion Carried.

If approved, leaves of absence may be granted for periods of up to one (1) year. During such a period, the member will remain a Board member and his or her absence shall not be counted as a cause for removal.

#### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee – 3-20-08**

#### **TOPIC/ISSUE:**

Appointment of Interim Chair for Manufacturing & Distribution Committee

#### **BACKGROUND:**

#### **POINTS OF CONSIDERATION:**

Tim Dean (Manufacturing & Distribution Committee Chair) has been placed on active reserve duty. I am sure that we all wish Tim well and look forward to him rejoining us. He has informed us that he will not be sent to Iraq, but be stationed at Fort Benning, Georgia.

In the interim Chair Brett Wattles has asked Rob Adamiak to serve as chair of this committee, and has appointed Rob in this capacity and looks forward to ratification of this appointment at the next Board meeting. As committee chair, Rob will also serve on the Board's Executive Committee.

#### **STAFF RECOMMENDATIONS:**

#### **COMMITTEE ACTION:**

Paula Anspach made a motion to approve. Seconded by Pat Reddish. Motion Carried.

#### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee 3-20-08**

#### **TOPIC/ISSUE:**

Acceptance and approval of the attached Administrative Monitoring Compliance Report – February 2008 for CLM Workforce Connection.

#### **BACKGROUND:**

An Administrative Monitoring of CLM Workforce Connection is completed once each program year.

#### **POINTS OF CONSIDERATION:**

The Administrative Monitoring Compliance Report – February 2008 was completed by Grace Bynum, Director of Workforce Services. Areas reviewed related directly to Fiscal, Property Accountability, Procurement, Contracting, Policies and Accessibility.

#### **STAFF RECOMMENDATIONS:**

Acceptance of the attached Administrative Monitoring Report – February 2008 for CLM Workforce Connection.

#### **COMMITTEE ACTION:**

Pat Reddish made a motion to accept. Seconded by Rob Adamiak. Motion Carried.

#### **BOARD ACTION:**

Enterprise Center

3003 SW College Road, Suite 205 • Ocala, Florida 34474-6252

Phone: 352-873-7939 • Fax: 352-873-7910 • [www.clmworkforce.com](http://www.clmworkforce.com)



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## **CLM Workforce Connection**

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# **Administrative Monitoring Compliance Report February 2008**

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**Fiscal, Property Accountability,  
Procurement, Contracting, Policies  
and Accessibility**

## **Purpose:**

Administrative Monitoring of the Board operations is conducted at a minimum once each program year. Areas of management that are reviewed include functions that relate directly to the Fiscal, Property Accountability, Procurement, Contracting, Policies and Accessibility. These systems are verified as to being in compliance with appropriate laws, guidelines and policies, and being able to provide federally required records and reports that are uniform in definition, accessible, and verifiability. The primary concerns of this monitoring are as follows:

### **Fiscal**

- 1) *Cost Allocation:* Does the Board have a written and documented cost allocation plan? Do the allocations appear to be reasonable and accurate?
- 2) *Allowable Costs:* Are any costs questionable because they are not reasonable or necessary for the administration of the program, exceed maximum limitations, are adequately documented or are prohibited by regulations? Do the books of account, checks, invoices, etc. adequately support costs?
- 3) *Payroll:* Does time and attendance sheets reflect proper time posted and documentation of time off? Does the payroll journal reflect accurate payroll amount for period worked?

### **Procurement**

- 1) *Procedural Guidance:* Does procedural guidance exist that properly details the methods of procurement, including the necessary dollar value levels of those requirements? Do these procedures adequately comply with both State and Federal guidelines? Are there sufficient guidelines available for the Board members to understand their duties and obligations particularly conflict of interest?
- 2) *Procurement Records:* Do the procurement records adequately detail the life of the procurement? Is there evidence of proper public notification, competition, cost/price estimates and cost/price analysis? Do the procurement records reflect the appropriate process based on the purchase threshold?

