

**Capital Workforce Partners
Board Meeting Agenda
May 28, 2015 8:30 am
The Lyceum, 227 Lawrence St., Hartford**

I Chair's Report

A. ACTION I - Consent Agenda

1. 4/23/15 Minutes (attachment)
2. Status Update on Summer Youth Employment program (attachment)

B. E Circle - Entrepreneur Training for Long-Term Unemployed

C. Proposed Governance / By-Law Changes

1. Board Reconfiguration
2. Executive Committee
3. Strategic Management Committee
4. Development Committee (new)
5. Governance Committee

II Committee Reports

A. Finance and Audit

1. Preliminary FY 15-16 Budget Update
2. Cohn-Resnick Recommendations Update (attachment)

B. One Stop

ACTION 2 – One Stop Intensive Services Contract Update (attachment)

III CEO Report

A. CT DOL Review Update

B. WIOA Implementation

1. Consortium/Board Inter-Governmental Agreement
2. Re-Designation of Local Area
3. Required New State and Regional Plans

C. Proposed FY15-16 Board Strategic Priorities (attachment)

1. Employer Engagement Plan
2. Flexible Cash Reserve Plan
3. Core Services Enhancement Recommendation
 - a. Enhance/Expand Opportunity Youth Programs

IV Workforce Stars Breakfast - Update

V Other Business



Board of Directors Meeting
Thursday, April 23, 2015
The Lyceum, 227 Lawrence Street, Hartford CT

Minutes

Attendees: Bettina Armour, Sheldon Bustow, Jonathan Colman, George Fournier, Lindy Lee Gold, Marcia Leclerc, Jim Lombella Thomas Mongellow, Rick Mullins, Mark Polzella, Bill Putt, Fernando Rosa, Shelly Saczynski, John Shemo, Sarette Williams, Mark Ward, and Lyle Wray. **Staff:** Thomas Phillips, Wendy Gamba, Sandy Rodriguez, Kim Oliver, and Summer Gomes

Guest: Rosa Dicker

Absent: Bill Bishop, Stephen Cassano, Karen Chadderton, Mark DiLorenzo, Renata Dixon, Lee Erdmann, Sandy Ewen, , Astread Ferron-Poole, Peter Fraser, Paula Gilberto, Elliot Ginsberg, Jason Howey, Clarke King, Tim Nee, Dakibu Muley, Susan Pierson, Marilyn Rossetti, Marino Santarelli, Mayor Pedro Segarra, John Simoneau, Mayor Erin Stewart, and Joe Toner.

Chairman Sheldon Bustow called the meeting to order at 8:36am

Chairman's Report MISSION MOMENT – ITA Participant

Rosa Dicker was an unemployed health care insurance project manager – for 10 months before connecting with the FIRST program at our One Stop in Hartford. Through the first program, she rebuilt her confidence and this past year was working at CREC. As of yesterday (Wednesday, April 22) she became a full time employee with KRA Corp. because she wants to give back in the same way she received help herself.

Action 1 – Consent

- February 27, 2015 minutes
- Strategic Management Committee Dashboard

Outcome: Motion to accept the consent items was made by Marcia Leclerc, and seconded by Rick Mullins. All were in favor; none opposed; the motion carried.

President & CEO Report TOM PHILLIPS

1. Update on the IBBP Planning Process

Cautiously optimistic about funding, but still see organizational priorities:

- Youth:
 - Opportunity / Out of School: Need funds to match commitments and don't lose committed match funds;
 - In-School: State and City Funding at Risk – Program may be severely cut
- Sector: Employer engagement build out in key sectors; entrepreneurial training
- Supports to special populations: individuals with disabilities, long term (chronically) unemployed; ex-offenders.
- Communications for program outreach – knowing how to access Job Center services (Gov's roundtable – businesses and hires alike stated this was sorely needed)

Requires:

- All require sustaining growth during a challenging federal, state, and city funding time: Federal WIA, State JFES, State Youth Employment, JF
- Program-based budget presented in June, based on present Business/Budget Plan
- More thorough plan forthcoming, in the context of the next year as part of the process of the larger WOIA Plan. (Given WIOA and the need to consider a timeline working with a regional WIOA Plan and aligned to State WIOA Plan – need more time

TWO KEY PRIORITIES REMAIN

Based on Board Retreat discussions, etc. important to consider two priorities to sustain the organization over the long term

1. Flexible Cash Reserve Plan
2. Employer Engagement Plan

2. Federal & State Funding Update

- FY 16 Federal Budget – The House approved their FY16 Budget that will cut domestic spending including WIOA. The Senate is still working on there's.
- FY 15 -16 and FY16-17 State Budget – The Governor's budget will cut our programs such as Summer Youth Employment. The Appropriations Committee budget is expected to restore most of the cuts.

