

FIRST PLANNING DISTRICT

WORKFORCE DEVELOPMENT BOARD

February 7, 2024

Notice is hereby given that there will be a public meeting of the First Planning District Workforce Development Board on **Wednesday, February 21st, 2024 at 8:30 a.m.** This meeting will be held at the Nunez Community College, Fine Arts Building, 3710 Paris Road, Chalmette, La.

AGENDA

- 1. Call to order.....Alan Thriffiley, Chairman
- 2. Welcome and Introductions.....Alan Thriffiley
- 3. Invocation.....Suzanne Torregano
- 4. Comments from the Chairman.....Alan Thriffiley (5 minutes)
- 5. Introduction of new Executive Director, Suzanne Torregano.....Alan Thriffiley (5 minutes)
- 6. Approval of December 13th, 2023 meeting minutes (Action Item).....Alan Thriffiley (5 minutes)
- 7. Review of Expenditure Reports through December 2023.....Melissa Kirsch (5 minutes)
(Questions only)
- 8. Discussion on Board member replacements including Chairman position.....Alan Thriffiley (10 minutes)
- 9. Strategic Discussion for development of new 4yr. Plan..... Staff and Bd members (40 minutes)
- 10. Updates from One-Stop Operator.....Bryan Moore (10 minutes)
- 11. Updates and discussion on current initiativesDave Maziarz (10 minutes)
- 12. Other Business
- 13. Review of action items
- 14. Public Comment Period

Alan V. Thriffiley, EA

Alan Thriffiley, Chairman

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FIRST PLANNING DISTRICT WDB MEETING MINUTES

December 13, 2023 – 8:30 a.m.

MEETING INFORMATION

Location	This meeting was held in person at St. Tammany Government Towers Building, 520 Old Spanish Trail, 5 th floor, Slidell, Louisiana.		
Attendees	Chairman Alan Thriffley	Mr. Chris Abadie	Mr. Thomas Cagle
	Mrs. Stephanie Dupepe	Mr. Keith Espadron, Jr.	Mr. Ross Gares
	Mrs. Michelle Hebert	Mr. Bill Henley	Mr. David Kaufmann, Jr.
	Mrs. Rachel Mackey	Mrs. Elizabeth Maillian	Mrs. Mindy Nunez Airhart
	Mr. Mark Pisani	Mr. Jerry Repka III	Mr. Lenny Unbenhagen
	Mr. Bryan Moore	Mrs. Melissa Kirsch	Mr. Dave Maziarz
	Ms. Stacie Chitwood		

1. CALL TO ORDER

The meeting was called to order at 8:35 a.m. by Chairman Alan Thriffley and a quorum was declared.

2. WELCOME AND INTRODUCTIONS

Chairman Thriffley thanked everyone for being in attendance and welcomed the two new board members, Mrs. Elizabeth Maillian and Mr. Thomas Cagle. Mrs. Maillian is a district supervisor with Louisiana Rehabilitation Services. She is replacing Mrs. Charlene Bonck who is serving on multiple other workforce boards at this time. Mr. Cagle, Vice President of Training and Safety for Associated Terminals, is replacing Mr. Mark Pisani whose term has recently expired. Ms. Kirsch shared her appreciation for the ability to keep Associated Terminals involved as they have been a committed board member for 20 years.

3. INVOCATION

Mrs. Melissa Kirsch gave the invocation.

4. COMMENTS FROM THE CHAIRMAN

Chairman Thriffley continued with sharing that the meeting will include the details and chosen candidate for the new director position. Multiple resumes were received and Mrs. Kirsch and Mr. Moore conducted first round interviews. The Board selection committee (Chairman Thriffley, Dave Kaufmann, Bill Henley, Jim Carlson, Bryan Moore, and Melissa Kirsch) reviewed the first interview outcomes and chose two candidates to move forward to second interviews which they conducted recently. He stated the committee stands behind the chosen candidate. In addition, he suggested all board members read the copy of the Legislative Auditor's Report on the State's WIOA programs, especially the slide that shows the breakdown of how our board fits in with the entire workforce commission system.

5. SWEARING IN OF NEW BOARD MEMBERS

Mrs. Kirsch asked Mrs. Elizabeth Maillian, Mr. Thomas Cagle, and Mrs. Michelle Hebert to stand and take their oath of office.