- 3) *Conflict of Interest:* Are procedures followed to insure that all possible conflicts of interest are avoided? Are Board members informed of their responsibilities and do meeting minutes reflect a system that successfully avoids conflict of interest issues for board members? Does the Board staff complete and are records maintained of written declarations regarding possible conflicts? If any procurement reviews were conducted by anyone other than a Board member or Board staff, were appropriate declarations made in order to avoid a conflict of interest?
- 4) *Competition:* Is there documentation available to provide sufficient history that verifies that procurements were competitive? If any procurement resulted in a sole-source purchase, were these documented sufficiently and are they an allowable reason? Is there any evidence that unduly restrictive requirements were placed on potential providers or vendors so as to not provide full and open competition?
- 5) *Selection:* Is the selection process of a procurement documented sufficiently? Does the Board use pre-determined selection criteria for the evaluation of proposals? Does the review procedure specify that contract awards will be made to the most responsive offer or whose proposal is the most advantageous after consideration of price, technical factors, and other desired factors?

## **Contracting**

- 1) *Required Contractual Elements:* Does the contract boilerplate include all the required essential elements? Are necessary certifications signed and included? Do the contracts include budget summaries and a detailed Scope of Work? Does the contract give clear deliverables and the basis for payment?
- 2) *Signatures:* Were the contracts executed in a timely manner? Were any services conducted on the contract prior to full execution of the contract?
- 3) *Scope of Work:* Is the Scope of Work detailed and provides sufficient detail to determine what work is to be completed?
- 4) *Maintenance of Records:* Are contract files maintained in an effective method that makes it possible to understand the life of the contract? If the contract is renewable, is the negotiation process identifiable and changes easily understood?

## **Property Control**

- 1) *Procedural Guidance:* Are adequate property acquisition, utilization, and disposition procedures in place?
- 2) *Inventory:* Is an inventory conducted at least every two years of all WIA/WTP property? Do the inventory records include all required information? Are procedures in place for the proper disposition of property?

## **Policies**

- 1) *Policies:* Are policies reviewed and updated in a timely manner in order to assure that State and Federal policy, rules, laws and regulations are in place?

## **Accessibility**

- 1) *Accessibility:* Is the disability tag line placed on all notices? Are the notices available in an alternative format? Is CLM accessible for persons with physical disabilities? Is there equal access to persons with a disability in regards to communication?

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## **Scope:**

The monitoring of the CLM Workforce Connection consisted of a review of records and interviews with staff, and occurred during the month of February 2008. Samples that were used as a basis for review were pulled from records documented during the period October and December 2007. Monitoring was conducted by Grace Bynum, Director of Workforce Services.

The monitoring consisted of 1) records review, 2) background obtained through interviews, 3) examination of computerized tracking mechanisms, and 4) specific questions of staff. Emphasis was placed on interviews and the review of source documentation as a data source. The interview questions primarily helped to educate the monitor to the operations. Any

problems observed or clarification needed during the review was followed up by questions to the staff.

This monitoring while comprehensive in coverage differs from a financial audit:

- Less concern was placed on whether proper accounting entries were made and whether various accounts can be reconciled.
- No attempts were made to systematically sample transactions. The main focus was on the issues or items with the highest probability of problems and the sampling of those items.
- A broad sweep overview was provided and each issue was examined in less depth.
- The focus was on the development of and adherence to an adequate system instead of on disallowing costs.

It is important that the Board, and any interested party understand the above stated limitation and that the absence of findings is not necessarily a “bill of good health”.

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## **Summary:**

The following summary covers each area that has been reviewed.

### **Fiscal**

- 1) *Cost Allocation:* The Agency for Workforce Innovation approved CLM Workforce Connection’s Cost Allocation Plan to remain in effect for PY 2007-08. This approval was accomplished on July 27, 2007 with an effective date retroactive to July 1, 2007. The guidelines as set forth by this Plan are adhered to and documented as appropriate. All expenditures showed a benefit to the WTP and WIA category as well as to partners.
- 2) *Allowable Costs:* All costs reviewed appeared to be accurate and reasonable with necessary documentation attached and were within cost limitations. There were no costs reviewed that were associated with anything prohibited by regulations.