3. WIOA Implementations

- New legislative – new regulations are out. We are beginning to understand the changes. Will be focusing on over the next few months.

Committee Reports

Finance and Audit Committee – Jonathan Colman Reported

- Jon Colman reported the 990 has been approved and is available on line.
- F&A committee is working on budget for action at June meeting
- Conversation with CT DOL continue on the Cohn Resnick report, things look good on the finance side and hope to receive closure sometime in May.
- Cohn Resnick report had 27 recommendations and 6 are complete to date.

Future Workforce Committee _ Bill Putt Reported

Action 2 WIOA Youth Procurement recommendations

Make awards to the top two (2) scoring proposers:

- Human Resources Agency (HRA) for a career pathway program in only manufacturing for young parents
- Our Piece of the Pie (OPP) for a career pathway programs in allied health, insurance and finance, and manufacturing for young parents, justice-involved youth, youth aging/aged out of foster care, and young men of color
- Make an award to Chrysalis Center for workforce development services for youth with disabilities
- Create a supplemental RFP process to ensure capacity limited to the following proposers:
 - Center for Latino Progress
 - Urban League (ULGH)
 - Blue Hills Civic Association (BHCA)
 - Opportunities Industrialization Center (OIC)
- Create two new career agent positions (2 FTEs) – one in Hartford and one in New Britain – to help transition youth enrolled in current WIA Youth programs that do not receive funding to WIOA Youth programs or WIOA Adult programs/services if they that do not successfully exit their WIA Youth program by June 30, 2015 (These positions may or may not be funded with WIA Youth dollars based on CTDOL allocations and other considerations.)

Outcome: Motion to accept the recommendations was made by Bill Putt, and seconded by Jonathan Colman. All were in favor; none opposed; the motion carried.

One Stop Services – Bill Putt Reported

One Stop Procurement Report - full report available on line and in Board package.

Outcome: Motion to authorize the One Stop Committee to extend KRA's contract for 90 days and the final recommendation will be presented to Board for approval at June's meeting was made by Lindy Lee Gold, and seconded by Jonathan Colman. All were in favor; none opposed; the motion carried.

A motion to go adjourn the meeting was made by Sheldon Bustow at 10:05am, seconded by Bill Putt. All in favor; none opposed; meeting was adjourned. * Next meeting June 17th**



Summer Youth Employment & Learning Program
 2015 Implementation Plan Update: April 8, 2015

| Program Improvement Goals for 2015 | Objectives | Status |
|---|---|---|
| 1. Match resources with need. <i>Metric: enrollment by town within 5% of targets.</i> | a) Develop slot distribution for priority towns: Bloomfield, Bristol, East Hartford, Enfield, Hartford, Manchester, New Britain, Vernon, West Hartford, and Windsor. b) Develop an achievable resource development goal to maintain capacity and support quality services. | In-process: pre-application data being collected; funding requests being submitted. Budget/fund availability will trigger completion. |
| 2. Distribute slots based on the relative numbers of pre-applications that meet selection criteria for each Tier. <i>Metric: 100% of slots filled with participants who meet selection criteria.</i> | a) Establish objective selection criteria for each Tier level. b) Analyze applicant pool. c) Apply applicant distribution formula to budget allocations, when available. | Selection criteria complete; applicant pool analysis has begun. Formula will be established in early May. |
| 3. Maximize slots by reducing costs. <i>Metric: Based on level funding, maintain total slots at 2014 capacity.</i> | a) Redefine Tier II as project-based, service learning in non-profit work settings for 15 – 16 year olds. b) Establish training stipend at 85% of minimum wage. | Pay rates established; providers advised of Tier II redesign through re-certification process. |
| 4. Redefine Tier III as CWP's comprehensive summer work experience component. <i>Metric: Tier III worksites distributed across sectors.</i> | a) Revise contracts to include work experience in any sector in Tier III. b) Increase emphasis on job descriptions that provide for real work, regardless of worksite sector. | Providers advised of redefined Tier III and emphasis on job descriptions. Contracts will be issued when budget is known. |
| 5. Create new Tier II design. | a) Establish parameters for service learning projects, including specified learning objectives. b) Develop guidance, program materials, and training for providers. c) Implement safeguards to prevent employee-employer relationship with participants. | In-process: host site agreement and project plan under development. |

