



Broward Workforce Development Board
Executive Committee
Tuesday, November 30, 2021
12:00 Noon – 1:30 p.m.

Zoom Meeting ID: 882 1242 9867
Zoom Password: 041209
Zoom Call in: +1 646 876 9923

CareerSource Broward Boardroom
2890 West Cypress Creek Road, Ft. Lauderdale, FL 33309

This meeting is being held in person. Due to Covid-19, in the interest of keeping our board, staff, and public safe this meeting is also accessible via a Zoom video conference.

PROTOCOL FOR TELEPHONE/ZOOM MEETING

1. Please state your name when making or seconding a motion. Such as “I move the item, and your name – “Jane Doe.” Please also identify yourself when asking a question.
2. Put your phone/microphone on mute when not speaking. Don’t forget to take it off when you wish to speak. Telephone users must press *6 to mute or unmute yourself.
3. Votes in the affirmative should be “aye” and in opposition should be “no” (delays in responding sometimes make it difficult to determine the intent of the vote).
4. Please be in a quiet area free of background noise, so we may hear you clearly when you are speaking. When using Zoom, please make sure the background is appropriate or choose one of their virtual backgrounds.
5. If you are calling and must leave the call, please don’t put your phone on hold. In some cases, we will get music or recorded messages and we will not be able to conduct business.
6. If you are using your phone for audio, please identify yourself on the screen and state the last 4 digits of the number you are calling from.
7. Please note the chat function has been disabled.

The Committee is reminded of the conflict of interest provisions. In declaring a conflict please refrain from voting or discussion and declare the following information: 1) your name and position on the Board, 2) the nature of the conflict and 3) who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting.

MEETING AGENDA

IDENTIFICATION AND INTRODUCTION OF ANY UNIDENTIFIED CALLERS

SELF-INTRODUCTIONS

APPROVAL OF MINUTES

Approval of the Minutes of the 10/11/21 meeting.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	Minutes of the Meeting

Pages 11 - 17

NEW BUSINESS

1. Nomination for Broward Workforce Development Board, Inc. Vice Chair for 2022

Consideration to recommend to the Board and the CareerSource Broward Council of Elected Officials Mr. Heiko Dobrikow as Vice-Chair to serve out the remaining one year term of Ms. Wincko beginning on 1/1/22. An email was sent to the Board soliciting nominations for the Vice-Chair on 10/20/21. Mr. Heiko Dobrikow was nominated by several members. All other officers will begin the second year of their terms on 1/1/22. Approved at the 11/18/21 Ad Hoc Nominating Committee meeting.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	Memo #05 – 21 (Exec)

Page 18

2. Membership Renewals and Fixed and Staggered Terms Under WIOA

Consideration to approve the reappointment of all Board members with the newly assigned fixed and staggered terms beginning 1/1/22. Members are listed in alphabetical order by last name within their category of membership and assigned to a 1 or 2 year term. Where an individual represents 2 categories it has been noted in the chart. CareerSource Broward Council of Elected officials appoints Board members by a vote of the Council following a recommendation from the Board. Approved at the 11/17/21 Ad Hoc Organizational Resources Committee meeting.

RECOMM Approval
ACTION Motion for Approval
EXHIBIT Memo #06 – 21 (Exec)

Pages 19 - 21

3. Compensation Study

Consideration to review adjustments to CSBD and EmpHire staffs compensation plan. CSBD has not reviewed staff compensation and benefits since 2015. We had 41 resignations this year and currently have 14 open positions with compensation cited by most as the reason for leaving. DEO tells us that inflation is currently running at 4.2% in Broward County. CSBD has surveyed the other large boards, and the Council governmental units. Based on the data, staff recommended 1) a one-time Cost of Living Adjustment (COLA) of 3%. However, during the 11/17 Organizational Resources Committee meeting the Committee recommended that we follow the County's lead and award staff a 4% COLA 2) adjusting our salary ranges for CSBD and EmpHire positions by 3% to be more competitive and 3) increasing the employer match for our retirement plan from 2.6% to 4.6%. The cost of the COLA will be \$244,993 at 4% and the increase to the retirement contribution will be \$99,969 for a total of \$344,962. Approved at the 11/17 Organizational Resources Committee meeting.

RECOMM Approval
ACTION Motion for Approval
EXHIBIT Memo #02 – 21 (HR)

Pages 22 - 27

4. Food and Beverage Purchases

Consideration to approve up to \$23,500 from the General Fund for food and beverage expense for 2022, as the state does not allow us to use grant funds for these expenses. We use these funds for 1) board and committee meetings 2) staff planning sessions and day long staff training 3) employer forums 4) networking events such as chamber of commerce/industry association meetings 5) community meetings attended by the President/CEO, Executive Vice President and management and 6) staff appreciation up to 3 times per year. We have not spent much while meeting virtually but we are slowly returning to in person meetings. This is the same amount set aside in previous years. Unspent funds remain in the General Fund. As the Audit Committee meets directly prior to the Executive meeting, the recommendations will be presented at the Executive meeting.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	None

5. “Due to Due from” Balance

Consideration to zero out a “due to due from” balance. During the presentation of the 2018 -2019 Audit to our governing boards and staff we were informed that there was a “due to due from” of about \$1,000,000, on our books. The origin of the “due to due from” dated back to the period during which the CSBD Audit was performed by Grau & Associates. This was not a compliance finding. It was a marker denoting funds might need to be transferred from one funding stream to another. Research identified \$600,000 which was noted in the 2019 – 2020 CSBD Audit Report reducing the “due to due from” to \$366,747. In preparation for this year’s audit we researched all the way back to 2011 but were unable to identify any funding stream which has not been reconciled and balanced. After conferring with our Audit Firm we are asking the governing boards to approve our zeroing out this balance. We believe the “due to due from” resulted from the myriad of aggregated adjustments; we were directed to do by Grau & Associates, which did not tie back to individual costs. It should be noted that all of our federal and state grant reports balance and no findings have been identified going back to 2011 that would support the remaining balance of the “due to due from”. As the Audit Committee meets directly prior to the Executive meeting, the recommendations will be presented at the Executive meeting.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	Memo #15 – 21 (LS)

6. Selection of School Board (SBBC) to Provide a WIOA In-School Youth Program

Consideration to approve up \$500,000 to be divided among 2 providers subject to staff negotiation with the majority of the funds to be awarded to the SBBC because of their WIOA experience and as recommended by the Review Committee which met 11/16. The Review Committee was comprised of members of the Board and the One Stop Committee. The contract will be for an initial 18 month period and for two (2) renewable one year terms. Since Board member, James Payne, is employed by the SBBC, this recommendation must be approved by a 2/3 vote of the Board members present with an established quorum at a Board meeting.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	Memo #12 – 21 (OPS)

Pages 30 - 31

7. Selection of Junior Achievement (JASF) to Provide a WIOA In-School Youth Program

Consideration to approve up \$500,000 to be divided among 2 providers as recommended by the Review Committee which met 11/16. The Review Committee comprised of members of the Board and the One Stop Committee recommended staff negotiate sufficient funds to serve up to 20 youth as JASF is a new provider and has no experience with WIOA requirements. The contract will be for an initial 18 month period and for two (2) renewable one year terms.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	Memo #15 – 21 (OPS)

Pages 32 - 33

8. Delivery of Out of School Youth Services Through the Career Centers

Consideration to approve the delivery of a cohort of out of school youth (OSY) services through the career centers under the EmpHire Contract. Our RFP for the career center staffing company was general and would allow us to add youth case managers under that procurement. In the spring of 2021 all local areas were advised to exit participants who were not making sufficient progress in their programs. Because of the changes that would have to be made to their program design Broward College recently informed us that they would like to terminate the contract for convenience and regroup in the future to see how we might partner more effectively. To assure we meet OSY expenditure goals it is recommended that we provide services to a cohort of OSY through the career centers.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	Memo #16 – 21 (OPS)

Pages 34 - 35

9. 2021 Stop-Loss Coverage

Each year we bring you the Stop Loss coverage for our self-Insurance health policy. This insurance caps payouts in the event of claims in excess of \$75,000 per individual. This coverage also includes pharmacy expenses incurred by any employee. The Request For Proposals issued in 2020 allowed for 2 renewals depending on cost reasonableness. Our insurer is not increasing our premiums this year and we recommending renewing with our current company, American Fidelity Assurance at a same projected cost of last year \$273,968.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	None

10. Add New Program for Existing Provider FVI School of Nursing & Technology

Consideration to add existing eligible training provider FVI School of Nursing & Technology Nursing Assistant course to the Individual Training Account list for Welfare Transition Program & WIOA out of school youth participants. CSBD reviewed the application for completeness and to ensure that Board mandated criteria are met for this school, the training program and related occupational title. Approved at the 11/2 One Stop Services Committee meeting.

RECOMM Approval
ACTION Motion for Approval
EXHIBITS Memo #09 – 21 (OPS)
 ITA Course Summary Spreadsheet

Pages 36 - 38

11. Add New Training Providers Galen College of Nursing and Florida Career College

CareerSource Broward received applications from two new schools to become Eligible Training Providers and add a total of ten (10) programs to the Individual Training Account list. Consideration to approve 1) Galen College of Nursing and add three (3) training courses and 2) Florida Career College and add seven (7) courses to the ITA list. Approved at the 11/2 One Stop Services Committee meeting.

RECOMM Approval
ACTION Motion for Approval
EXHIBITS Memo #03 – 21 (OPS)
 ITA Course Summary Spreadsheet

Pages 39 - 44

REPORTS

1. Performance Update on WIOA Out-of-School Youth (OSY) Providers

This is to report on CSBD youth providers' program performance through the end of September 2021. CSBD has 5 OSY program contracts for the delivery of WIOA services to the youth of Broward County. The 2 full service and 3 navigator OSY programs provide services to youth who have barriers to employment and need assistance with career development.

ACTION None
EXHIBIT Memo #07 – 21 (OPS)

Pages 45 - 50

2. General Fund Balance

On 5/31/21 the General Fund balance was \$827,311. Since then, we have realized revenues of \$99,537. This also reflects expenditures of \$63,223. The General Fund balance as of 9/30/21 is \$863,625 of this amount \$408,844 is held in reserve leaving a balance of \$454,781 which is uncommitted.

ACTION None
EXHIBITS Memo #03 – 21 (FS)
General Fund Spreadsheet

Pages 51 - 53

3. Budget v Expenditure Report

The Budget v Expenditure Report indicates some under-expenditure in the WIOA adult/dislocated worker and youth funding streams. We are expanding our outreach efforts, scheduling ITA fairs, getting ready to launch an in-school youth program and preparing to serve OSY through the one-stops in order to increase expenditures.

ACTION None
EXHIBIT Memo #02 – 21 (FS)

Pages 54 - 55

4. DEO PY 20-21 Fiscal Monitoring Report Issued 8/21

The Florida Department of Economic Opportunity (DEO) issued their 20-21 Financial Compliance Monitoring Report for the period 4/20, through 3/21, on 8/31/21. There were zero (0) findings, non-compliance issues or observations.

ACTION None
EXHIBIT Memo #08 – 21 (QA)

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5. DEO PY 20-21 Program Monitoring Report Issued 8/21

DEO issued their Program Monitoring Report for the period 4/20 through 3/21, on 8/31/21. They reviewed a total of 195 files consisting of 5,535 elements. There were 2 findings and 5 non-compliance issues. The findings equate to an error rate of (.04%) less than 1%. All findings and non-compliance issues were corrected except where cases were closed and no further action could be taken. Our Corrective Action Plan was accepted on 10/8/21.

ACTION None
EXHIBIT Memo #07 – 21 (QA)

Pages 57 - 63

6. Cherry Bekaert LLP Fiscal Monitoring Report #3 PY 20-21 Issued 8/21

Cherry Bekaert conducted fiscal monitoring for the period 3/1/21 through 6/30/21. Cherry Bekaert reviewed a total of 1,046 elements during the review period. There were no findings or observations. Based upon the total elements reviewed, this was a 0% error rate.

ACTION None
EXHIBITS Memo #06 – 21 (QA)
 Chart of Findings

Pages 64 - 66

7. Taylor Hall Miller Parker, PA, Program Monitoring Report #3 PY 20 – 21 Issued 9/21

THMP conducted program monitoring for the period 2/26/21 through 7/29/21. They reviewed a total of 175 files consisting of 7,327 elements. There were 11 findings and 23 observations. This equates to an error rate of (.15%) less than 1%. All findings and observations were corrected except where cases were closed and no further action could be taken.

ACTION None
EXHIBIT Memo #15 – 21 (QA)

Pages 67 - 77

8. Comparison of Program Year 19-20 Programmatic Monitoring Results for the Big Seven Regions

At the request of the Audit Committee, CSBD asked the state for information on how our monitoring findings compared to the other big regions. For Program Year 19-20 CSBD had 2 program findings and 5 program noncompliance issues. This was the lowest number of all the big seven regions. The other regions' reports noted 3 to 13 findings and 6 to 13 noncompliance issues. Across all regions for PY 19-20 there were a total of 183 findings and 151 noncompliance issues.

ACTION None
EXHIBIT None

MATTERS FROM THE EXECUTIVE COMMITTEE

MATTERS FROM THE FLOOR

MATTERS FROM THE PRESIDENT/CEO

ADJOURNMENT

THE NEXT EXECUTIVE COMMITTEE MEETING IS TO BE DETERMINED.