6. APPROVAL OF AUGUST 23, 2023 MEETING MINUTES (ACTION ITEM)

Chairman Thriffley presented the minutes from the August 23, 2023 board meeting, and reviewed the action items. A motion for approval was made by Mr. Abadie and seconded by Mr. Repka. The minutes were approved by a unanimous vote with no objections or abstentions.

7. REVIEW OF EXPENDITURE AND OPERATION REPORT THROUGH OCTOBER 2023

Mrs. Kirsch was recognized to provide a brief overview of expenditure reports. She began by pointing out that the current overhead expenses through October is 27%, which is expected due to the loss of staff encountered at the beginning of the fiscal year. The training/support expenditures are at 35% which is not bad given the decrease in available resources with the loss of the national emergency grants.

She then referenced the detail expenditure report and the breakdown of the total training expenditures, including \$52,234 in OJT and \$189,178 in classroom training activities. In reviewing the Fund Utilization Report, she indicated that there is no risk of any old funding being recaptured. Chairman Thriffley offered the opportunity for new board members to reach out to him for any questions or explanations on the flow of our funding.

8. REVIEW AND APPROVAL OF REVISED POLICIES (ACTION ITEM)

Mrs. Kirsch began this conversation by sharing the requirement of board approval on all policy revisions. The updates are in response to previous monitoring findings, most of which are cleaning up language for EEO and for adding clarity of processes. Mrs. Kirsch shared a summary of all revisions that were made to the following policies: Personnel, Classroom Training, Work-Based Training, Supportive Services, and Youth Incentives. She indicated that the biggest change in the training policies was removing the mention of maximum spending amounts for participants. She proposed the issuing of an annual funding memo that will spell out what the maximums will be for participants that year, based on the funding available. The memo would be presented to the board each year for approval rather than the board having to re-approve policies each year if the maximum spending limits have to change. Mrs. Airhart asked why the reductions were being made to the Youth incentives while there is still money remaining in the Youth funding category. Mr. Maziarz explained that while it appears there is money available, the board needs to keep in mind that there are monies planned for the upcoming summer programs that will not be notated until May. So, while they may not be there now, they are on hold to ensure that these programs will continue.

Mr. Gares asked if private donations for these youth programs are allowed. Mrs. Kirsch indicated that is something that is on the table for the board to explore. Some research will have to be done to ensure compliance with federal requirements as we are a government agency and not a non-profit. Chairman Thriffiley added that we are currently receiving grant funds from AARP to assist the 50+ population in returning to work, and those participants are not required to meet the same eligibility that our federal funding requires. Mr. Lenny Unbehagen explained that the biggest support needed during these programs is the food to feed the students. Mr. Ross Gares followed up offering his understanding of that need, but suggested that the dissemination of donated funds be decided by the board and not the target of soliciting assistance. He stated that the board could be more impactful in gaining outside support by sharing the support of the entire education program rather than a single lunch for the students. Mrs. Kirsch thanked Mr. Gares for his creative viewpoint and concluded the conversation with a commitment to reach out to those who are interested in working on such a project.

A motion for approval was made by Mr. Keith Espadron, Jr. and seconded by Mr. Chris Abadie. The policy revisions were approved by a unanimous vote with no objections or abstentions.

9. REVIEW AND APPROVAL OF PREFERRED EXECUTIVE DIRECTOR CANDIDATE (ACTION ITEM)

Chairman Thriffiley opened this conversation with recapping the discussion earlier in the meeting, and continued with sharing that the selection came down to two candidates, Mr. Dave Maziarz and Mrs. Suzanne Torregano. He further explained that the candidates were scored by the committee members during the interview process, and they were extremely close. Those present for selection had an open and wholehearted discussion about both and chose to support Mrs. Torregano to be the candidate for the new Executive Director. Mrs. Kirsch stated that the offer was extended, and Mrs. Torregano had verbally accepted. Before calling this to a vote, Chairman Thriffiley opened the topic to any questions from the board members.

Mrs. Mackey asked for clarity on how this will look with having two Executive Directors in a monitoring situation, to which Mrs. Kirsch explained that she will not be in the same role once Mrs. Torregano is in place. Mrs. Kirsch will step down into a training assistance role, and Mrs. Torregano will be the Executive Director. Mr. Espadron asked about how long the transition period would be with Mrs. Kirsch training Mrs. Torregano, and Mrs. Kirsch stated it would be approximately 6 to 8 months. Mr. Espadron continued by sharing his question on whether there was any concern shared during the interview process over the numerous amounts of different jobs listed on Mrs. Torregano's resume and her possibly changing jobs. Mr. Henley shared that he asked the same question in the interview, and Mrs. Torregano indicated that these positions were not always changes in companies, but rather changes in roles (promotions) within the same or related organizations.