- 3) *Payroll*: There is a delineation of responsibilities and a very close monitoring of allocation of time on time sheets, including the documentation for any time taken off. The review of actual allocations appeared to have necessary documentation that was accurate and reasonable.

## **Procurement**

- 1) *Procedural Guidance*: The CLM Workforce Connection's Administrative Plan contains detailed guidance on methods of procurement and the process involved to both prepare for solicitation of procurement and review for reasonableness of costs.

Board members receive an initial Membership Packet which sets out their duties, obligations and conflict of interest. They also either attend a group orientation or a one-on-one review. The orientations are scheduled on an as needed basis. At meetings throughout the year the Board attorney reminds Board Members of their duties and obligations in regards to recognizing and declaring a conflict of interest.

- 2) *Procurement Records*: Procurement records reviewed had proper documentation and were conducted according to policy. All procurements reviewed were processed within the purchase threshold as it related to the method of the procurement.

It was noted that deviation from standard procedure occurred in two occurrences: in both cases a vendor was paid prior to receipt of the invoice. On one occasion payment was authorized per a staff member's completed purchase order. In this instance, a check was made payable to the vendor in an amount greater than the actual cost. The error was realized by CLM Finance staff – the vendor was notified and made immediate restitution. In the second occurrence payment was authorized utilizing the vendor's purchase order. Staff has contacted the vendor and requested the original invoice.

- 3) *Conflict of Interest*: Throughout the year Board members are advised of and reminded of their responsibilities and the need for avoidance of any conflicts of interest. CLM's Administrative Assistant is well versed in the protocol of conflicts of interest. If a member declares a conflict during a meeting, a copy of the signed form is maintained with

the board meeting minutes. On a yearly basis or at time of hire Board staff completes a written declaration regarding conflict of interests. These written declarations are maintained on file.

- 4) *Competition*: To date, there have been no sole source procurements or major purchases during this program year.
- 5) *Selection*: The procurement selection process was documented and easy to understand. The selection criteria were included in all procurements reviewed and based on the need as expressed in the solicitation. Contract awards were based on the proposal that satisfied the requirement and was most advantageous to the program.

## **Contracting**

- 1) *Required Contractual Elements*: The contract boilerplate contains all the required and necessary clauses, including proper budget summaries, detailed Scope of Work and signed certifications. The basis used for payment was clear and concise.
- 2) *Signatures*: Contract signatures and certifications were completed timely. There were no services completed prior to the approval and full execution of the contract.
- 3) *Scope of Work*: Contracts included a clear and detailed scope of work, budget and method for performance payments, which made it possible to clearly determine what work is to be completed.
- 4) *Maintenance of Records*: The contract files reviewed were maintained in an effective method that makes it possible to understand the life of the contract. If the contract was renewable, the negotiation process was identifiable and changes were easily understood.

## **Property Control**

- 1) *Procedural Guidance*: In accordance with CLM Workforce Connection's Administrative Plan, procedures for adequate property acquisition, utilization, and disposition are in place.
- 2) *Inventory*: An inventory of all WIA/WTP equipment, which includes all required information, was conducted on August 10, 2007 and all property was accounted for.

## **Policies**

- 1) *Policies*: Policies are routinely reviewed and updated to comply with State and Federal policy, rules, laws and regulations.

## **Accessibility**

- 1) *Accessibility*: The “Disability Tag Line” has been placed on all of CLM Workforce Connection’s notices available to the public. Our office provides equal access to persons with disabilities.

## **Required Action:**

1. No required action. Programmatic corrective actions needed were corrected during the review period.
2. It is the recommendation of this monitor that CLM’s Administrative Plan is amended to include the acceptance of invoices via electronic means, as long as it contains all required information and signatures. The Plan now limits the issuance of checks only upon the receipt of the original invoice. Documents forwarded electronically are an acceptable business practice; therefore, CLM should not inhibit themselves by stating in policy that only original invoices are acceptable.

## **OBSERVATION:**

Staff is well aware of the restrictions imposed upon issuing checks; and issuing them before receipt of a vendor’s invoice is strictly prohibited. Staff should maintain their vigilance on this matter and make no exceptions.