**Broward Workforce Development Board
Executive Committee**
Monday, October 11, 2021
12:00 Noon – 1:30 p.m.

Zoom Meeting ID: 843 6338 8492
Zoom Password: 081953
Zoom Call in: +1 646 876 9923

CareerSource Broward Boardroom
2890 West Cypress Creek Road, Ft. Lauderdale, FL 33309

MEETING MINUTES

Attendees via zoom/phone: Gary Arenson, Zac Cassidy, Dr. Ben Chen, Frank Horkey, Jim Ryan, Kevin Kornahrens, Rick Shawbell, and Marjorie Walters.

Staff: Carol Hylton, Rochelle Daniels, Ron Moffett, and Amy Winer.

APPROVAL OF MINUTES

Approval of the Minutes of the 9/13/21 meeting.

On a motion made by Gary Arenson and seconded by Dr. Ben Chen, the Executive Committee unanimously approved the minutes of the 9/13/21 Executive Committee meeting.

NEW BUSINESS

1. 2022 BWDB Legislative Agenda

We align our workforce legislative agenda with that of the Florida Workforce Development Association (FWDA). This year, the FWDA is not recommending adopting an agenda and instead, members are encouraged to make concerted efforts to become better known to their legislative delegations. This is something that we have always done. We have a number of ideas for better educating our delegation. There are also some concerns we have surrounding HB 1507 implementation and we are recommending coordination with our CSBD Council member lobbyists to assist in providing input to the bill's implementation. Considered approval of 1) legislative strategies and 2) coordination with our CSBD Council member lobbyists to assist in providing input to the implementation of HB 1507. Approved at the 10/5 Strategic Planning Committee meeting.

Carol Hylton stated that the FWDA lobbyist recommends that the FWDA members refrain from adopting a formal agenda. They are recommending that the boards visit their local delegations to get to know them better.

Ms. Hylton indicated that we currently provide our legislative delegation with our info-graph and newsletter. She discussed the various strategies outlined in the memo.

Ms. Hylton also informed the committee of the two areas of concern surrounding HB 1507 implementation 1) the no wrong door policy and 2) local board report cards.

The No Wrong Door Policy may allow local partners to enroll individuals into the WIOA program and also obligate our funds. One way of addressing this is to provide sufficient funds to outstation individuals trained with respect to the WIOA requirements by CSBD. Another way would be to enhance technological connections that would virtually bridge the customer wherever they are with our one-stop centers.

For the letter grade we are recommending they be aligned with our federal performance measures as we are accountable for those performance measures. Ms. Hylton further noted that Marty Coley, our lobbyist, indicated that she spoke with Katie Crofoot, the new director of the REACH Office, who has indicated she will be seeking local workforce board's input.

Frank Horkey stated that the application of the letter grades is complicated. He expressed they can't grade the boards all the same due to the vast differences in the size of budgets among the small, medium and large regions. Ms. Hylton agreed.

On a motion made by Dr. Ben Chen and seconded by Gary Arenson, the Executive Committee unanimously approved the 2022 BWDB Legislative Agenda including 1) legislative strategies and 2) to coordinate with our CSBD Council member lobbyists to assist in providing input on the implementation of HB 1507.

2. Board Member Terms

Considered approval of the Ad Hoc Organizational Resource Committee's (ORC) recommendations on how best to implement the new state requirement limiting board member terms to 8 years. The Committee approved 1) implementing a rotation of 25% of the membership every 2 years to avoid having to appoint a new board every 8 years and 2) that the members' rotation be determined in the following order attrition, volunteers, and random selection. The rotation schedule, if approved, by the governing boards will begin with the reappointment of members in January, 2022.

Mr. Horkey stated that if a member resigns in the middle of their term that the new person's appointment will only be until the end of the prior member's term. Ms. Daniels stated that Mr. Horkey's understanding is correct.

Dr. Chen asked Ms. Daniels if she ran this by the State for approval. Ms. Daniels responded that State approval is not required.

On a motion made by Dr. Ben Chen and seconded by Jim Ryan, the Executive Committee unanimously approved the Board member terms.

3. President/CEO Evaluation

In accordance with the Broward Workforce Development Board, Inc. and CareerSource Broward Council of Elected Official's policy, the Executive Committee evaluated the President/CEO using an instrument developed by the Organizational Resources Committee. The evaluation instrument was distributed to the Executive Committee members by the Legal Department in August. The scores have been tabulated and averaged.

Ms. Daniels reported that per our custom she sent the Executive Committee members the evaluation instrument, along with a copy of the Milestones Report, and the Milestones video shared during the annual Planning Session. We received the evaluations back from all but one member. Ms. Hylton's overall score was a 3.9 and Executive Committee members' comments lauding Ms. Hylton for the excellent job she is doing is included in the memo summarizing the scores in your Agenda.

Mr. Horkey congratulated Ms. Hylton on her excellent job and inquired whether as to whether her contract needs to be renewed. Ms. Daniels responded that we do not need to renew her contract. The process is that the Executive Committee reviews and makes a recommendation regarding the Executive Director's salary which is then submitted to the governing boards for their consideration and approval.

Mr. Horkey asked whether Carol would be more comfortable leaving the room during the discussion and she agreed and stepped out so that the members could freely consider this item.

Mr. Zac Cassidy inquired if there was a set standard of compensation for the President's position. Ms. Daniels advised that the Federal Cap was \$193,700 however the board had the ability to make a recommendation above the cap and use non-federal funds to pay for the increase. Mr. Arenson inquired what Ms. Hylton was currently making. Ms. Daniels stated that her current salary \$200,000. Ms. Daniels added that when Mason Jackson retired he was making about \$225,000. Mr. Horkey stated that a couple of years ago we did a survey of other boards and they were paying their Presidents more money than we were paying Mr. Jackson.

Dr. Chen inquired if we have increased the staff's salary? Ms. Daniels responded that staff can be awarded a 3% merit increase annually. However it is the intent of management to bring staff compensation to the board as we have not done so in a couple of years.

Mr. Cassidy stated that Ms. Hylton has been working here for many years and is doing an excellent job and recommended increasing Ms. Hylton's salary to \$225,000.

Dr. Chen asked about Ms. Hylton's fringe benefits. Ms. Daniels stated that she gets the same benefits as staff, as well as the ability to carry forward some more PLT hours than the staff and gets a slightly higher contribution to the retirement account. Dr. Chen asked

whether she gets a car allowance. Ms. Daniels responded, no and that we are not allowed to pay for a car allowance.

Mr. Jim Ryan inquired as to the size of our organization. Ms. Daniels responded that we have approximately 200 staff including our One-Stop Centers and a budget of about \$22,000,000.

Mr. Kevin Kornahrens inquired about the pay for the Miami Dade and Palm Beach presidents. Ms. Daniels that the South Florida Board director was paid \$235,000 and the previous Palm Beach Director was also paid at a similar rate however after some audit issues they now have a new director and we don't know the exact amount of her salary.

Mr. Horkey stated that we did a survey a couple of years ago, and the president's salary is still substantially lower than the other boards and we are the second-largest board in the state. Ms. Daniels reported that we reviewed other organizations such as the Early Learning Coalition and Children's Services Council whose directors' salaries are higher and that she could speak to advise the elected officials before the Board meeting regarding the decision made at the Executive Committee meeting.

Mr. Cassidy stated that Ms. Hylton deserves to be at where Mr. Jackson was when he retired as she is doing a great job and reiterated that he was recommending her salary be increased to \$225,000.

On a motion made by Zac Cassidy and seconded by Rick Shawbell, the Executive Committee unanimously recommended that Ms. Hylton's salary be increased to \$225,000.

Ms. Hylton was asked come back into the room and Mr. Horkey shared the committee's recommendation with Ms. Hylton. Ms. Hylton thanked the committee for their support and all their kind words.

4. Request for Quotes for an Economic Study

Considered approval to release a Request for Quotes for up to \$25,000 of formula funds for an economic study to augment the economic data we get from the State and the Greater Fort Lauderdale Alliance. The information gained will 1) assist us in better localizing our labor market information to guide our resource investment recommendations for our Four-Year Plan 2) help us assess economic conditions in our workforce area 3) assess our workforce capabilities as this is a fundamental driver of local economic development and will help us work with our education partners in identifying training for emerging jobs, thereby expanding the supply of prepared workers 4) answer board member questions, such as occupations seeing the most worker attrition and 5) provide us with information specific to our area, which we often need when we pursue discretionary grants. Approved at the 10/5 Strategic Planning Committee meeting.

Mr. Horkey inquired if this would be paid for out of grant funds. Ms. Hylton responded, yes and explained we want to focus on the needs of the community and develop the most impactful solutions possible. She noted that the timing is right to do the study so the data can be used to inform our four-year workforce plan required by the state.

Mr. Horkey stated his approval of this initiative and explained that the results from the RFQ rating committee will be brought to the Ad Hoc Organizational Committee.

On a motion made by Dr. Ben Chen and seconded by Gary Arenson, the Executive Committee unanimously approved releasing a Request for Quotes for up to \$25,000 for an Economic Study.

5. Renewal of MOU Between CSBD and the Urban League of Palm Beach County

Considered the renewal of the Memorandum of Understanding with the Urban League of Palm Beach County (ULPBC) as required under the Workforce Innovation and Opportunity Act. ULPBC became a mandatory one-stop partner when they were awarded a Title V Senior Community Services Employment Program discretionary grant by the US Department of Labor.

Mr. Moffett stated that this is a standard renewal for a mandatory partner.

On a motion made by Gary Arenson and seconded by Rick Shawbell, the Executive Committee unanimously approved the renewal of the MOU between CSBD and the Urban League of Palm Beach County.

6. Opportunity Zone On the Job Training (OJT) Wage Reimbursement Waiver Request

CareerSource Broward sought approval to engage in a discussion with the Florida Department of Economic Opportunity to request a waiver from the US Department of Labor. To increase our OJT wage reimbursement rate from 75% to 90%. The waiver would apply to 1) employers in an Opportunity Zone or distressed zip code and 2) employers willing to hire and train participants that reside in these targeted areas. Approved at the 9/1 Employer Services Committee meeting.

Mr. Moffett stated that this is to assist with the recovery of our distressed zip codes. He indicated that we want to increase our OJT wage reimbursement rate from 75% to 90% for employers located in or who are willing to hire and train customers from distressed zip codes.

Mr. Horkey inquired as to how long the training period is. Ms. Hylton responded that training could be up to 6 months. Mr. Horkey further asked if we have the money to do this. Mr. Moffett stated, yes. Mr. Shawbell inquired if there was a participant cap. Ms. Hylton added that we initially limit new employers to 10 participants to establish performance with retention.

On a motion made by Rick Shawbell and seconded by Jim Ryan, the Executive Committee unanimously approved CSBD to discuss with DEO the Opportunity Zone OJT Wage Reimbursement Waiver Request.

REPORTS

1. CareerSource Broward's 2021 "Paychecks for Patriots" Veterans Hiring Fair

CareerSource Broward will host its 9th annual "Paychecks for Patriots" Veterans Hiring Fair on Thursday, November 18th as part of an initiative by the Florida Department of Economic Opportunity to hold veteran-themed hiring events across the state during the month of November. Due to the Pandemic, last year's event was 100% virtual. We are excited to welcome job seekers back to this year's event as we offer a combination of in-person and virtual experiences.

Mr. Horkey suggested that committee members should attend the "Paychecks for Patriots" event if they are available. Mr. Horkey stated that he has in the past and that this is a very good event.

Ms. Hylton stated that we are looking to secure space for the event. Currently, we have twenty employers signed up. The event will be held as a hybrid event.

MATTERS FROM THE EXECUTIVE COMMITTEE

Mr. Cassidy inquired if staff receives holiday bonuses? Ms. Hylton advised that we do not give out bonuses. Mr. Cassidy asked if we can provide bonuses.

Ms. Daniels responded yes, we would have to report it to the state and place it on our website. Mr. Frank Horkey said that this can be an option if we are unable to get the compensation study.

Mr. Cassidy stated that since our performance is always above and beyond he would like to see this happen if the money is available. Mr. Arenson stated he agrees with this proposal.

Mr. Cassidy asked if we can bring this to the October or November meeting. Mr. Horkey responded that we should wait to see if we can get the compensation study back first.

MATTERS FROM THE FLOOR

None

MATTERS FROM THE PRESIDENT/CEO

Ms. Hylton advised that we would like to schedule the next Executive Committee meeting for 11/30.

Mr. Horkey stated that he is available 11/17, 18 or 19 for the Ad Hoc Committee and also on 11/30 for the Executive Committee meeting. Ms. Hylton indicated that we will send out a “save the date” for the Executive Committee meeting.

Ms. Hylton informed the Committee members that Josie Bacallao has resigned from the Board as she is retiring from Hispanic Unity.

ADJOURNMENT: 1:14 pm

THE NEXT EXECUTIVE COMMITTEE MEETING IS SCHEDULED FOR NOVEMBER 30, 2021
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Memorandum #05 – 21 (Exec)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Nomination for Broward Workforce Development Board, Inc. (Board) Officer

Date: November 18, 2021

SUMMARY

Consideration to nominate Mr. Heiko Dobrikow as Vice-Chair to serve out the remaining term of Ms. Wincko beginning in January 2022. The By-Laws provide that an Ad Hoc Organizational Resources Committee sitting as the Nominating Committee be convened for purposes of filling officer positions. An email was sent to the Board soliciting nominations for the Vice-Chair on 10/20. Mr. Heiko Dobrikow was nominated. Approved at the 11/18 Ad Hoc Nominating Committee meeting.