Mr. Ross Gares inquired about what is believed to be Mrs. Torregano's biggest hurdle within the Executive Director position. Mrs. Kirsch stated that she feels strongly about her skills and abilities, but to answer his question simply, her biggest hurdle will be learning our laws. This is something that goes for all of our staff, but she will be challenged to really understand the rules and regulations of what we do. Mrs. Kirsch stated that she is confident that she will be a quick study. Mr. Henley added that he learned in his interactions with Mrs. Torregano that she has a passion for children and families, which is shown in her employment experience. His confidence in her also stems from the tremendous success she has had with increasing funding within her last two roles.

Mr. Abadie thanked the committee for their effort in vetting the candidates and wanted to thank the candidates. He also wanted to personally thank Mr. Maziarz. While he is in support of the decision of Mrs. Torregano, he also wanted

to share his appreciation for the work that Mr. Maziarz has accomplished. He shared that he has noticed under Mr. Maziarz's leadership that the staff has been more centered and organized, and that it is visible in the way the team communicates. A motion for approval was made by Mr. Lenny Unbehagen, and seconded by Mrs. Mindy Nunez-Airhart. The Executive Director candidate was approved by a unanimous vote with no objections or abstentions.

10. UPDATES AND DISCUSSION ON CURRENT INITIATIVES

Mr. Maziarz was invited to share an update on current initiatives occurring throughout the centers. He shared that for every dollar that we spent last year in WICA funds, we spent \$1.13 in disaster grant funds. Without these grants, it feels like a 50% reduction in funding. Mr. Maziarz continued by explaining that, as mentioned earlier, there has been some turnover in staffing. Previously, there were 8 Career Specialists and now we have 5. We lost a couple of tenured staff, but they chose to leave for reasons that were best for them. While it hurts to lose them, we fully support the choices made. We are looking to backfill these positions, but as discussed earlier with budgeting, the mindset is the more we can do with less, the better off we are at the moment. More time is being spent on making sure the need and fit match the funding request beyond basic eligibility. The staff is taking extra time working through decisions and providing additional unfunded assistance to make sure that all who need help are receiving it.

Mr. Maziarz also indicated that he is looking for other grant opportunities and that the first year of the AARP went very well and this grant was extended for 2024. He continued by sharing that his staff had applied for a Community Development Block Grant, and was awaiting a response. This \$57,000 grant would be applied to the \$60,000 assumed cost of the St. Tammany Career Exploration Summer Academy. There are other potential grant funding opportunities through partner agencies, such as GNO, inc.

Mr. Maziarz invited Ms. Stacie Chitwood to share participant success stories. Ms. Chitwood shared an overview of three participants which included one AARP participant, one Summer Academy youth participant, and one Veteran training participant. All three excelled through their individual employment and training plans with the assistance of our career specialists and have achieved sustainable employment.

11. DISCUSSION ON PROCESS FOR PREPARING AND GARNERING FEEDBACK ON 4-YEAR STRATEGIC PLAN

Mrs. Kirsch is hoping to engage Mrs. Suzanne Torregano and the board members in a strategic dialogue at the first two meetings of the new calendar year as the Boards 4-year plan will be due to the state by June. She also hopes to engage in similar dialogue with partner agencies and staff to ensure an inclusive process for developing the strategic plan.

12. RECOGNITION OF OUTGOING BOARD MEMBERS

Chairman Thriffiley recognized Mr. Mark Pisani, as being a valued member of the board between 2015 and 2023. Chairman Thriffiley continued by sharing his appreciation for the wisdom and contributions that Mr. Pisani provided during that time. Mr. Pisani wanted to thank Mrs. Kirsch for the opportunity to sit on the board, and that it was a humbling experience to sit on this side of the table and be able to support our communities.

13. OTHER BUSINESS

Mrs. Kirsch shared that the final performance for the last program year was received in October. Overall, we exceeded 11 out of the 15 measures, met 4 measures, and failed zero. She also shared the proposed meeting calendar for the year and opened the floor to any board members wishing to discuss any new business. No further business was shared.