| Program Improvement Goals for 2015 | Objectives | Status |
|--|--|--|
| <p>6. Establish an applicant selection process that would provide access to SYELP opportunities to all youth who meet the pre-application deadline.</p> <p><i>Metrics:</i></p> <ul style="list-style-type: none"> - 100% of slots filled on time. - Participant distribution aligns with applicant distribution. | <ul style="list-style-type: none"> a) Create a randomized process to select applicants for intake. b) Apply the randomization to segments of the applicant pool to ensure that enrollment targets are met for each Tier and each contract. c) Continue to communicate policy on 3 year participation limit. | <p>Will be implemented after pre-application closes April 30th.</p> |
| <p>7. Fill Tier III slots with successful completers of Tier II and/or school-based career competency training.</p> <p><i>Metric: 100% of Tier III participants meet target criteria.</i></p> | <ul style="list-style-type: none"> a) Establish process to smoothly transition spring internship participants from HSIP to SYELP. b) Revise roster process to clearly identify Tier assignment for each applicant. | <p>In-process: applicant pool under review; CWP Employer Engagement Specialists are working with Spring interns. Rosters will be issued mid-May.</p> |
| <p>8. Expand SYELP participation by companies in CWP's target sectors and those aligned to the career-themed academies in the region.</p> <p><i>Metric: Representation of target sector companies increases by 5% over 2015 levels.</i></p> <ul style="list-style-type: none"> - Manufacturing: 6% target - Healthcare: 9% target - Construction/Utilities: 6% target - Finance & Insurance: 7% target | <ul style="list-style-type: none"> a) Re-focus CWP employer engagement efforts on developing worksites for SYELP subsidized participants. b) Assign CWP Employer Engagement Specialists to develop worksites and manage participant placements, at a scope of no more than 15% of total SYELP slots. | <p>In-process: CWP Employer Engagement Specialists have received assignment and are recruiting worksites.</p> |
| <p>9. Increase employer satisfaction with SYELP participant performance by 5% over 2015 levels.</p> <p><i>Metric:</i></p> <p><i>Tier II – 71% meet/exceed expectations.</i></p> <p><i>Tier III – 67% meet/exceed expectations.</i></p> | <ul style="list-style-type: none"> a) Review and update Employee Competency Review using employer input. b) Add contractual requirement that providers dedicate staff time to training individual supervisors on the tool. c) Continue to evaluate and improve technical assistance to providers. | <p>Scheduled to begin in late April.</p> |