## **RECORD OF ACTION/APPROVAL**

**March 20, 2008**

### **TOPIC/ISSUE:**

Fee for Services Feasibility Study

### **BACKGROUND:**

In past years, CLM Workforce Connection has researched several different fees for service options. As an organization, we have not moved forward with fees for services because of employer's reluctance to pay for services and business concerns about direct competition with the private sector.

With the on-going reductions in state and federal funding, the concept of researching and pursuing fees for services options to help diversify our funding stream came up in our recent consortium meeting.

### **POINTS OF CONSIDERATION:**

- Federal funding has been reduced by 36% over five years while the number of career seekers and employers has increased.
- Funding cuts have resulted in the reduction of full-time staff from 80 to 39 and one stop workforce centers being reduced from 12 to 3 over the last 5 years.
- Recent federal conferences have encouraged regional boards to develop innovative funding streams including fee for services options and government/community partnerships.
- A quick survey of Florida's Regional Workforce Boards has uncovered at least four regions that have or will soon implement fees for services for different items.
- Some of the types of fees for services that have been implemented or are being considered include job profiling, assessments, meeting space rental, workshops and seminars, job fair sponsorships, higher-tiered levels of services, and out-of-area recruitment.

**STAFF RECOMMENDATIONS:**

Approval to conduct a Fee for Services Feasibility Study and draft recommendations for implementation

**COMMITTEE ACTION:**

Paula Anspach made a motion to approve forming a workgroup to review various concepts and make recommendations. (See example concepts attached).  
Seconded by Rob Adamiak. Motion Carried.

Rob Adamiak and Pat Reddish agreed to be part of this workgroup and others will be requested to volunteer as well.

**BOARD ACTION:**

## **Fee for Service Concepts Florida Workforce Board Options**

Separate DBA	WorkSource conducts its fee-for-service business through a separate DBA. This does not confuse their fee-based services with those that covered through their federal grants. (Bruce Ferguson)
Recruitment	SW Fla (Naples/Ft. Myers) is contemplating an out of state recruitment effort targeted at bringing talent to their area. They would contract with local firms based upon a fee or percentage of starting salary. (Joe Paterno)
Space Rental	Several boards rent space at their one stops. We have done this at the Marion One Stop.
Assessment	Applicant assessment services are offered to employers.
Business Advantage	
Job Fair Fees	Employers are charged to cover all or most of the out-of-pocket expenses at job fairs.
Lunch Seminars	Sponsorships cover the cost
Major Events	Sponsorships for “call-to-action” events where a keynote speaker is engaged.
Data Services	WorkSource provides tracking services for its community college on its graduating students to provide more real time data than FETPIP. They also conduct focus groups.
Ticket to Work	This has been explored as an additional funding stream based upon revised rules and payment amounts.
Contract Service	WorkSource is also exploring contracting with other non-profits to provide financial and other support services for a fee that is less than that agency’s staff and operation costs. We have done some of this with our IT staff.
Web Site	Advertising
Web Design	website design and hosting services

Consulting	job descriptions; special labor market reports;
Ready-to-Work	Profiling services and more intensive screening of applicants.
Government Svcs	Managing certain aspects of government services such as youth programs



## **RECORD OF ACTION/APPROVAL**

**Executive Committee – 3-20-08**

### **TOPIC/ISSUE:**

Action Plan to Address Employer Survey Feedback

### **BACKGROUND:**

During the fall of this year, our business development representatives did in-depth interviews with employers from all four targeted industry sectors. That feedback was compiled and presented to the four committees and internal staff for input on what specific actions could be taken to improve overall service delivery in the areas of recruitment, screening, assessment and skills development. The attached Action Plan was the product of those discussions.

### **POINTS OF CONSIDERATION:**

- Our organization has maintained that we should be employer-driven. This Action Plan provides an opportunity to continue that focus.
- One of our driving goals during this year has been to transform our services to provide more than just self-service options for our career seekers. By implementing more intensive services for career seekers, we hope to produce better job candidates.
- We must address employer needs and create better job candidates while staying within our current staff and budget limitations.
- Not all sectors are in need of the same services. For example, healthcare was most interested in the out-of-area recruitment actions.