14. REVIEW OF ACTION ITEMS

Chairman Thriffiley opened the floor to any questions involving the review of action items listed in the previous meeting's minutes. None were recorded. He reviewed the action items stated in this meeting:

1. All board members need to complete the State Ethics training.
2. The "Football" needs to be updated and brought to all meetings going forward.
3. Mrs. Kirsch will send out the Legislative Auditor slide to all members.

No further questions or comments were offered.

15. PUBLIC COMMENT PERIOD

Chairman Thriffiley opened the floor to any questions and public comment. Mr. Ross Gares asked that any rules and requirements on accepting outside funds be brought to the board for review and discussion. He also suggested that it could be worthwhile to the board for a committee to be put together to focus on this topic. No further comments were shared, and the meeting was adjourned at 10:11 am.

FPD WDB EXPENDITURES TO BUDGET REPORT
through JANUARY 31, 2024

Budget Line Items	ANNUAL BUDGET JULY 2023 - JUNE 2024	EXPENDITURES THROUGH 01/31/2024	% EXP	BALANCE OF FUNDS	CURRENT OBLIGATIONS	BALANCE INCLUDING OBLIGATIONS	% W/ OBS	RESERVE FOR FUTURE YEAR 07/24 - 6/25
Tri-Parish Centers - Program								
Staff Salaries/Fringe	972,204.00	454,273.87	46.73%	517,930.13	0.00	517,930.13	46.73%	0.00
Operating Costs	146,100.00	66,227.52	45.33%	79,872.48	27,000.00	52,872.48	63.81%	0.00
OVERHEAD SUBTOTAL	1,118,304.00	520,501.39	46.54%	597,802.61	27,000.00	570,802.61	48.96%	
Training & Support for Clients								
Plaquemines	129,251.00	27,149.87	21.01%	102,101.13	5,745.00	96,356.13	25.45%	14,157.00
St. Bernard	255,990.00	85,226.15	33.29%	170,763.85	18,330.16	152,433.69	40.45%	60,977.00
St. Tammany	690,246.00	385,984.15	55.92%	304,261.85	80,863.49	223,398.36	67.63%	176,275.00
TRAINING/SUPPORT SUBTOTAL	1,075,487.00	498,360.17	46.34%	577,126.83	104,938.65	472,188.18	56.10%	0.00
Dislocated Worker Disaster Grant -- Temporary Jobs								
IDA	33,999.00	33,999.40	100.00%	-0.40	0.00	-0.40	100.00%	
								0.00
								0.00
Dislocated Worker Sub Total	33,999.00	33,999.40						
Tri-Parish Sub Total	2,227,790.00	1,052,860.96	47.26%	1,174,929.04	131,938.65	1,042,990.39	53.18%	251,409.00
Admintraton Office								
Staff Salaries/Fringe (inc AARP & IDA)	155,006.00	95,197.12	61.42%	59,808.88	46,669.41	13,139.47		125,000.00
Operating Costs	43,400.00	17,048.74	39.28%	26,351.26	0.00	26,351.26		14,441.00
ADMIN SUB TOTAL	198,406.00	112,245.86	56.57%	86,160.14	0.00	86,160.14	56.57%	139,441.00
GRAND TOTALS	3,501,683.00	1,663,466.99	47.50%	1,838,216.01	283,546.71	1,554,669.30	55.60%	390,850.00

FIRST PLANNING DISTRICT

**TWO-YEAR BUDGET/EXPENSE
JULY 1, 2023 THROUGH JUNE 30, 2024**

Total Funds available through June 2025	PROGRAM	ADMINISTRATION	TOTAL
Total Carryover Funds	914,019.00	152,818.00	1,066,837.00
New Allocation 2023/2025	1,506,022.00	167,336.00	1,673,358.00
AARP	25,159.00	6,924.00	32,083.00
DDWG IDA	33,999.00	10,769.00	44,768.00
GRND TOTAL	2,479,199.00	337,847.00	2,817,046.00