| | | |
|---|--|--|
| <p>10. Establish or maintain industry-specific or cohort-based programs that vary from the progressive tier-based model on a case-by-case basis.</p> <p><i>Metric: Each cohort-based program achieves performance targets for enrollment, attendance, portfolio completion, and employment competency scores.</i></p> | <p>a) Redefine Artists Collective program as Tier II, with priority to year-round program participants.</p> <p>b) Continue CREC Hartford Public Safety Career Exploration program combining Tier II & III, with priority to students selected by Academies.</p> <p>c) Continue East Hartford Synergy High School cohort, with priority to students selected by school staff.</p> <p>d) Consider set-aside within New Britain allocation for C-PEP year-round program participants.</p> <p>e) Prepare to communicate implications of set-asides to Board members, applicants not served, and to the community at large.</p> | <p>Partially complete: Artists Collective notified of Tier II status; 46 slots targeted for Public Safety Project by funder (City of Hartford); initial conversations held with C-PEP; 48 Synergy students in applicant pool as of 3/29.</p> |
| <p>11. Eliminate assessment tools and processes that don't add value to the 5-week summer program.</p> <p><i>Metric:</i></p> <ul style="list-style-type: none"> - Performance maintained/improved over 2015. - Positive response at provider debrief. | <p>a) Review assessment tools used in each Tier for relevance within scope of SYELP.</p> <p>b) Identify and eliminate assessment tools with results that do not directly influence participant activity.</p> | <p>In-process: review is under way; decisions will be made by mid-May.</p> |
| <p>12. Use prior year performance to determine 2015 contract allocations.</p> <p><i>Metric:</i></p> <ul style="list-style-type: none"> - Relative share of allocations to poor performers decreased from 2015. | <p>a) Implement contractor re-certification process.</p> <p>b) Reduce or eliminate slots allocated to poor performers.</p> <p>c) Negotiate with alternative providers on a sole source basis to serve regional towns where there is a lack of competition.</p> <p>d) Allocate funds to CWP employer engagement to maintain capacity.</p> | <p>Re-certification process is complete; new provider – Town of Vernon - selected through sole-source.</p> |
| <p>13. Explore a more equitable intake process to complement the online pre-application.</p> | <p>Note: improvements to intake process are contingent upon obtaining dedicated start-up funds. Objectives would be:</p> <p>a) Evaluate options for a more centralized intake system to ensure consistency.</p> <p>b) Explore strategies to assign specific groups of applicants to designated intake providers.</p> | <p>On hold pending availability of dedicated start-up funds.</p> |

Management's Response to the CohnReznick Review Recommendations

| Finding | Management Response | Actions Completed |
|--|--|--|
| <p>2014-1 The CFO should report to both the CEO (operations) and the CWP's Board directly (accountability). The CFO is the organization's gatekeeper and should be protected from termination and/or other actions by management to ensure the proper segregation of duties. The Board of Director's should be required to approve the termination of the CFO. Authority should not be concentrated in one position.</p> | <p>We agree that there should be dual reporting responsibilities, but need to clearly outline the division of duties and responsibilities to insure the CFO is part of the day to day management framework and is also responsible for the daily activities including staff supervision and training. We need management to perform as a team and to have proper structure in place, so proper monitoring of activities and compliance are achieved.</p> | <p>Done – The CFO job description has been modified to acknowledge the dual reporting structure to both the CEO and the Treasurer of the Board.</p> |
| <p>2014-2 The Board should have a formal role in the approval of such items not included in the adopted budget</p> <ol style="list-style-type: none"> 1. The New program/activities or initiatives 2. Use of unrestricted funds | <p>We agree that all new program activities or initiatives should be approved, but through the Executive Committee on behalf of the Board, with the latter receiving updates as necessary. However, there should be an agreed upon threshold for which this action is required.</p> | <p>Will schedule process to address these questions with Executive Committee.</p> |
| <p>2014-3 New programs and initiatives should be presented to the Board for approval and should include an impact statement or form that details the following:</p> <ol style="list-style-type: none"> 1. The funding sources for the new program, activity or initiative 2. Any use of current resources or reallocation of resources required to support the new program or initiative 3. Any future costs or funding required based upon acceptance of grant, donation, etc. <p>We recommend that the Board establish a threshold for required preparation of the impact statement.</p> | <p>We agree with the recommendation, but believe this action should again be approved through the Executive Committee on behalf of the Board.</p> | <p>Need to develop process with Executive Committee. Anticipate that this process will be on-going with both the Executive Committee and the Board.</p> |
| <p>2014-4 We recommend that the current job descriptions be reviewed and updated as necessary to define the actual roles and responsibilities for each employee. We also recommend that the job description contain specific roles and responsibilities for the</p> | <p>We agree to keep updated job descriptions that would include roles and responsibilities. We do not agree that the major funding sources should be listed in their job descriptions as we may have people move from contract to contract based upon the need for the services and skills. We do not</p> | <p>The H.R. coordinator will complete review and updates where necessary by 6-30-15.</p> <p>5/21/15 – In Process</p> |