### **STAFF RECOMMENDATIONS:**

Margaret Spontak advised that one change needed to be made to the Plan. Under the Screening and Assessment section 6 profiles will be completed for employers rather than 12. Approval of this Action Plan including the change.



**COMMITTEE ACTION:**

Paula Anspach made a motion to approve. Seconded by Rob Adamiak. Motion Carried.

**BOARD ACTION:**

# **Action Plan to Address Employer Survey Feedback**

*Developed by:*

*CLM Workforce Connection*

*March 18, 2008*

**Key Result Area: Recruitment**

**Strategic Goal:** *To improve overall recruitment of job candidates to meet employer and targeted industry needs.*

Action Steps	Target Date(s)	Lead Person(s)
1. Improve communication with employers on recruitment options and job orders to create better candidate pools. (Employer showcase of services and improved employee presentation and questioning skills.)	April/May	Spontak/French (Joint team meetings)
2. Develop guide to best practices and recruitment techniques for targeted sectors.	Sept.	Bus. Dev. Reps.
3. Develop electronic list of placement contacts at key technical centers, community colleges and universities to assist with out-of-area recruitment. (Focus on healthcare, IT and other targeted professional positions)	May	Welch
4. Pilot out-of-area recruitment projects for healthcare and other targeted professionals. (Coming Home Project, IT Corridor Trade Show, other)	Oct. – Coming Home On-going	Maragh, Welch
5. Track targeted industry employment trends and gaps.	Quarterly Update	Bus. Dev. Reps.
6. Develop inventories of existing career candidates by targeted industry skills.	Sept.	Hearn

**Key Measure(s):** Employer satisfaction, Employer return rate, Placement rate

**Key Result Area: Screening and Assessment**

**Strategic Goal:** *To implement candidate screening, assessment and preparation strategies that result in better job candidates.*

Action Steps	Target Date(s)	Lead Person(s)
1. Develop “Showcase of Services” for career seekers (scheduled and virtual) to improve access and understanding of the full spectrum of services.	March	French, Hearn
2. Conduct introductory workshops for targeted sectors that are experiencing growth, such as healthcare.	June	Maragh, Spontak
3. Provide improved information to candidates about employers and job opportunities prior to interviews and job fairs. (Employer fact sheets, Job fair information on web site)	April	French, Spontak
4. Pilot Work Vat assessments and other tools to assist candidates in selecting career paths that best meet their skills and interests.	Sept	Hearn
5. Promote and increase Ready to Work assessments completed (including future work habit assessment) to help identify candidate skills levels.	On-going	Resource Staff
6. Complete 6 job profiling projects for employers for critical positions.	July	Maragh
7. Create updated plan for professional assessments that may include fee-for-service approach.	July	Spontak

**Key Measure(s):** Ready to work assessments completed, Profiling projects completed, Candidates attendance at sessions

**Key Result Area: Skills Development**

**Strategic Goal:** *To improve the skills of job candidates and employed workers to meet targeted industry needs.*

Action Steps	Target Date(s)	Lead Person(s)
1. Focus individual training funds and local IWT/EWT on targeted industry skills development.	On-going	Employer Services and Bus. Dev. Rep.
2. Identify critical skills shortages and develop strategies for filling those. (Current focuses: Healthcare, Distribution & logistics, Energy)	On-going	Maragh, Dalbeck, Welch/Woodring
3. Expand opportunities for Ready to Work skills development. (Lab time and library partnerships)	May	Hearn, Savage
4. Expand “Career Bridge” program to meet other skills development needs. (Youth pilot project)	June	Hearn
5. Implement employability skills, work habits, life skills and basic computer literacy skills workshops at workforce centers. (Computer literacy pilots with CFCC and CTAE)	May	Hearn
6. Catalog existing training programs for targeted sectors and critical occupations.	Sept.	Maragh, Welch, Dalbeck

**Key Measure(s):** Candidates receiving intensive services, Ready to work credentials acquired, Employer satisfaction