BACKGROUND

Our By-Laws provide for 2-year terms for our officers. The current Vice-Chair has announced that she will be leaving the board and there is a year left to her term of office. A Vice Chair needs to be elected to fill the 2nd year of her term. All other officers will begin the second year of their terms in January, 2022.

To fill the office of Vice-Chair, Ms. Carol Hylton, President/CEO sent an email to Board members soliciting nominations on 10/20, with a request to respond by 10/29.

DISCUSSION

The Workforce Innovation and Opportunity Act requires the board Chair to be selected from among the private sector members. As the Vice-Chair steps in for the Chair in the Chair's absence we have traditionally selected the Vice-Chair from among our private sector members, serving as the Vice-Chair also prepares members for the position of Chair.

Mr. Heiko Dobrikow has been nominated to serve as Vice-Chair by several Board members. Organizational Resources is tasked with presenting a slate to the Council upon recommendation of the Board through the Executive Committee.

Mr. Dobrikow has had excellent attendance and serves on the Employer Services Committee. He also worked with CSBD on the Hospitality and Tourism Taskforce.

RECOMMENDATION

That the Executive Committee support the nomination of Mr. Heiko Dobrikow to Vice Chair. If selected he will serve out the remaining year term of Ms. Wincko beginning on 1/1/22.

Memorandum #06 – 21 (Exec)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Membership Renewals and Fixed and Staggered Terms Under WIOA

Date: November 18, 2021

SUMMARY

Consideration to approve the reappointment of all Board members with the newly assigned fixed and staggered terms beginning 1/1/22. Members are listed in alphabetical order by last name within their category of membership and assigned to a 1 or 2 year term. Where an individual represents 2 categories it has been noted in the chart. CareerSource Broward Council of Elected officials appoints Board members by a vote of the Council following a recommendation from the Board. Approved at the 11/17 Ad Hoc Organizational Resources Committee meeting.

BACKGROUND

Our updated By-Laws call for the reappointment of our BWDB members and then for new terms to start in January 2022 with members being reassigned a term of 1 or 2 years to meet the WIOA fixed and staggered term requirements.

DISCUSSION

Below is the roster of members by category. Two of our members are “double hatted” which means that they can be counted in meeting the numeric requirements in more than one category of membership. This has been noted in the chart. Members are listed in alphabetical order within each category and have been assigned to a 1 or 2 year term.

Category: Education

#	Board Member	Term	Term Period
1	Dr. Mildred Coyne	1	1/22 – 1/23
2	Dr. Lisa Knowles	2	1/22 – 1/24
3	James Payne	1	1/22 – 1/23

Category: Private Sector

	Board Member	Term	Term Period
1	Gina Alexis	2	1/22 – 1/24
2	Gary Arenson	1	1/22 – 1/23
3	Michael Carn	2	1/22 – 1/24
4	Kristen Cavallini-Soothill	1	1/22 – 1/23
5	Dr. Ben Chen	2	1/22 – 1/24
6	Heiko Dobrikow	1	1/22 – 1/23
7	Paul Farren	2	1/22 – 1/24
8	Frank Horkey	1	1/22 – 1/23
9	Dr. Lisa Knowles	Double hatted counted in Education Category	
10	Kevin Kornahrens	2	1/22 – 1/24
11	Francois Leconte	1	1/22 – 1/23
12	Mayor Frank Ortis	Double hatted counted in Labor Category	
13	Jim Ryan	2	1/22 – 1/24
14	Pam Sands	1	1/22 – 1/23
15	Cynthia Sheppard	2	1/22 – 1/24

Category: Organized Labor (Required) and CBO (Optional)

	Board Member	Term	Term Period
1	Zac Cassidy	1	1/22 – 1/23
2	Dawn Liberta	2	1/22 – 1/24
3	Ismael Martinez	1	1/22 – 1/23
4	Mayor Frank Ortis	2	1/22 – 1/24
5	Richard Shawbell	1	1/22 – 1/23

Category: Economic / Community Development and Other

#	Board Member	Term	Term Period
1	Cynthia Gaber	2	1/22 – 1/24
2	Robert Swindell	1	1/22 – 1/23
3	Marjorie Walters	2	1/22 – 1/24

RECOMMENDATION

Approve the reappointment of the BWDB members in accordance with the fixed and staggered terms assigned in the roster provided above.

Memorandum #02 – 21 (HR) Revised

To: Executive Committee
From: Carol Hylton, President/CEO
Subject: Staff Compensation
Date: November 18, 2021

SUMMARY

Consideration to review adjustments to CSBD and EmpHire staffs' compensation plan. CSBD has not reviewed staff compensation and benefits since 2015. We had 41 resignations this year and currently have 14 open positions with compensation cited by most as the reason for leaving. DEO tells us that inflation is currently running at 4.2% in Broward County. CSBD has surveyed the other large boards, and the Council governmental units. Based on the data, staff recommended 1) a one-time Cost of Living Adjustment (COLA) of 3%¹. However, during the 11/17 Organizational Resources Committee meeting the Committee recommended that we follow the County's lead and award staff a 4% COLA 2) adjusting our salary ranges for CSBD and EmpHire positions by 3% to be more competitive and 3) increasing the employer match for our retirement plan from 2.6% to 4.6%. The cost of the COLA will be \$244,993 at 4% and the increase to the retirement contribution will be \$99,969 for a total of \$344,962. Approved at the 11/17 Organizational Resources Committee meeting. As the Audit Committee meets directly prior to the Executive meeting, the recommendations will be presented at the Executive meeting.

BACKGROUND

CSBD and EmpHire staff compensation² was last reviewed in 2015, six (6) years ago, using a 2013 Pay and Classification study procured by CareerSource Palm Beach. At that time, we adjusted our salary ranges up to 4% which aligned with the Palm Beach study. The adjustment to the ranges allowed us to increase the salaries of staff below the new ranges.

As the pandemic continues to subside and the economy is returning to more normal growth CSBD, similar to other employers is experiencing high turnover and longer periods of cycle time to fill its vacancies.³ According to Bloomberg, we are experiencing the "lowest rate of labor force participation in more than four decades and a record number of unfilled jobs,"⁴ with this outlook unlikely to change in over the next few years.

¹ The cost of a 3% COLA is \$183,745, at 4% the cost is \$244,993 the difference is \$61,248.

² DEO staff is not included as the state sets their compensation.

³ Bloomberg tells us "The working-age population—defined as those age 15 to 64—declined in 2019 for the first time in decades, then again in 2020. According to an analysis from the Pew Research Center. Powell has said early retirements are one reason companies are having trouble finding qualified workers. <https://www.bloomberg.com/news/features/2021-08-05/why-is-u-s-labor-force-shrinking-retirement-boom-opioid-crisis-child-care>.

⁴ <https://www.bloomberg.com/news/features/2021-08-05/why-is-u-s-labor-force-shrinking-retirement-boom-opioid-crisis-child-care>

At CSBD, we had 41 resignations this year and currently have 14 open positions with compensation cited by most as the reason for leaving.

DISCUSSION

Salary Considerations

Retaining staff and attracting candidates is critical to being able to deliver quality services and to meet expected performance benchmarks. With the US Bureau of Labor Statistics⁵ reporting inflation at 4.2% and expected to continue, and wages increased in the private sector by 4.6% for the 12 month period ending September 2021, CSBD and its governing boards need to review staff compensation.

Under our current plan, all staff can receive up to an annual 3% merit increase. We have not awarded cost of living increases for over 20 years, or bonuses for over 15 years but we have made adjustments to the pay ranges on an infrequent basis, with the last time being 6 years ago as indicated in the background section of the memo.

As we have done in the past, we queried CareerSource Palm Beach, which recently completed a salary study, the other large boards, our Council partners, Broward County, and the Cities of Hollywood, and Fort Lauderdale, to provide context in which to consider our recommendations.

During the 11/17 Organizational Resources Committee (ORC) meeting the Committee recommended that we follow the County's lead and award staff a 4% COLA as opposed to a 3%. The committee also recommended that we monitor when the County does a COLA in the future and bring that information to the Board for action.

Chart 1 - Changes to Compensation by our Council Governments & the FL Big Boards

Entity	Merit Increase	COLA	Comments
Broward County		4%	Effective 10/1/21 Pay Ranges Also Adjusted 3%
City of Hollywood		3%	Effective 10/1/21 2% of salary and 1% one-time lump sum payment
City of Fort Laud	3%	1.5%	Effective 10/1/21
Children's Services Council		2.3%	3% approved earlier this year 2.3% additional to be considered for a total 5.3%
CS Palm Beach ⁶	5%		Effective 9/21 Pay Ranges Also Adjusted 3% 2 nd adj since 2015
CS South FL	5%	3%	Effective 10/1/21
CS Tampa Bay	3%	3%	
RECOMMENDATION			
CSBD / EmpHire	3%	4%	

As can be seen from the above chart, governmental agencies and local boards are awarding a COLA to their staff in response to the current market conditions. To be competitive consideration of a 4% COLA for CSBD/EmpHire staff is recommended effective 1/1/ 22.⁷

⁵ 2021 Report

⁶ CS is CareerSource

⁷ This does not include the President/CEO whose salary was considered at the last Board meeting.

The Pay Ranges

The CSBD/EmpHire pay ranges were last adjusted in 2015, six (6) years ago, using a 2013 Pay and Classification study procured by CareerSource Palm Beach. As indicated above to address what is almost a 25% turnover and our difficulty in attracting candidates, it is critical that we become more competitive in the labor market. To do this our pay ranges need to interest job seekers and help to retain our staff. We are asking that the Committee consider a 3% adjustment to the pay ranges. The attached Exhibit (Current and Proposed Salary Ranges) displays the current pay ranges and proposed pay ranges adjusted by 3%. When reported to ORC we estimated less than 5 staff would be affected in actuality only 2 staff will be affected and their salaries would be adjusted to bring them to the minimum of the range.

The Employer Retirement Match

Interested job seekers and staff considering jobs look at wages and benefits. In addition to compensation, we also reviewed the deferred compensation retirement plan which has been in place for many years and is managed by Mission Square Retirement (formerly ICMA). CSBD matches employee contributions up to a cap of \$5,850. In 2020, the CSBD contribution averaged about 2.6% of the participating employees' salaries. About 65% of our employees participate in the plan.

Of the organizations we contacted, most participate in the Florida Retirement System (FRS). The other boards have deferred compensation plans with the board contributing up to 8% of the employee's salary no cap. Please refer to "Chart 2 - Retirement Benefits" below.

Both our workforce board counterparts to the north and south of CSBD, source staff from the same labor market area and participate in the FRS. CSBD is recommending an increase in the employer contribution for the retirement benefit from 2.6% to 4.6% of the employees' salary. This will bring CSBD's match of the employee contributions up to a cap of \$9,000.

Chart 2 - Retirement Benefits

Entity	Retirement Plan	Employee Contribution	Employer Contribution
Broward County	FRS	3%	3.3% for the investment plan 5.34% for traditional pension
City of Hollywood	Defined Benefit Plan	8%	61.37 % total staff payroll
City of Ft. Laud.	FRS	3%	3.3% to 5.34%
CSC	FRS	3%	3.3% to 5.34%
ELC	403b	Voluntary ⁸	3% match
CS Palm Beach	FRS	3%	3.3% to 5.34%
CS NE FL	FRS	3%	3.3% to 5.34%
CS Central FL	401k	Voluntary	100% match up to 8% salary
CS South FL	FRS	3%	3.3% to 5.34%
CS Pinellas	401k	0	5%
CS Tampa Bay	401k	0	5%
CURRENT			
CSBD	457	Voluntary	2.6%
RECOMMENDATION			
CSBD	457	Voluntary	4.6%

⁸ Voluntary means that the employee must contribute in order for the employer to contribute.

The cost of the COLA at 4% will be \$244,993 and the cost of the increase to the retirement contribution will be \$99,969 for a total of \$344,962. Fiscal has indicated that as the majority of the costs are program costs we will still be at or below 9% administrative costs in accordance with the governing boards' policy.

RECOMMENDATION

Approve:

1. A one-time Cost of Living Adjustment of 4% effective 1/1/22.
2. A 3% adjustment to the CSBD and EmpHire pay ranges.
3. An increase in the employer contribution from 2.6% to 4.6% to the retirement benefit.

Current and Proposed Salary Ranges

CSBD is recommending a 3% adjustment to our pay ranges as depicted below.