Management's Response to the CohnReznick Review Recommendations

| Finding | Management Response | Actions Completed |
|----------------|--|---|
| | grant programs they are supporting. Consideration could be given to aligning job titles with the roles and responsibilities for the major funding sources for each position. | |
| 2014-5 | We recommend that CWP consider establishing general ledger accounts for each activity and that costs related to that activity be properly charged to those accounts. This would include the activities with no current funding if CWP continues those activities. We recommend that these accounts be established in the unrestricted fund as needed. | General Ledger fund codes & accounts have been added to allow for proper tracking. 5/21/15: Ongoing process in place to assign fund codes in accounting and payroll systems and to distribute updated codes to staff for their utilization |
| 2014-6 | We recommend that CWP review the current initiatives without any funding and either develop a funding source or discontinue use of employees to support the program until a funding source is secured. | Done |
| 2014-7 | Not listed in the report | |
| 2014-8 | We recommend that CWP consider establishing more specific general ledger accounts for types of consulting services (accounting, legal, marketing, and other, etc.). This will allow adequate monitoring and additional clarity for proper classification as administrative, program, allowable or unallowable costs. | Additional General ledger accounts have been added. 5/21/15: Chart of accounts is being reviewed for additional compliance and enhancements for reporting and analysis purposes |
| 2014-9 | We recommend that CWP consider including in the budget document detailed revenue and expense information for each program, project and initiative. This should include the amount of and the planned use of any unrestricted funds. | Detailed budget was prepared and currently being revised for additional funding. It was sent to the F&A committee for the February meeting and discussed. 5/21/15: Currently in progress |
| 2014-10 | We recommend that CWP develop and implement a plan to educate their | We agree employees must understand their roles and responsibilities and how to properly allocate Fiscal training has been implemented and staff received training in January |

Management's Response to the CohnReznick Review Recommendations

| Finding | Management Response | Actions Completed |
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| <p>employees on how their roles and responsibilities directly relate to each program they are charging their time to. This can be partially accomplished through the revising of job descriptions to specifically relate to the program they are assigned to as noted in the general observations sections.</p> | <p>their time. We believe this is done by having a better understanding of the contract requirements and related standards as well as relying on a job description. Job descriptions will be revised on an as needed basis to keep the duties and activities current.</p> | <p>for program staff. Additional training will be scheduled periodically.</p> <p>5/21/15: This will be an ongoing process to increase the knowledge base</p> |
| <p>2014-11 We also recommend that CWP develop and implement a plan to educate employees about the programs they are assigned to as to the allowable activities and costs. This will ensure that employees have adequate information to correctly complete their activity/time sheets. The time allocation worksheet that is prepared on a quarterly basis would be a general guide for staff to charge their time.</p> | <p>We agree with the recommendation. We have commenced a training program on the federal and state cost standards.</p> | <p>As noted above, training has begun.</p> <p>5/21/15: Informal training has been provided to fiscal staff around indirect cost rates and administrative allocations. This will be an ongoing process to increase the knowledge base</p> |
| <p>2014-12 We also recommend that the above recommendations incorporate the new WIOA program requirements.</p> | <p>We agree with the recommendation. When the WIOA regulations are published, we will incorporate changes in our staff training. We plan to commence training on WIOA once the regulations are issued.</p> | <p>WIOA regulations not yet published. When published, training will be scheduled.</p> |
| <p>2014-13 We recommend that all employees be required to prepare timesheets based upon actual time spent each day working for each program or activity.</p> | <p>We agree with the recommendation and have begun the process to achieve this. We will also review current year time allocations to ensure the time has been properly allocated.</p> | <p>All employees have been instructed and time sheets have been expanded – 5/21/15: New Payroll system scheduled for June 5 pay date; time and activities system will be functioning for and all staff trained by June 29</p> |
| <p>2014-14 We recommend that the timesheets be updated to include all programs and activities that are being supported by CWP staff.</p> | <p>We agree with the recommendation. We are currently are updating our time recording system and also plan to implement activity description documentation to support the allocation.</p> | <p>See above – also developing activity codes, plan to implement 3rd quarter FY14/15 5/21/15: New system will accommodate more than sufficient number of fields</p> |
| <p>2014-15 We recommend that employees be either directly charged to a program as</p> | <p>We agree and personnel will be charged to fund codes based upon the work being provided and the</p> | <p>Indirect cost rate plan submitted to DOL. Have started to prepare the ICR.</p> |

Management's Response to the CohnReznick Review Recommendations

| Finding | Management Response | Actions Completed |
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| | administrative or if charged to the admin cost pool, properly allocated to program based upon the administrative indirect cost rate. All allocations should be formally documented and approved. | funding source definition of program or administrative. We will be implementing an indirect cost rate allocation plan to properly distribute the indirect program and administrative costs. |
| 2014-16 | We recommend that the Human Resources Department Employees be allocated consistently to federal and non-federal activities in accordance with Federal requirements. | 5/21/15: ICR submitted and currently being reviewed by US DOL. New cost allocation plan will be drafted for upcoming fiscal year |
| 2014-17 | We agree with the recommendation and will immediately correct this. | Done - Now properly allocated to the indirect cost rate (ICR) |
| 2014-18 | We recommend that for all invoices that are allocated to multiple programs and activities, that the allocation methodology (not just the dollar amounts) be properly documented on the invoice. | We agree with the recommendation. We are updating our requisition documents to include funding codes and will provide training to staff on the distribution methodology. |
| 2014-19 | We recommend that CWP consider developing and implementing a standard form to attach to allocated invoices to document the allocation methodology (funding, program benefit, other). | Training has been provided and allocations are indicated on sheet attached to invoice. |
| 2014-20 | We recommend that invoice allocations be reviewed and approved by the Accounting Manager or the CFO. | Requisition document has been updated to include allocations. |
| 2014-21 | We recommend that the Accounting Manager or the CFO review and approve the account distribution (account charged). | We are in the process of rolling out changes in approval 5/21/15: CFO reviewing for line item charged and reasonableness of the program allocation. She is signing all invoices |
| 2014-21 | We recommend that CWP review and update their chart of accounts to provide clarity to the purpose of certain disbursements, especially for certain types of costs such as marketing, advertising or | We agree with the recommendation and will institute this change immediately Accounts have been added. 5/21/15: Chart of accounts is being reviewed for additional compliance and enhancements for reporting and analysis purposes |

Management's Response to the CohnReznick Review Recommendations

| Finding | Management Response | Actions Completed |
|---|---|---|
| <p>public relations that may have both allowable and unallowable components. An example would be updating the chart of accounts to add an account for outreach vs. marketing.</p> | | |
| <p>2014-22 We recommend that greater care be taken to properly charge disbursements to the appropriate account to avoid potential confusion regarding allow ability and/or the nature of the disbursement. In one instance we tested a transaction for payment to a public relation firm that was charged to marketing (possibly not allowable cost), but after further investigation it was for management training (allowable cost). Consideration also should be given to ensure that the vendor service is described accurately to avoid any potential confusion on the proper account to be charged and/or the services provided.</p> | <p>We agree with the recommendation. See response 2014-17</p> | <p>We will continue to review the invoices on an ongoing basis.</p> <p>5/21/15: CFO reviewing for line item charged and reasonableness of the program allocation. She is signing all invoices</p> |
| <p>2014-23 For certain transactions tested, a purchase requisition form, only partially complete, was attached to the invoice. We recommend that purchase requisitions be used for all disbursements that require prior approval and that the forms be completely filled out. We also recommend that the forms be properly approved in accordance with CWP policies and procedures.</p> | <p>We agree with the recommendation. See response 2014-17</p> | <p>We are now requiring this on all contracts.</p> <p>5/21/15: CFO reviewing for line item charged and reasonableness of the program allocation. She is signing all invoices</p> |
| <p>2014-24 We recommend that all invoices be formally approved by the contract manager or department head before being sent to accounting to be processed.</p> | <p>We agree that all program related invoices should be approved by the contract manager or department director. Fiscal related invoices that are recurring items such as payroll processing fees will be approved within a budget at the beginning of the year. Nonrecurring items will be approved by the</p> | <p>Done - Approval by contract managers has been implemented.</p> |