CSBD Positions	Current Range		Proposed Range	
	Minimum	Maximum	Minimum	Maximum
Administrative Assistant Administrative Assistant/Receptionist, Accounting Clerk, Payroll Specialist	31,354	50,474	32,295	51,988
HR Assistant, Accounts Payable Coordinator, Purchasing Coordinator, Administrative Coordinator Community Liaison	33,900	54,480	34,917	56,114
Computer Technician	34,753	53,867	35,796	55,483
Multimedia Design & Marketing Specialist	37,300	61,362	38,419	63,203
Legal Secretary Executive Secretary	44,646	72,261	45,985	74,429
Accountant 1 Business Services Manager QA Analyst	47,476	78,103	48,900	80,446
Network Administrator, Computer Technician Supervisor, Systems Analyst Programmer, Operations Research & Data Analyst	53,362	82,325	54,963	84,795
Sr. Communications Manager, Sr. QA Analyst, Program Manager	56,351	92,704	58,042	95,485
Accountant 2	58,800	96,732	60,564	99,634
Sr. Manager Career Center Services Controller	65,128	105,887	67,082	109,064
VP of HR, VP of QA, VP of CBR Sr. Financial Audit Compliance Analyst	81,594	134,231	84,042	138,258
Sr. VP of Operations Sr. VP of IT Sr. VP of Finance	96,367	156,120	99,258	160,804
Executive Vice President	139,810	225,378	145,004	232,139

EmpHire Positions	Current Range		Proposed Range	
	Minimum	Maximum	Minimum	Maximum
Customer Service Front Desk Resource Room Liaison Maintenance Technician	28,106	43,564	28,949	44,871
Administrative Coordinator – Operations	33,900	54,480	34,917	56,114
Success Coach Workshop Facilitator Job Developer Communications Specialist	35,570	58,317	36,637	60,067
Supervisors (SNAP, WTP, WIOA), Employment Relations Coordinator, Quality Assurance & Training Coordinator	47,476	78,103	48,900	80,446
Assistant Center Manager, Regional Workshop & Training/Development Manager, HR Administrator	48,500	79,787	49,955	82,181
Center Manager	58,800	96,732	60,564	99,634

Memorandum #15 - 21 (LS)

To: Executive Committee
From: Carol Hylton, President/CEO
Subject: “Due to Due from” Balance
Date: November 5, 2021

SUMMARY

During the presentation of the 2018 - 2019 Audit to our governing boards and staff we were informed that there was a “due to – due from” of about \$1,000,000, on our books. The origin of the “due to due from” dated back to the period during which the CSBD Audit was performed by Grau & Associates. This was not a compliance finding. It was a marker denoting funds might need to be transferred from one funding stream to another. Research identified \$600,000 which was noted in the 2019 – 2020 CSBD Audit Report reducing the “due to due from” to \$366,747. In preparation for this year’s audit we researched all the way back to 2011 but were unable to identify any funding stream which has not been reconciled and balanced. After conferring with our Audit Firm we are asking the governing boards to approve our zeroing out this balance. We believe the “due to due from” resulted from the myriad of aggregated adjustments, we were directed to do by Grau & Associates, which did not tie back to individual costs. It should be noted that all of our federal and state grant reports balance and no findings have been identified going back to 2011 that would support the remaining balance of the “due to due from”. As the Audit Committee meets directly prior to the Executive meeting, the recommendations will be presented at the Executive meeting.

BACKGROUND

During the presentation of the 2018 - 2019 Audit to our governing boards and staff we were informed that there was a “due to – due from” of about \$1,000,000, on our books. The origin of the “due to due from” dated back to the period during which the CSBD Audit was performed by Grau & Associates. This was not a compliance finding. It was a marker denoting funds might need to be transferred from one funding stream to another.

This can happen, for example, when the state does not receive federal funds timely for a particular program. In such instances we are often instructed to use existing funding streams to support grant activities until the delayed allocation is received. Staff and overhead may be charged to a related grant which can support the same activities. When the delayed federal funds become available, staff and overhead are charged back to the original funding stream.

Per discussions with our auditors following the issuance of the 2018 – 2019 Audit Report fiscal staff were directed to research the origins of the “due to due from” so that we could close this loop in our books. As was reported with the issuance of the 2019 – 2020 Audit Report staff was able to identify about \$600,000, reducing the “due to – due from” to \$366,747.00 from about \$1,000,000.

DISCUSSION

This year in preparation for the Audit we directed our Senior Financial Quality Assurance Analyst, who is a CPA and served as a our previous Fiscal Director, to go back as far as 2016 to find the origins of the “due to – due from” so it could be reconciled and zeroed out in our books. In fact she researched as far back as 2011 and was not able to identify the source of the “due to due from.” There was no funding stream identified which was not been reconciled and balanced.

The research conducted identified that the “due to due from” dated back the period during which Grau & Associates was the CSBD Auditor. During this short period, Grau & Associates asked us to do a “hard close” of the books, which had never been done before. We were also instructed to make a myriad of adjustments to the books, all of which were aggregated costs, so going back we are unable to determine what comprised those adjustments. In fact, our succeeding audit firm required us to obtain the work papers from Grau & Associates to understand some of Grau’s calculations. Further as the governing boards may recall, it was so difficult to work with Grau and to communicate with them that we asked for and were granted permission to terminate their contract.

After researching as far back as 10 years, we are unable to tie the \$366,747.00 to any actual expenditures or to a deficiency in any of our funding streams. We have reported all awards and expenditures of federal funds through SERA the federally mandated reporting mechanism. All our Notices of Fund Availability are reviewed as a part of our annual audits. The research was done by our internal Quality Assurance CPA under the oversight of our VP of Finance. Our funds are monitored by an external CPA Firm as well as by DEO none of whom identified any imbalance in the accounting or reporting. All of our annual audits have been clean with no findings.

We have been unable to identify any outstanding expenditures that together could comprise the amount of \$366,747. We conferred with the partner for our current Audit engagement Mr. Anthony Brunson regarding zeroing out the \$366,747.

Per his guidance we are bringing this to the governing boards and asking approval to zero out the “due to due from” so it no longer appears in our financials as we found no outstanding balances going back over 10 years.

RECOMMENDATION

Approval to zero out the “Due to Due from” so it no longer appears in our financials.

Memorandum #12-21 (OPS)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Selection of School Board (SBBC) to Provide a WIOA In-School Youth Program

Date: 11/18/2021

SUMMARY

Consideration to approve up to \$500,000 to be divided among 2 providers subject to staff negotiation with the majority of the funds to be awarded to the SBBC because of their WIOA experience and as recommended by the Review Committee which met 11/16. The Review Committee was comprised of members of the Board and the One Stop Committee. The contract will be for an initial 18 month period and for two (2) renewable one year terms. Since Board member, James Payne, is employed by the SBBC, this recommendation must be approved by a 2/3 vote of the Board members present with an established quorum at a Board meeting.

BACKGROUND

On 9/23, the governing boards approved allocating up to \$500,000 in WIOA youth funds for an In School Youth (ISY) program to provide up to 100 high school seniors with employability skills and a work experience related to their career interests to begin in January 2022.

A public notice was posted on the CSBD website and we also sent the notice to community partners who serve youth. The RFQ provided an overview of the expectations and deliverables for the ISY program and requested interested parties to respond by addressing how they planned to meet those deliverables along with a price quote.

DISCUSSION

On 11/10, the close of the period for receiving responses, CSBD received two (2) proposals from 1) SBBC and 2) JASF. The review committee comprised of members: Rick Shawbell (Chair), Dawn Liberta, Ann Deibert and Cassandra Evans was convened on 11/16 to rate and rank the proposals. Both proposers gave a short presentation to the Committee and were recommended for funding with the majority of the funds to be

awarded to the SBBC because they are an experienced WIOA youth provider and they have direct access to the youth who will be targeted for this program.

In accordance with the governing boards approval to allocate up to \$500,000 in WIOA youth funds for ISY programs we will negotiate with each of the two providers based on the number of youth to be served.

RECOMMENDATION

Approve entering into a contract with SBBC for an ISY program subject to negotiation. The contract will be for an initial 18 month period and for two (2) renewable one year terms.

Memorandum #15-21 (OPS)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Selection of Junior Achievement of South Florida to Provide a WIOA In-School Youth Program

Date: 11/18/2021

SUMMARY

Consideration to approve up to \$500,000 to be divided among 2 providers as recommended by the Review Committee which met 11/16. The Review Committee comprised of members of the Board and the One Stop Committee recommended staff negotiate sufficient funds to serve up to 20 youth as Junior Achievement of South Florida (JASF) is a new provider and has no experience with WIOA requirements. The contract will be for an initial 18 month period and for two (2) renewable one year terms.

BACKGROUND

On 9/23, the governing boards approved allocating up to \$500,000 in WIOA youth funds for an In School Youth (ISY) program to provide up to 100 high school seniors with employability skills and a work experience related to their career interests to begin in January 2022.

A public notice was posted on the CSBD website and we also sent the notice to community partners who serve youth. The Request For Quotes provided an overview of the expectations and deliverables for the ISY program and requested interested parties to respond by addressing how they planned to meet those deliverables along with a price quote.

DISCUSSION

On 11/10, the close of the period for receiving responses, CSBD received two (2) proposals 1) The School Board of Broward County and 2) JASF. The Review Committee comprised of members: Rick Shawbell (Chair) Dawn Liberta, Ann Deibert and Cassandra Evans was convened on 11/16 to rate and rank the proposals.

Both proposers gave a short presentation to the Committee and were recommended for funding. The review committee instructed staff to negotiate a smaller award for JA sufficient to serve up to 20 youth as JASF does not have experience with WIOA requirements.

In accordance with the governing boards approval to allocate up to \$500,000 in WIOA youth funds for ISY programs we will negotiate with each of the two providers based on the number of youth to be served.

RECOMMENDATION

Approve entering into a contract with Junior Achievement of South Florida for an ISY program to serve up to 20 youth subject to negotiation. The contract will be for an initial 18 month period and for two (2) renewable one year terms.

Memorandum #16 – 21 (OPS)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Delivery of Out of School Youth Services Through the Career Centers

Date: November 22, 2021

SUMMARY

Consideration to approve the delivery of a cohort of out of school youth (OSY) services through the career centers under the EmpHire Contract. Our RFP for the career center staffing company was general and would allow us to add youth case managers under that procurement. In the spring of 2021 all local areas were advised to exit participants who were not making sufficient progress in their programs. Because of the changes that would have to be made to their program design Broward College (BC) recently informed us that they would like to terminate the contract for convenience and regroup in the future to see how we might partner more effectively. To assure we meet OSY expenditure goals it is recommended that we provide services to a cohort of OSY through the career centers.

BACKGROUND

In the spring of 2021 all local areas were advised to exit participants who were not making sufficient progress in their programs. This was based on a USDOL pronouncement that they would be applying the “measureable skills gain” (MSG) performance indicator in evaluating state-wide performance. The state’s performance is the roll up of all the local areas’ performance. The MSG is applied to participants in training and measures attendance and grades.

At the inception of WIOA we adopted a program design that recognized that barriered youth often have challenges that interfere with their progress and we wanted to allow for youth to advance at their own pace.

During the summer, DEO adopted new exit policies that would cause the data system to automatically exit youth at many points during their participation in the program. As a result if a youth is in a long term program and takes a semester off, or cannot get the classes they need and needs to skip a semester they would be exited even though they considered themselves to still be participating. While we discussed focusing on shorter term programs youth who were recruited seemed to gravitate to the longer programs.

Because of the changes that would have to be made to the program design BC called and then wrote to let us know that they wanted to terminate their OSY contract for convenience and regroup in the future to see how we might partner more effectively. The balance of their contract is projected to be around \$500,000 as all invoices have not yet been received. We need to re-obligate these funds so we do not exceed allowable carry forward rules. To assure we meet OSY expenditure goals it is recommended that we provide services to a cohort of OSY through the career centers.

DISCUSSION

Our RFP for the career center staffing company was general and would allow us to add youth case managers under that procurement. Case managers would refer youth appropriate for training to any of the courses on the ITA list. They could also combine the training with work experience or for those youth seeking employment, provide them with a paid internship, followed by employment or placement into post-secondary training.

RECOMMENDATION

Approve the delivery of a cohort of out of school youth (OSY) services through the career centers under the EmpHire Contract. The one stop center success coaches will refer youth appropriate for training by awarding an ITA. This will also expend the balance of the BC contract.

Memorandum #09 – 21 (OPS)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Addition of New Course for Existing Eligible Training Provider FVI School of Nursing & Technology

Date: November 3, 2021

SUMMARY

Consideration to add existing eligible training provider FVI School of Nursing & Technology Nursing Assistant course to the Individual Training Account (ITA) list for Welfare Transition Program (WTP) & WIOA out of school youth participants. CSBD reviewed the application for completeness and to ensure that Board mandated criteria are met for this school, the training program and related occupational title. Approved at the 11/2 One Stop Services Committee.

BACKGROUND

The Board established minimum evaluation criteria to include but not limited to licensure, accreditation, and issuance of an industry recognized credential, and reporting to the Florida Education and Training Placement Information Program (FETPIP). All of our current eligible training providers meet these criteria.

The Board also approved adding schools and training programs to the ITA list that will only be available to our WTP and WIOA out of school participants, as the training will not result in the wage we require for our WIOA Adult participants. These programs will provide a stepping stone in a career path that can lead to self-sufficiency.

DISCUSSION

FVI School of Nursing & Technology (FVI), an existing eligible training provider, is accredited by the Council on Occupational Education, which is an entity recognized by the US DOE. They are also licensed by CIE and FVI submits data reports to FETPIP. The course submitted prepares students for employment as Nursing Assistants with an entry wage of \$10.35 per hour.¹ The training will only be available to our WTP and WIOA out of school youth participants. CSBD will also limit enrollment of customers to 10 in the training program until performance can be established for our customers.

¹ Florida's minimum wage is currently \$10.00 an hour. It will increase again on 9/30/22 to \$11.00 an hour and every year thereafter until it reaches \$15 an hour by 9/30/26. To comply, as the wage increases employers must implement hourly minimum wage changes.

As of 10/16, using tools such as JOBS EQ and Employ Florida, CSBD was able to validate that within the past 90 days there have been more than 25 job openings in this occupation in Broward County.

A cross-functional CSBD review team comprised of staff from Operations, Quality Assurance, and the Medical Industry Business Services Manager evaluated the application. The committee has determined that all Board mandated criteria have been met for the training program and related occupational title.

RECOMMENDATION

Approve adding existing eligible training provider FVI School of Nursing & Technology's Nursing Assistant course to the ITA list only for WTP and WIOA out of school youth participants.

**ITA Course Summary Spreadsheet
Attachment to Memo #09-21**

School Name / Location	Accreditation / State Agency Approval	FL DOE License	Course Title	Type of Credential Offered	Program Length	Entry Wage	Course Offering	Prerequisites	Tuition Costs	Books, Tools, Uniforms, etc.	Cert. / License Costs	Program Total Costs
<i>FVI School of Nursing and Technology</i>	<i>Council on Occupational Education</i>	<i>CIE</i>	<i>Nursing Assistant / Home Health Aide WTP & WIOA Youth Only</i>	Diploma	9 weeks	\$10.35	Classroom Lab & Externship	HS Diploma	\$1,408	\$200	\$140.00	\$1,748

Memorandum #03 – 21 (OPS)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Add New Training Providers Galen College of Nursing & Florida Career College to the Eligible Training Providers List

Date: November 3, 2021

SUMMARY

CareerSource Broward (CSBD) received applications from two new providers to become Eligible Training Providers and add a total of ten (10) programs to the Individual Training Account (ITA) list 1) Galen College of Nursing and add three (3) training courses and 2) Florida Career College and add seven (7) courses to the ITA list as follows:

New Providers and Courses Requested to be Added to the ITA List

Training Provider	Occupational Training Program
Galen College of Nursing	<ol style="list-style-type: none"> 1. Nursing 2. LPN to RN 3. Bachelor of Science in Nursing
Florida Career College	<ol style="list-style-type: none"> 1. Business Office Administration 2. Computer and Network Technician 3. Dental Assistant 4. Heating, Ventilation and Air Conditioning 5. Medical Assistant Technician 6. Medical Front Office and Billing 7. Patient Care Technician (<u>WTP & WIOA Youth only</u>)

CSBD reviewed the applications for completeness and to ensure that Board mandated criteria are met for schools, training programs and related occupational titles. CSBD is recommending approval of the two new providers and all of the courses to the ITA List. Approved at the 11/2 One Stop Services Committee meeting.

BACKGROUND

WIOA requires classroom and online training to be provided through ITAs at schools and for courses approved by the local workforce board to be on our Eligible Training Provider List (ETPL). To be on our ETPL all occupational training must prepare WIOA adult students for in-demand occupations appearing on the Targeted Occupations List

(TOL) and meet the Board established minimum evaluation criteria. This includes but is not limited to licensure, accreditation, and issuance of an industry recognized credential, and reporting to the Florida Education and Training Placement Information Program (FETPIP). All of our eligible training providers meet these criteria.

The Board also approved adding schools and training programs to the ETPL that will be available only to our WTP and WIOA Youth participants. The schools and training programs also meet the Board established minimum evaluation criteria. These courses are in-demand occupations as is required under WIOA but they result in placements below the wage needed for WIOA adult performance.

DISCUSSION

Galen College of Nursing (GCN) was founded over 30 years ago and is one of the largest private nursing schools in the United States. According to the Department of Health, students who complete Galen's nursing programs have a 91% passing rate on the National Council Licensure Examination (NCLEX-RN). The college is accredited by the Southern Association of Colleges and Schools, Commission on Colleges, which is an entity recognized by the U.S. Department of Education (US DOE) and also licensed by the Commission for Independent Education (CIE). The provider does not currently submit reports to FETPIP, but understands and commits to submitting FETPIP data going forward.

Florida Career College (FCC) has over 35+ years of industry experience and is committed to driving community transformation by empowering students with an engaging learning environment. FCC is accredited by the Council on Occupational Education, which is an entity recognized by the US DOE. They are also licensed by CIE at all three (3) campuses located in Margate, Lauderdale Lakes, and Pembroke Pines. FCC currently submits reports to FETPIP.

As new training providers, GCN and FCC will be under initial eligibility status with CSBD and we will limit enrollment of customers to 10 in each of the training programs until performance can be established for our customers.

The courses submitted by GCN and FCC will prepare WIOA adult and WTP / WIOA youth participants for employment in the following demand occupations as shown in the chart below.

Training Courses to be Added

Training Provider	Occupational Training Program	Occupation	Entry wage	# of Job Openings
GCN	Nursing	Registered Nurses	\$27	>25
	LPN to RN	Registered Nurses	\$27	>25
	Bachelor of Science in Nursing	Registered Nurses	\$33	>25
FCC	Business Office Administration	Executive Secretaries	\$18.15	>25
	Computer and Network Technician	Computer User Support Specialist	\$16.42	>25
	Dental Assistant	Dental Assistants	\$15.44	>25
	Heating, Ventilation and Air Conditioning	Heating, A.C, and Refrigeration Mechanics and Installers	\$13.65	>25
	Medical Assistant Technician	Medical Assistants	\$14.20	>25
	Medical Front Office and Billing	Medical Records and Health Information Technicians	\$13.65	>25
	Patient Care Technician (<u>WTP & WIOA Youth only</u>)	Personal Care Aides	\$10.35 ¹	>25

A cross-functional CSBD review team comprised of staff from Operations, Finance, Quality Assurance, and Industry Business Services Managers evaluated the applications. The committee has determined that all Board mandated criteria have been met for the training programs and related occupational titles.

¹ Florida's minimum wage is currently \$10.00 an hour. It will increase again on 9/30/22 to \$11.00 an hour and every year thereafter until it reaches \$15 an hour by 9/30/26. To comply, as the wage increases employers must implement hourly minimum wage changes.

RECOMMENDATION

Approve 1) Galen College of Nursing and add 3 training courses and 2) Florida Career College and add 7 courses to the ITA list for a total of ten (10) programs as follows:

Training Provider	Occupational Training Program
Galen College of Nursing	<ol style="list-style-type: none">1. Nursing2. LPN to RN3. Bachelor of Science in Nursing
Florida Career College	<ol style="list-style-type: none">1. Business Office Administration2. Computer and Network Technician3. Dental Assistant4. Heating, Ventilation and Air Conditioning5. Medical Assistant Technician6. Medical Front Office and Billing7. Patient Care Technician (<u>WTP & WIOA Youth only</u>)

**ITA Course Summary Spreadsheet
Attachment to Memo #03-21**

School Name / Location	Accreditation / State Agency Approval	FL DOE License	Course Title	Type of Credential Offered	Program Length	Entry Wage	Course Offering	Prerequisites	Tuition Costs	Books, Tools, Uniforms, etc.	Cert / License Costs	Program Total Costs
Galen College of Nursing	Southern Association of Colleges and Schools, Commission on Colleges	CIE	Nursing	Associate of Science in Nursing (ASN)	2 Years	\$27	Hybrid* with hands on Labs	HS Diploma & Test of Essential Academic Skills (TEAS)	\$44,510	\$3,240	\$140	\$47,890
			LPN to RN	ASN	70 weeks	\$27	Hybrid* with hands on Labs	HS Diploma & TEAS	\$33,190	\$2,815	\$140	\$36,145
			Bachelor of Science in Nursing (BSN)	BSN	2 Years	\$33	Hybrid* with hands on Labs	HS Diploma & TEAS	\$45,673	\$2,187	\$140	\$48,000

* Some classes are online only and others are in-class only

**ITA Course Summary Spreadsheet
Attachment to Memo #03-21**

School Name / Location	Accreditation / State Agency Approval	FL DOE License	Course Title	Type of Credential Offered	Program Length	Entry Wage	Course Offering	Prerequisites	Tuition Costs	Books, Tools, Uniforms, etc.	Cert / License Costs	Program Total Costs
Florida Career College	Council on Occupational Education	CIE	Business Office Administration	Diploma	34 weeks	\$18.15	Blended*	High School Diploma	\$11,542.90	\$457.10	N/A	\$12,000
			Computer and Network Technician	Diploma + CompTIA A+, CompTIA Security + & Microsoft Certified Technology Specialist	36 weeks	\$16.42	Blended*	High School Diploma	\$11,379.35	\$620.65	Included in tuition	\$12,000
			Dental Assistant	Diploma	34 weeks	\$15.44	Blended*	High School Diploma	\$11,716.84	\$283.16	N/A	\$12,000
			Heating, Ventilation and Air Conditioning	Diploma + EPA Section 608 certification	36 weeks	\$13.65	Blended*	High School Diploma	\$11,171.76	\$828.24	Included in tuition	\$12,000
			Medical Assistant Technician	Diploma	34 weeks	\$14.20	Blended*	High School Diploma	\$11,664.66	\$335.34	N/A	\$12,000
			Medical Front Office and Billing	Diploma	34 weeks	\$13.65	Blended*	High School Diploma	\$11,441.04	\$558.96	N/A	\$12,000
			Patient Care Technician- WTP only	Diploma + C.N.A. Certification	34 weeks	\$10.35	Blended*	High School Diploma, before completion will need background check, immunizations, and drug screen.	\$11,679.19	\$320.81	Included in tuition	\$12,000

*Courses are live and virtual, students can choose to attend online or in-person

Memorandum #07 – 21 (OPS)

To: Executive Committee
From: Carol Hylton, President/CEO
Subject: WIOA Youth Performance for program year (PY) 21 – 22
Date: November 3, 2021

SUMMARY

CareerSource Broward (CSBD), funds five (5) Out-of-School Youth (OSY) programs. The youth receive case management, career pathway planning, occupational skills training and job readiness preparation. This Youth Performance report provides the One Stop Services committee provider performance as required under their agreements and in accordance with the Workforce Innovation and Opportunity Act (WIOA).

BACKGROUND

The WIOA Youth Program serves youth ages 17-24 with barriers to education and employment. These services are administered by two (2) full-service programs and three (3) Navigator programs.

As we reported to the committee earlier this year, we had very few carry forward participants because of the new participant Exit policies. Providers continue to provide follow up for youth who were exited last year. As we entered this year our providers:

1. Established criteria via formal and informal assessments to ensure youth have a high likelihood of success.
2. Are collaborating with community partner agencies to better identify youth who are suitable for the program.
3. A recruiter / guidance counselor has been hired by the School Board of Broward County (SBBC) to assist with recruiting youth for GED training and occupational skills training at Broward College (BC).

DISCUSSION

The charts below provide an overview of the each provider's performance for July 1, 2021 to September 30, 2021.

SBBC CTACE OSY provides youth with assistance towards obtaining their high school credentials together with individual pathway plans and employability skills training.

The School Board of Broward County OSY GED PROGRAM (HS DROP OUTS)			
Contract Deliverables	Due Date	Current Performance	CSBD Comments
Enroll 135 youth into the OSY GED program.	3/31/22	36 youth enrolled this program year.	The SBBC's Recruiter / Guidance Counselor was recently hired and is assisting with recruitment.
90% of youth enrolled in GED must achieve a Measurable Skills Gain (MSG).	6/30/22	14 youth (39%) received a measurable skills gain.	
Of the 94 youth that must exit prior to June 30 each year 80 youth, which is 85%, must complete their GED and obtain a High School credential by 6/30/22.	6/30/22	3 youth obtained their GED.	
Of the 94 youth that must exit prior to June 30 each year 80 youth or 85% of the 94 youth shall enter the military, post-secondary education or be in unsubsidized employment at the time of their exit from the WIOA program and through the second (2nd) quarter after exit from the program so as to be considered as having met the "employment measure."	6/30/22	2 youth have exited and have been placed.	

The BC Get Real! Program creates a community within BC that offers post-secondary training and credentials career exploration, career guidance, academic advisement, job placement and follow up services.

BROWARD COLLEGE – GET REAL PROGRAM			
Contract Deliverables	Due Date	Current Performance	CSBD Comments
Enroll 100 youth into post-secondary training	3/31/22	2 youth were carried forward from PY 20-21.	We have asked BC for a plan to address recruitment. The SBBC's Recruiter / Guidance Counselor was recently hired and is assisting with recruitment.
75% of youth enrolled in training must achieve an MSG.	6/30/22	0	
Of the 50 youth that must exit prior to 6/30/22, 45 or 90% of the youth must attain the credential associated with their program of training and exit by 6/30/22.	6/30/22	0	Usually occurs later in the year.
Of the 50 youth that must exit prior to 6/30/22, 45 or 90% of the youth must exit from the program by being placed in the military or post-secondary education or unsubsidized employment at the time of their exit.	6/30/22	0	Usually occurs later in the year.

HANDY's The Life Program serves youth with barriers to employment and education through case management; referral to WIOA funded services, career pathway planning, job placement and follow up services.

HANDY – THE LIFE PROGRAM			
Contract Deliverables	Due Date	Current Performance	CSBD Comments
Enroll 30 OSY into the program.	3/31/22	8 youth. 4 youth were carried forward from PY 20-21.	
100% of youth enrolled into training must achieve a measurable skills gain (MSG).	6/30/22	2 youth are in training and both have received a measurable skills gain.	
100% of youth enrolled in a GED or post-secondary training must attain their GED or post-secondary credential in the program year in which they exit.	6/30/22	1 youth of 2 in training has obtained their credential.	
Of the 15 youth that must exit prior to 6/30/22; 13 youth or 85% of the 15 youth shall enter the military, post- secondary education or be in unsubsidized employment at the time of their exit from the WIOA program and through the second (2nd) quarter after exit from the program so as to be considered as having met the "employment measure."	6/30/22	0	

FLITE's Let's Get to Work program serves foster care youth with on-site GED preparation, employability skills training, and WEX to ensure the successful transition into adulthood.

THE FLITE CENTER			
Contract Deliverables	Due Date	Current Performance	CSBD Comments
Enroll 36 youth into the program.	3/31/22	12 youth. 6 youth were carried forward from PY 20-21.	
100% of youth enrolled in training must achieve a measurable skills gain.	6/30/22	0	There are no youth in training at this time.
100% of youth enrolled in training must obtain their GED or post-secondary credential in the year that they exit.	6/30/22	0	
Of the 18 youth that must exit prior to 6/30/22; 15 youth or 85% of the total youth that exit shall enter the military, post-secondary education or be in unsubsidized employment at the time of their exit from the WIOA program and through the second (2nd) quarter after exit from the program so as to be considered as having met the "employment measure."	6/30/22	2 youth have been placed.	