Management's Response to the CohnReznick Review Recommendations

| Finding | Management Response | Actions Completed |
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| | CFO or Accounting Manager as appropriate. | |
| 2014-25 We recommend that CWP formally evaluate project/program's allow ability under WIA and/or JFES | We agree with the recommendation and will extend this review to all grants. | We currently monitor this on an ongoing basis. We will be implementing a journal process to do on a quarterly basis. |
| 2014-26 See Recommendation 2014-5 | See 2014-5 | |
| 2014-27 See Recommendation 2014-14 | See 2014-14 | |
| 2014-28 We recommend that CWP develop a plain English document that provides the staff and the Board some general guidelines on allowable and unallowable activities. | We agree and will implement training on the allowable activities and costs within those activities. Allowable activities will vary by contract and funding source which would create difficulties and possibly inaccuracies in trying to create a plain English general guidelines. We will also provide a summary document for the Board, but recommend this be done as part of the implementation of WIOA. | Fiscal training program planned for January. No plain English document or summary has been prepared as WIOA regulations not yet completed. 5/21/15: This will be an ongoing process to increase the knowledge base |
| 2014-29 We recommend that the Board formally express and document CWP's objective and strategy and use of resources to provide service to in-school youth. | We believe the Future Workforce Services committee should approve strategy and use of resources as being consistent with the budget, work plan and allowable use of funds. | In process with FWS Committee. |
| 2014-30 We recommend that the WIA application/budget submitted to DOL be updated to be consistent with CWP strategy regarding in-school youth and use of WIA funds to accomplish that strategy. | We agree our contract language should be consistent with our services and deviations should be approved by the funding source. However, the WIA plan is not the vehicle to support in-school youth activity. | On-going. |

Capital Workforce Partners
One-Stop Services
Procurement Update
May 28, 2015

- Two proposals received a passing score in the RFP evaluation process:
 - KRA Corporation
 - Career TEAM
- The evaluation committee recommended that both proposers be considered for funding, with KRA contracted to provide Career Preparation Services and Career TEAM contracted to provide Business Services and Online Learning Facilitation and Capacity Building.
- KRA and Career TEAM submitted a joint proposal and implementation plan to the evaluation committee on April 30, 2015 to respond to three questions:
 - What are the roles of each organization?
 - How do we know that they will operate seamlessly?
 - What is their escalation plan for operational issues?
- The evaluation committee accepted the plan and responses of the two organizations.
- At the direction of the evaluation committee, CWP management developed an oversight plan defining staff roles and responsibilities, and detailing the time and cost that CWP will incur to oversee a joint service approach, concurrent with implementing WIOA. The plan was reviewed and approved by the One-Stop Services Committee Chair and the CWP CEO on May 12, 2015.
- The evaluation committee report was submitted to the One-Stop Services Committee on May 13, 2015. KRA and Career TEAM presented their joint plan to the One-Stop Services Committee, and responded to members' questions, on May 13, 2015.
- The One-Stop Services Committee approved the following recommendation for submission to the Board:
 - Authorize management to begin contract and budget negotiations with KRA and Career TEAM, and submit a funding recommendation to the One-Stop Services Committee for approval at the June committee meeting, followed by submission to the Board at its June 17, 2015 meeting, contingent upon acceptance of the budget levels negotiated with each contractor and adoption of the proposed CWP staffing structure for One-Stop management.

Priorities – Five Year Vision and One Year Plan

Overarching Vision Points:

1. Be a high performing and financially stable organization that is viewed as the 'go-to' regional workforce development leader for the individuals and businesses and customers we serve.
2. Address the region's talent pipeline and economic competitiveness issues, resulting from current and forecasted demographic trends, relying on a collective impact model of service (see: http://www.ssireview.org/articles/entry/collective_impact).

Priorities:

1. Flexible Cash Reserve Fund

Goal: Provide a steady, predictable funding stream to build net assets and a fund balance.

Objectives

- Improve the organization's financial viability
- Provide for growth, not relying on government funding
- Have the flexibility to address emerging needs that fit our mission
- Fund needed advocacy work

2. Employer Engagement

Goal: Establish, enhance and increase long-term sustainable employer relationships that ensure business's workforce needs are met and that also generate flexible revenue.

Objectives

- Employers will look to CWP as their first source to meet their talent needs
- Employer needs will be well known to enhance CWP employer engagement services and inform strategies
- Build an inventory of available workforce development related resources and services in our region

3. Core Services - Youth Opportunity Access

Goal: Address the education and training needs of some of the 22,640 youth who are not currently in school or working to help meet our region's employer's existing and future talent needs, leveraging the emerging demographically driven labor supply challenges.

Objectives

- Develop a phased in regional strategy
- Secure broader collective impact partnerships
- Secure broader resource commitments