CIL's Jobs for Youth program helps youth with disabilities achieve their career and occupational goals through help with peer counseling, WEX and employability skills training.

CENTER FOR INDEPENDENT LIVING BROWARD (CILB) - JOBS FOR YOUTH PROGRAM			
Contract Deliverables	Due Date	Current Performance	CSBD Comment
Enroll 12 youth into the program.	3/31/22	2 youth were carried forward from PY 20-21.	Due to the barriers of this population, youth have been hesitant to start work experience. We have asked CIL for a plan to address recruitment.
Of the 6 youth that must exit prior to 6/30/22; 5 youth or 85% of the 6 youth shall enter the military, post-secondary education or be in unsubsidized employment at the time of their exit from the WIOA program and through the second (2nd) quarter after exit from the program so as to be considered as having met the "employment measure."	6/30/22	0	

CSBD will continue to monitor progress and provide updates to the One Stop Services Committee.

RECOMMENDATION

None – information only

Memorandum #03 – 21 (FS)

To: Executive Committee
From: Carol Hylton, President/CEO
Subject: General Fund Balance
Date: November 3, 2021

SUMMARY

On 5/31/21 the General Fund balance was \$827,311. Since then, we have realized revenues of \$99,537. This also reflects expenditures of \$63,223. This balance as of 9/30/21 is \$863,625 minus the reserves, we have \$454,781 which is uncommitted.

BACKGROUND

CSBD reserves a portion of the General Fund to:

1. Assure funds are available in the event of a questioned or disallowed cost. We carry D&O insurance, but we set aside funds, as not all expenditures are covered by our insurance.
2. Cover principal payments for the 2890 W. Cypress Creek Road building. Our grants pay for the interest on the mortgage and straight-line depreciation based on 25 years. The depreciation is paid into the General Fund and is used to pay the mortgage principal. As is true of most mortgages, payments in the earlier years are mostly interest and are covered by the grants. In later years as the majority of the payment is made up of the principal the depreciation collected and paid to the General Fund will be applied to pay for the principal.

The governing boards have approved the reserve of the depreciation payments each year until we have sufficient funds collected to pay the principal as the mortgage ages. Fiscal has calculated the amount that will be needed to pay the principal and tracks it on a monthly basis.

Fiscal has updated the General Fund Memo so the governing boards will be apprised of the payments toward the principal as it increases over time and will also be able to see expenditures and revenues related to our other activities.

Chart 1- General Fund Reserves

Category	Dollar Amount
Contingency reserve	\$250,000
Depreciation collected to date	\$454,854
Less Principle paid with Depreciation revenue since 1/1/2019	(\$296,010)
Total	\$408,844

Chart 2, below is the budgeted list of projected expenditures approved by the CSBD Council that can be charged against the General Fund. Actual expenditures are reported each year unspent funds remain in the General Fund.

**Chart 2- Board Approved Budget Items through 12/31/21
Actual Expenditures are not included in this Chart**

Category	Dollar Amount
Food	\$23,500
Ticket to work Staff Salary/Benefits & Overhead	\$98,500
Application of our Indirect Cost Rate	\$18,281
Contribution to President's Salary	\$13,200
Total	\$153,481

DISCUSSION

The General Fund balance as of 5/31/21 was \$827,311. From 6/1/21 - 9/30/21, revenues received totaled \$99,537 and expenditures totaled \$63,223, as shown in Chart 3. The ending balance of the General Fund as of 9/30/21 was \$863,625 including the reserves. Chart 3, below is a list of current revenue and expenditures.

Chart 3- Revenues and Expenditures 6/1/21 – 9/30/21

Category	Revenues	Expenditures	Comments
Investment Interest	\$193		
Reimbursement to CSBD	\$350		Restitution of funds
Ticket to Work (TTW)	\$43,249	\$22,348	Net Income \$20,901
Depreciation collected from grants	\$55,745		
FY 20-21 Building Principal		\$37,806	Principal paid to date is \$508,802
Food expense		\$334	
Indirect Costs		\$2,735	
Total	\$99,537	\$63,223	

The General Fund balance as of 9/30/21 is \$863,625 of this amount \$408,844 is held in reserve leaving a balance of \$454,781 which is uncommitted.

RECOMMENDATION

None. For information purposes.

Attachment: General Fund Spreadsheet

CareerSource Broward
 General Fund Revenues and Expenditures and Available Funds
 6/1/21 to 9/30/21

Balance 6/1/2021		\$ 827,311
Revenues :		
Depreciation Collected (6/21-9/21)	\$ 55,745	
Ticket to Work (TTW)	43,249	
Interest	193	
Other reimbursements / credits	<u>350</u>	
Total Revenues		99,537
Expenditures :		
Principal paid	(37,806)	
Ticket To Work (TTW)	(22,348)	
Food	(334)	
Indirect costs	<u>(2,735)</u>	
Total Expenditures		<u>(63,223)</u>
Total General Fund as of 9/30/21		<u><u>\$ 863,625</u></u>
Less Reserves		
Contingency funds	(250,000)	
Funds collected for depreciation	(454,854)	
Less: Principle paid beginning 1/1/19	<u>296,010</u>	
		<u>(408,844)</u>
General Fund Balance Available for Expenditure		<u><u>\$ 454,781</u></u>

Memorandum #02 – 21 (FS)

TO: Executive Committee

FROM: Carol Hylton, President/CEO

SUBJECT: Budget v Actual

DATE: November 15, 2021

SUMMARY

Detailed below is the Budget v Expenditure Report. Some under expenditures in the WIOA adult/dislocated worker and youth funding streams are noted. We are expanding our outreach efforts, scheduling ITA fairs, getting ready to launch an in-school youth program and preparing to serve OSY through the one-stop to increase expenditures.

BACKGROUND

CSBD receives some of its funds based on its program year which is July 1 – June 30 and some of its funds based on the federal fiscal year October 1 – September 30 which is also aligned with the CSBD fiscal year.

In accordance with the Audit Committee’s request to report budget v actual expenditures they are presented in accordance with the period of their award. Chart 1 covers funds awarded on a program year basis and Chart 2 covers funds awarded on a federal fiscal year basis.

DISCUSSION

Chart 1 below depicts our budget v actual expenditures for funds awarded on a program year basis. The period covered is the first quarter of the program year July 1 – September 30.

Chart 1 – @ 25% of the Year

Notes	Funding Stream	PY 21-22 Budget	Actual Expenditures 7/1/21 - 9/30/21	% Expended
	Welfare Transition	4,103,360	1,014,085	25%
1	WIOA Adult / Dislocated Worker	8,837,918	1,583,182	18%
2	WIOA Youth	4,425,206	435,259	10%

1. WIOA AD / DW – During this quarter we expended National Dislocated Worker COVID-19 grant funds to serve dislocated workers whose jobs were affected due to the pandemic as this grant ends on 3/31/22 and we cannot carryforward unspent funds. To increase formula adult and dislocated worker expenditures we are expanding our outreach efforts, planning

ITA fairs with our eligible training account providers, and ramping up work based participant opportunities with our employers.

2. WIOA Youth – The exit of many of youth at the end of the last program year meant that providers were faced with having to recruit sufficient youth to meet their enrollment goals over the summer when some of the providers were still working remotely. To increase spending we will 1) launch an in-School Youth program beginning in January per the governing boards' approval 2) start serving youth in the one-stop centers and 3) include youth in work based training efforts and the ITA fairs to encourage enrollment in the technical short term programs.

Chart 2 covers the funds awarded on a federal fiscal year basis through September 30, 100% of the year.

Chart 2 - @ 100% of the Year

Notes	Funding Stream	Final PY 20-21 Budget	Actual Expenditures 10/1/20 - 9/30/21	% Expended
	Wagner Peyser (WP)	1,098,644	1,098,644	100%
1	Veterans	285,512	220,157	77%
	SNAP	378,495	378,495	100%

1. Veterans – The state has extended use of these funds to 12/31/21. We are on target and expect to fully utilize the funds by the end of December.

RECOMMENDATION

None. For information purposes only.

Memorandum #08 – 21 (QA)

To: Executive Committee
From: Carol Hylton, President/CEO
Subject: Acceptance of the DEO Fiscal Monitoring Report dated August 31, 2021
Date: October 14, 2021

SUMMARY

The Florida Department of Economic Opportunity (DEO) issued their 20-21 Financial Compliance Monitoring Report for the period April 1, 2020, through March 31, 2021, on 8/31/21. There were zero (0) findings, non-compliance issues or observations.

BACKGROUND

The DEO conducted its annual fiscal monitoring review in June 2021. The review covered the period April 1, 2020, through March 31, 2021.

DISCUSSION

The State financial monitoring was conducted by the DEO's Bureau of Financial Monitoring and Accountability (FMA) and the review covered the period April 1, 2020, through March 31, 2021, on 8/31/21. The State performed a remote review in June 2021.

There were zero (0) findings, non-compliance issues or observations.

RECOMMENDATION

None. For information purposes only.

Memorandum #07 – 21 (QA)

To: Executive Committee
From: Carol Hylton, President/CEO
Subject: Acceptance of the DEO Program Monitoring Report dated August 31, 2021
Date: October 20, 2021

SUMMARY

The Florida Department of Economic Opportunity (DEO) issued their Program Monitoring Report for the period 4/20 through 3/21, on 8/31/21. They reviewed a total of 195 files consisting of 5,535 elements. There were 2 findings and 5 non-compliance issues. The findings equate to an error rate of (.04%) less than 1%. All findings and non-compliance issues were corrected except where cases were closed and no further action could be taken. Our Corrective Action Plan was accepted on 10/8/21.

BACKGROUND

The DEO conducted its annual program monitoring review in June 2021. The review covered the period 4/1/20, through 3/31/21.

The following programs were reviewed:

1. Welfare Transition Program (WTP)
2. Supplemental Nutrition Assistance Program (SNAP)
3. Workforce Innovation and Opportunity Act (WIOA)
4. Trade Adjustment Assistance (TAA)
5. Wagner-Peyser (WP)

DISCUSSION

The DEO identified 2 findings, along with 5 “non-compliance,” which mean these could be a finding in the future if not corrected. All the findings and non-compliance issues were corrected. They reviewed a total of 195 files consisting of 5,535 elements. The findings equate to an error rate of (.04%) less than 1%.

State Program Findings for the period of April 2020 – March 2021

The findings and observations in this report were forwarded to Career Center and Program Managers for resolution and responses. The findings and observations are presented below, along with the corrective action taken.

There were **2** Findings:

Finding WIOA 22.01.01 – On-the-Job Training (OJT) Agreements Exceeded the Contract Duration
Two On-the-Job Training (OJT) participant training plans exceeded the contract duration time. (Central-2)
Recommendation
CSBD should ensure the termination date on the OJT contract aligns with the termination date of its training plans.
Agree/ Disagree
Disagree
Resolution
<ul style="list-style-type: none"> • We disagree with this finding. • The way our contracts are structured, every time we add a training plan it is incorporated into and amends the existing contract. Therefore, as long as the training plan is executed before the contract termination date, the hours on the training plan act to effectively extend the contract until the training for that participant has been completed.
Finding WP 22.21.02 – Job Seeker Permission for Registration, Referrals and Requirements for Participation (Prior Year Issue)
A. Two (2) staff-assisted Employ Florida registrations were missing documentation of the customers' permission to create their new Employ Florida accounts. (Central-2)
B. 10 customers who received a staff-assisted job referral did not have a full application documented in Employ Florida. (North-1, Central-8, South-1)
Recommendation
CSBD should ensure case notes document the customer's permission to create an Employ Florida registration or a staff-assisted job referral, as well as a full Employ Florida application when program participation is initiated.
Agree/ Disagree

Agree

Finding WP 22.21.02 – Job Seeker Permission for Registration, Referrals and Requirements for Participation (Cont.)

Resolution

- Post monitoring review sessions were held with staff to review results and address issues of concern. Customers with cases transferred in from other counties were reviewed by staff.
- The findings noted all happened before staff received training on 10/14/20, and in January 2021. Staff was provided extensive training regarding WP program requirements and was inclusive of these monitoring results and compliance initiatives. After these trainings, there have been no reoccurrences of customers not having a full WP application documented in Employ Florida, or their permission to create the new account, when program participation is initiated.
- A monthly customer case file review is completed by the WP Supervisors to ensure that any customer receiving a staff-assisted referral has a full WP application documented in Employ Florida and that staff received permission from the customer to create the account.
- The applicable policy was updated and action plans were created to prevent these issues.
- The cases identified have been reviewed by staff for updates and accuracy.
- The QA monitoring tool utilized includes a sample review to ensure compliance with the WP application and staff-assisted job referral process in Employ Florida.

There were **5** non-compliance issues:

Non-Compliance Issue WIOA 22.21.01 – Recording of Measurable Skill Gains/MSG (Prior Year Issue)

- A. 11 WIOA Adult participants enrolled in an education or training program did not have a MSG recorded within the program year. (North-1, Central-8, South-2)
- B. Seven (7) WIOA Youth participants enrolled in an education or training program did not have a MSG recorded within the program year. (Broward College-4, SBBC-3)

Recommendation

CSBD should ensure MSGs are documented and recorded by the applicable program year.

Agree/ Disagree
Agree
Non-Compliance Issue WIOA 22.21.01 – Recording of Measurable Skill Gains/MSG (Cont.)
Resolution
<ul style="list-style-type: none"> • The MSG Employ Florida report was added to CSBD’s Report Matrix and all supervisors were trained to run the report monthly. • The Program Manager will run the MSG Employ Florida report quarterly to ensure MSGs are entered timely. • CSBD staff was instructed to obtain a MSG within the first 4 weeks or upon completion of the first semester of the training. This will be tracked through the monthly/quarterly report and will be entered into the system once received. • In addition, CSBD staff is in the process of developing a MSG Progress Report for training providers to use for any customers entering into a training program late in the program year, so that the training provider will be able to update the progress made by the customers in absence of actual grades. This report will be used in the last month of the program year.

Non-Compliance Issue WP 22.21.02 – Job Seeker Participation and Soft Exits
One job seeker’s request for a password reset was not granted timely and the delay was documented as an Activity Service Code 116 “Soft Exit.” (Central-1)
Recommendation
CSBD should ensure services are timely and properly recorded.
Agree/ Disagree
Agree
Resolution

- This was an isolated incident.
- The staff person was retrained by the WP Supervisor and provided individual step-by-step instructions on how to request assistance.
- WP Supervisors monitor cases on a monthly basis using the QA monitoring tool.
- The QA monitoring tool utilized includes a sample review to ensure compliance with the WP application process in Employ Florida.

Non-Compliance Issue WP 22.21.03 – New Employer Account Verification

One new employer account was not verified within two business days, and the method of verification was not documented in case notes. (Job Order Unit-1)

Recommendation

CSBD should ensure that a newly registered employer account in Employ Florida is verified within two business days of the registration and prior to enabling the account or releasing the new employer’s job orders to job seekers.

Agree/ Disagree

Agree

Resolution

- Staff was provided a refresher review of the Employer Verification Policy in June 2021.
- Job Order Unit staff is now tracking the completion rate each day that job orders are scheduled for review. Job Orders not reviewed by the end of day are reviewed the following business day, which is within the two-business day window required by DEO.

Non-Compliance Issue WP 22.21.04 – Staffing (Private/Temporary Employment) Agencies

Three (3) job orders offered by staffing (private/temporary employment) agencies did not include the phrase “Position offered by no-fee agency” in the job description. (Job Order Unit-3)

Recommendation

CSBD should ensure all job orders offered by staffing (private/temporary employment) agencies include the phrase “Position offered by no-fee agency” in the job description.

Agree/ Disagree

Agree/Disagree

Non-Compliance Issue WP 22.21.04 – Staffing (Private/Temporary Employment) Agencies (Cont.)

Resolution

- We disagree with two of the cited issues. One was a CSBD job order that was incorrectly classified as a staffing agency and one was a duplicate job order that was marked for deletion.
- Currently, the NAICS code for an employer is on the Employer Registration Screen, not on the Job Order screen. We entered an OPC request for this field to transfer over to the Job Order Screen, to show when the employer is a staffing agency.
- The Job Order Unit will run a weekly report of job orders posted for employers with a NAICS code for staffing agencies to check for the proper verbiage. This report will be provided to the VP of Communications and Business Relations for compliance review.
- Our QA monitoring tool includes a file sample review to ensure compliance with staffing (Private/Temporary Employment) agency job orders to include the phrase “Position offered by no-fee agency” in the job description section.

Non-Compliance Issue RESEA 22.21.05 – RESEA Responsibility Statement Form

One customer’s RESEA Responsibility Statement Form did not include the required signatures of the participant and case manager. (South-1)

Recommendation

CSBD should ensure the RESEA Responsibility Statement Form includes the required signatures of the participant and case manager.

Agree/ Disagree

Disagree

Resolution

- We disagree with this cited issue.
- During the pandemic, CSBD purchased RightSignature® software that allowed staff to send documents to customers to sign. In addition, there were many waivers in place which took away the ability to enforce the regulations. The customer went through the process and completed the assessment, but did not do the workshop nor return the documentation via hard copy or RightSignature®. We had no recourse because, due to the waiver, we couldn't impose anything and there was no penalty regarding her receiving her unemployment assistance claim.
- CSBD has a RESEA procedure in place to ensure signatures are obtained.

RECOMMENDATION

None. For information purposes only.

Memorandum #06 – 21 (QA)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Results of the Cherry Bekaert, LLP Fiscal Monitoring – Report #3
PY 20/21 Issued 08/21

Date: September 28, 2021

SUMMARY

Cherry Bekaert conducted fiscal monitoring for the period 3/1/21 through 6/30/21. Cherry Bekaert reviewed a total of 1,046 elements during the review period. There were no findings or observations. Based upon the total elements reviewed, this was a 0% error rate.

BACKGROUND

Cherry Bekaert monitors fiscal activities three times a year. This was the third monitoring for the program year.

DISCUSSION

Cherry Bekaert conducted fiscal monitoring for the period 3/1/21 through 6/30/21. Cherry Bekaert reviewed a total of 1,046 elements during the review period. There were no findings or observations. Based upon the total elements reviewed, this was a 0% error rate.

RECOMMENDATION

None. For information purposes only.

**QA #06-21 ATTACHMENT A
Cherry Bekaert Fiscal Findings - PY 20-21**

Procedure	Report #1 7/1/20 - 9/30/20	Report #2 10/1/20 - 2/28/21	Report #3 3/1/21 - 6/30/21
Bank Reconciliation - Accounts Payable Master Account	0	0	0
Bank Reconciliation - General Fund Account	0	0	0
Bank Reconciliation - Operating Master Account	0	0	0
Bank Reconciliation - Participant Payroll Account	0	0	0
Bank Reconciliation - Staff Payroll Account	0	0	0
BOD Disclosures	N/A	0	N/A
Budget vs. Actual Grants/Programs	0	N/A	N/A
Cancelled Checks	N/A	0	0
Cash Draw	0	0	0
Cash Receipts	0	0	0
Cell Phone Expenditures	0	0	0
Contract/Contract Monitoring	N/A	N/A	0
Customer-Related Expenditures - WIOA (ITA/DW/Adult), Youth Support & WTP	0	0	0
Disaster Grant Control Review	0	N/A	N/A
EmpHire Payroll	0	0	0
Employee Separations	0	0	0
ETA Salary and Bonus Cap Calculation	N/A	N/A	0
Forensic Testing – Journal Entry Review	N/A	0	N/A
Grant Compliance Review	N/A	N/A	0
Incumbent Worker Training (IWT)	N/A	N/A	0
Indirect Cost Allocation	0	N/A	N/A
Insurance	0	0	0
Local Plan Review	0	0	0
Mileage Reimbursements (Individuals)	N/A	0	0
Mileage Reimbursements (Service Provider)	N/A	0	N/A
Non-Payroll Expenditures	0	0	0
On-the-Job Training (OJT)	0	0	0
Participant Payroll	0	0	0
P-Card Expenditures	0	0	0
Previous Year-end Audit Adjusting Journal Entries	0	0	0
Procurements - Micro Purchases	0	0	0
Procurements - Non-Competitive	0	0	N/A
Procurements – RFP/Bid	N/A	0	N/A
Procurements - Small Purchases	0	0	0

QA #06-21 ATTACHMENT A (Cont.)			
Procedure	Report #1 7/1/20 - 9/30/20	Report #2 10/1/20 - 2/28/21	Report #3 3/1/21 - 6/30/21
Property Management – Bus Passes	N/A	N/A	0
Property Management – Fixed Asset	N/A	N/A	0
Property Management - PPE	0	N/A	N/A
S.E.R.A. Financial Reporting	0	N/A	N/A
Staff Payroll	0	0	0
Subawarding/Subrecipient Monitoring	0	0	0
Summer Youth Payroll	N/A	N/A	0
Travel Reimbursement	0	0	0
Unpredictability Testing - Disbursements	N/A	N/A	0
Youth Service Provider Contract Review	N/A	N/A	0
Youth Support Payments	N/A	0	0
TOTAL	0	0	0

This chart provides a breakdown of fiscal findings by category type.

Memorandum #15 – 21 (QA)

To: Executive Committee

From: Carol Hylton, President/CEO

Subject: Results of the Taylor Hall Miller Parker (THMP), P.A.
Program Monitoring Report #3 – PY 20/21 – Issued 9/21

Date: October 15, 2021

SUMMARY

THMP conducted program monitoring for the period 2/26/21 through 7/29/21. They reviewed a total of 175 files consisting of 7,327 elements. There were 11 findings and 23 observations. This equates to an error rate of (.15%) less than 1%. All findings and observations were corrected except where cases were closed and no further action could be taken.

BACKGROUND

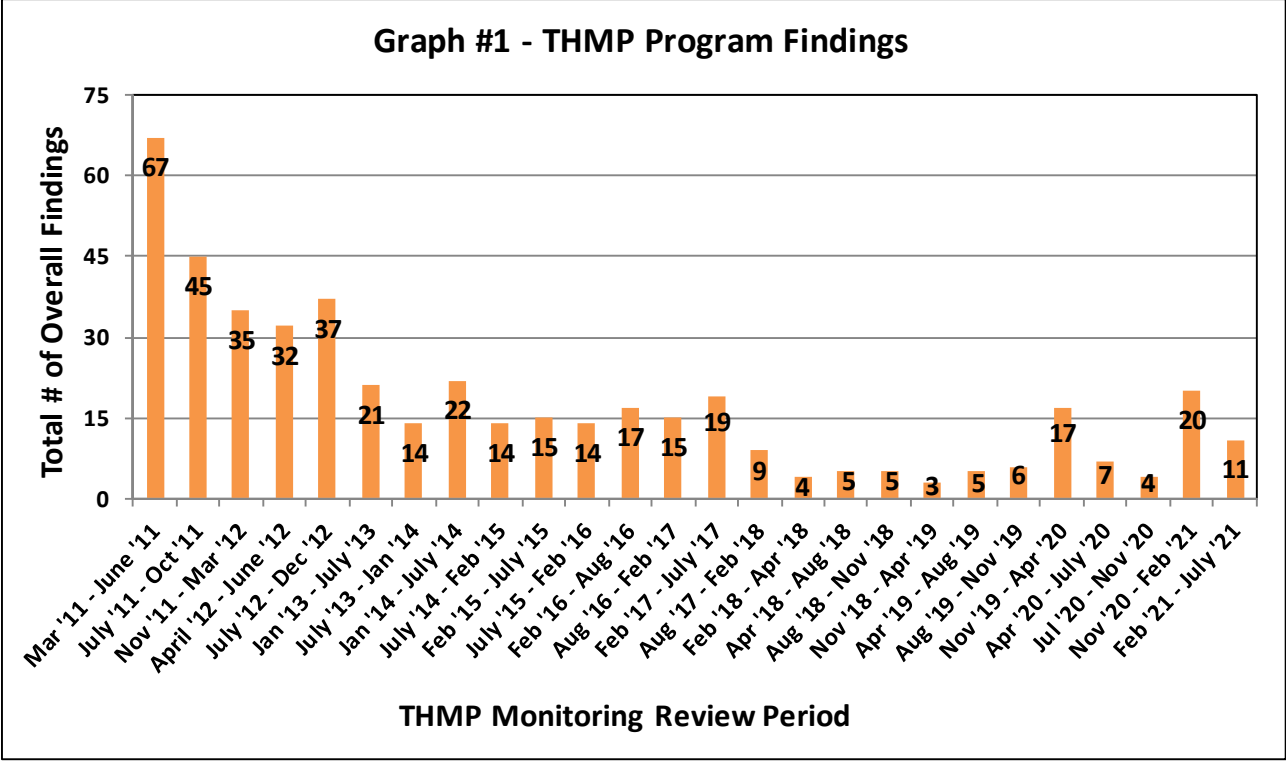
THMP monitors program activities three times a year. This was their third report for PY 20/21.

DISCUSSION

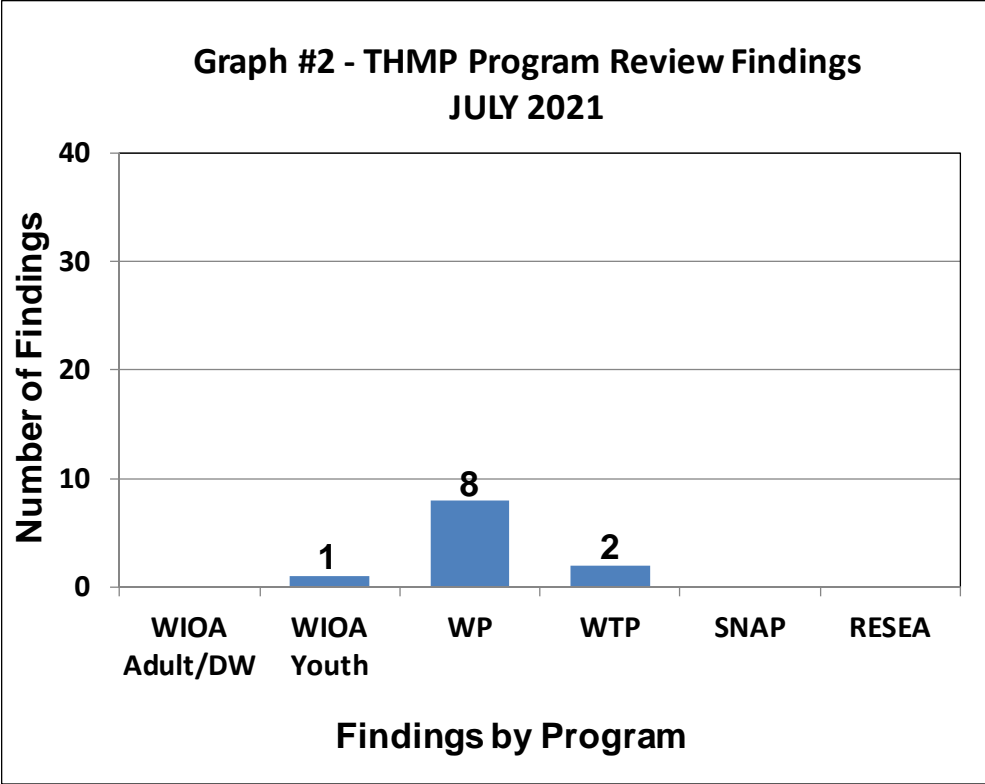
THMP identified 11 findings and 23 observations during their program monitoring visit. They reviewed a total of 175 files consisting of 7,327 elements. This equates to an error rate of (.15%) less than 1%. This monitoring covered the period 2/26/21 through 7/29/21.

THMP Program Findings

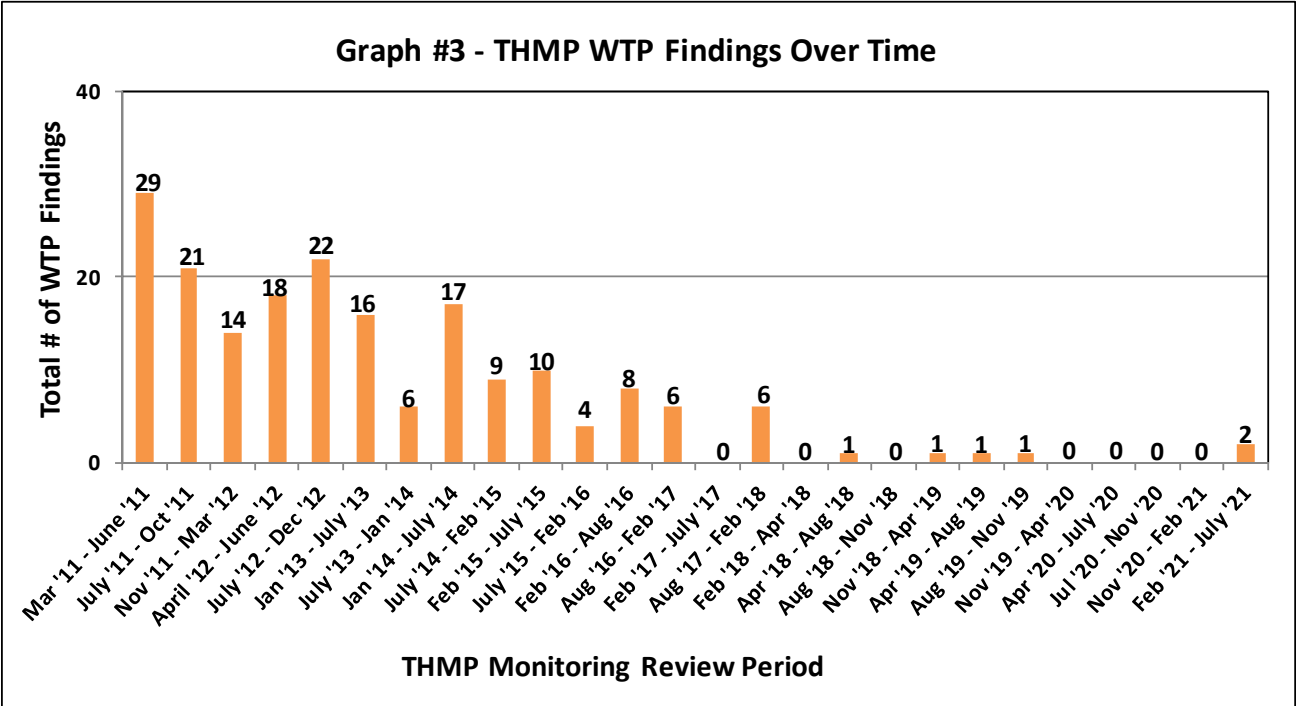
A trending chart for THMP program findings, per review period since March 2011, is represented in Graph #1, as follows:



A breakdown of findings by Program is represented in Graph #2, as follows:



A trending chart for THMP WT Program (WTP) findings per review period since March 2011 is represented in Graph #3 as follows:



THMP Program Findings for the period of February 2021 – July 2021

The findings and observations in this report were forwarded to the Career Center and Program Managers for resolution and responses. The findings and observations are presented by funding stream, along with the corrective action taken.

I. WIOA Adult/Dislocated Worker

- A. 24 WIOA Adult and Dislocated Worker files were reviewed, 8 from each center. There were no findings or observations.
- B. 6 National Dislocated Worker Grant (NDWG) COVID-19 files were reviewed. There were no findings or observations.

II. WIOA Youth

- A. 20 WIOA Youth files were reviewed: 5 Broward College, 2 Center for Independent Living (CFIL), 4 FLITE Center, 4 HANDY, and 5 School Board of Broward County. There was 1 finding.

Finding WIOA Youth
One case file did not contain a signed copy of an Individual Service Strategy (ISS) dated on or before the customer’s WIOA participation date. (Broward College-1)
Recommendation
Staff should ensure that each youth’s ISS is created and signed in a timely manner.
Agree/ Disagree
Agree
Resolution
Staff has been reminded that when requesting approval to enroll a youth, the ISS should be reviewed to ensure all items have been completed. The Youth Program Manager added this element to the checklist that provider staff use to review their cases.

There were 3 WIOA Youth observations.

Observations WIOA Youth
<ul style="list-style-type: none"> 1) An Intake/Eligibility case note was not recorded in Employ Florida. (Broward College-2) 2) Clothing assistance was provided to a customer; however, clothing was not listed as a barrier on the youth's ISS. (Broward College-1)
Recommendation
<ul style="list-style-type: none"> a) Staff should ensure that an initial Intake/Eligibility case note is recorded in Employ Florida. b) The youth's ISS should be updated to reflect this barrier.
Agree/ Disagree
Agree
Resolution
<ul style="list-style-type: none"> a) A case note was entered to include eligibility details. Further, the Youth Program Manager added this item to the checklist that provider staff use to review their cases. b) The ISS was updated to reflect the youth's lack of clothing barrier. Further, the Youth Program Manager added support services to the checklist that provider staff use to review their cases.

III. Wagner-Peyser (WP)

A. 30 WP files were reviewed, 10 from each Center. There were **2** findings.

Findings WP Services
<ul style="list-style-type: none"> 1) A staff-assisted customer registration was missing a case note documenting the customer's permission to create the account in Employ Florida. (Central-1) 2) A complete registration was not fully documented in Employ Florida for a customer prior to staff providing services. (South-1)

Recommendation
<ul style="list-style-type: none"> a) Staff should ensure a customer's permission to create an Employ Florida account is documented in a case note. b) Staff should ensure a customer's Employ Florida registration contains all elements prior to providing services (e.g., the job title and O*Net code).
Agree/ Disagree
Agree
Resolution
<ul style="list-style-type: none"> a) A delayed case note was entered on 7/28/21 indicating a delayed registration due to pending information needed from The Florida Department of Children and Families (DCF) on the accuracy of the customer's Social Security number. The involved WTP Success Coach was provided one-on-one coaching from the Program Manager. Further, the WTP Program Manager sent an email to the WTP Supervisors on 9/9/21 notifying them that there will be an upcoming training and to be mindful in the meantime, that a case note is required to document the customer's consent when entering any staff-assisted customer registration. b) This occurred with a new staff member. On 8/9/21, staff was provided with Policy 571: WP Employ Florida Registration and received additional training from the Quality Assurance Training Coordinator (QATC). The customer's general information was updated on 8/23/21 with the job title and O*Net code.

There were 4 WP Services observations.

Observations WP Services
<ul style="list-style-type: none"> 1) There were no action steps listed for the short- and long-term occupational goals on the EDP. (South-1) 2) Case notes documenting a job development service for 2 customers were missing information. (South-2) 3) Documentation in Employ Florida did not adequately support a staff job referral, showing that the customer met the minimum job order requirements. (Central-1)

Recommendation
<ul style="list-style-type: none"> a) The EDP should list a specific occupational goal for both the short- and long-term goals. b) Case notes documenting a job development service should include all of the following information: employer's name, employer's phone number, employer's address, date of contact, and the position/title of the job. c) Staff should ensure that the customer meets the minimum job order requirements based on the information documented in Employ Florida prior to a staff referral.
Agree/ Disagree
Agree
Resolution
<ul style="list-style-type: none"> a) This occurred with a new staff member. Staff received additional training regarding Individual Employment Plan (IEP) requirements and updated the customer's IEP with action steps. b) This occurred with a new staff member. Staff was provided with Policy 571: WP Employ Florida Registration and received additional training from the QATC on 8/9/21. Staff updated the information with the proper case notes. c) Staff received a verbal warning. The customer's Employ Florida registration was corrected and a resume was uploaded.

B. 30 WP job orders were reviewed. There were **6** findings.

Findings WP Job Orders
There were no case notes in Employ Florida documenting staff's review and verification of 6 job orders within two business days.
Recommendation
Staff should review employer posted job orders for compliance within two business days and document this in a case note in Employ Florida.
Agree/ Disagree
Agree

Resolution
<p>a) For the first job order, this was due to an Employ Florida glitch with the report issued on that day, for which CSBD entered a Track-It request to DEO.</p> <p>b) This issue was isolated to a new staff member who has been retrained. As a preventive measure, the Job Order Unit was trained on how to monitor job orders using the QA Monitoring Tool. Effective 9/1/21, each Job Order Unit staff is required to conduct 10 monthly desk reviews of job orders.</p>

There was 1 WP job order observation.

Observations WP Job Order
The case note verifying the employer registration did not document the method of contact and title of person verifying the information. (JOU-1)
Recommendation
Staff should ensure the case note documenting employer registration verification includes all required information.
Agree/ Disagree
Agree
Resolution
This was an isolated incident associated with a new staff member who has been retrained on the required elements for the case note.

IV. Reemployment Services and Eligibility Assessment (RESEA)

10 RESEA files were reviewed, 5 from Central and 5 from South. There were no findings or observations.

V. Welfare Transition Program (WTP)

A. 24 WTP mandatory files were reviewed, 8 from each Center. There were **2** WTP mandatory findings.

Findings WTP IRPs and JPRs
1) A properly signed copy of an IRP was missing from the case file. (North-1) 2) Documentation in the case file for one customer did not support the corresponding JPR entries. (North-1)
Recommendation
a) Staff should ensure there is a properly signed copy of the IRP in the case file. b) Staff should ensure JPR entries match documentation in the case file.
Agree/ Disagree
Agree
Resolution
a) Unable to correct because the case is closed. This staff member is no longer with CSBD. b) The JPR's were corrected in OSST. This staff member is no longer with CSBD. Further, annual WTP training is planned for November and will include how to calculate hours for split weeks.

There were 10 WTP mandatory observations.

Observations WTP
1) Support services were entered; however, the services were not actually opened with a start date in OSST. (Central-1) 2) Case notes did not provide a clear picture of what was happening with the cases. (North-3, Central-2) 3) Penalty procedures were not initiated for failures to submit participation documentation and/or attend appointments. (North-2, Central-2)

Recommendation
<ul style="list-style-type: none"> a) When support services are entered, staff should ensure the services are opened with a start date in OSST. b) Staff should ensure case notes provide a clear picture of what is happening with the case. c) Staff should ensure penalty procedures are initiated for a customer's failure to submit participation documentation and/or attend appointments.
Agree/ Disagree
Agree
Resolution
<ul style="list-style-type: none"> a) This was corrected. Staff opened the service with the actual start date of 6/22/21. b) Annual WTP staff training to be held in November will review the case note process. c) At the time of transition when participation was again required, a few Success Coaches delayed the penalty process and gave additional time for compliance to customers in order to avoid sanction. Further, annual WTP staff training in November will cover this topic.

B. 21 WTP transitional files were reviewed, 7 from each Center. There were no WTP transitional findings or observations.

VI. Supplemental Nutritional Assistance Program (SNAP)

10 SNAP files were reviewed, 5 Central and 5 South. There were no SNAP findings.

There were 5 WTP SNAP observations.

Observations SNAP
<ul style="list-style-type: none"> 1) The start date for the Job Search activity was after the date of the first job contact counted as participation during the month for the participant. (Central-1) 2) Case notes did not provide a clear picture of what was happening with the cases. (Central-3) 3) There was lack of follow-up on verification of employment for a participant. (South-1)

Recommendation
<ul style="list-style-type: none"> a) Staff should ensure the Job Search activity start date is on or before the first job contact counted as participation during the month. b) Staff should ensure case notes provide a clear picture of what is happening with the case. c) Staff should ensure follow-up is conducted and documented for the employment verification of employed participants.
Agree/ Disagree
Agree
Resolution
<ul style="list-style-type: none"> a) Unable to correct. This topic will be reviewed in annual SNAP training to be held in November. b) At the time of the monitoring, Central had one Success Coach who went out on unexpected leave, causing a delay in some of her appointments. Her caseload has since been reviewed and is now intact and being monitored by the Program Manager. Effective 9/1/21, SNAP was consolidated at one center, South, which will ensure more staff and allow for proper coverage. c) The SNAP Supervisor was filling in due to staff shortages and this was an oversight. We have since hired additional SNAP staff.

RECOMMENDATION

None. For information purposes only.