LINE ITEMS	ANNUAL BUDGET July 1, 2023 – June 30, 2024		EXPENDITURES TO DATE JANUARY 2024		BALANCE	
	PROGRAM	ADMIN	PROGRAM	ADMIN	PROGRAM	ADMIN
	Staff Salaries/Fringe	972,204.00	79,013.00	455,350.47	53,646.18	516,853.53
One Stop Operator	54,000.00		31,500.00		22,500.00	0.00
Salaries Contract - Finance Dir		75,993.00		41,550.94	0.00	34,442.06
Travel/Mileage	12,000.00	2,000.00	6,143.70	224.84	5,856.30	1,775.16
Conference/Meetings	3,000.00	700.00	495.00		2,505.00	700.00
Unemployment Insurance	0.00				0.00	0.00
Staff Drug Screen/new hire	250.00	200.00	20.55	35.00	229.45	165.00
Accounting Services		6,500.00		3,817.67	0.00	2,682.33
Supplies	7,000.00	4,000.00	2,590.47	285.46	4,409.53	3,714.54
Furniture/Equipment	3,000.00	2,600.00	338.76	529.07	2,661.24	2,070.93
Rent	20,000.00	3,000.00	11,416.49	1,723.51	8,583.51	1,276.49
Repairs/Maintenance	1,200.00	1,000.00	159.84	84.00	1,040.16	916.00
Telephone/Internet	11,000.00	2,500.00	6,434.14	1,329.95	4,565.86	1,170.05
Insurance (GL/Combra/Surety Bond)	1,450.00	6,000.00		5,252.41	1,450.00	747.59
Licensing Fees/Assessments	5,000.00	300.00	2,671.10	905.31	2,328.90	-605.31
Postage	700.00	500.00			700.00	500.00
Advertisement	500.00	1,800.00			500.00	1,800.00
Outreach	7,500.00	0.00	1,360.50		6,139.50	0.00
Professional Development – Staff	7,500.00	1,500.00	747.00		6,753.00	1,500.00
Professional Dues/Services	1,500.00	3,800.00		1,199.00	1,500.00	2,601.00
Auto (Gas/Maint/Insurance)	10,500.00	7,000.00	2,349.97	1,328.88	8,150.03	5,671.12
Training & Support - Participants*	1,075,487.00		498,360.17		577,126.83	0.00
Disaster - IDA (inc PROG Salaries)**	33,999.00		33,999.40		-0.40	
Workforce Board Expenses				333.64	0.00	-333.64
Misc. Program Income						
SUBTOTAL	2,227,790.00	198,406.00	1,053,937.56	112,245.86	1,173,852.44	162,153.14

***Training and Support Breakdown**

OJT	71,858.00			
CLASSROOM, ITA, BUSINESS SRVS, YOUTH SRVS, TUITION	246,935.23			
WORK EXP	95,199.70	33999.40	1076.60	32922.80
DDWG TEMP JOBS	32,922.80			
SUPPORT	34,367.24			
SUPPORT - DDWG	0.00			
	531,282.97			

FIRST PLANNING DISTRICT WORKFORCE DEVELOPMENT BOARD

FUND UTILIZATION REPORT

Month ending **JANUARY 2024**

	Admin	Program	Total Allocation	Expended 31-Jan-24	Balance	Percent Expended	Obligations	Percent w/Oblig	At-Risk of Recapture by 6/30/25
Adult									
PY22 expires 6/24	9,336.00	84,025.00	93,361.00	93,361.00	0.00	100.00%	0.00	100.00%	0
FY23 expires 6/24		375,495.00	417,217.00	375,495.00	0.00	100.00%		100.00%	0
FY23 expires 6/24	41,722.00			30,613.90	11,108.10	73.38%		7.34%	11,108
PY23 expires 6/25		100,084.00	111,204.00	100,084.00	0.00	100.00%		100.00%	
PY23 expires 6/25	11,120.00				11,120.00	0.00%		0.00%	
FY24 expires 6/25		408,796.00	454,218.00	20,617.61	388,178.39	5.04%	35,828.87	13.81%	
FY24 expires 6/25	45,422.00				0.00	45,422.00	0.00%		0.00%
TRANSER PY23 6/24		200,000.00	200,000.00	148,126.67	51,873.33	74.06%	51,873.33	100.00%	0
	107,600.00	1,168,400.00	1,276,000.00	768,298.18	507,701.82	65.76%	87,702.20	67.08%	
Dislocated Worker									
PY22 expires 6/24	13,943.00	125,484.00	139,427.00	139,427.00	0.00	100.00%	0.00	100.00%	0
FY23 expires 6/24		245,735.00	295,261.00	245,735.00	0.00	100.00%		100.00%	0
FY23 expires 6/24	49,526.00				49,526.00	0.00%		0.00%	49,526
PY23 expires 6/25		119,767.00	133,075.00	79,754.07	40,012.93	66.59%	30,055.63	91.69%	
PY23 expires 6/25	13,308.00					13,308.00	0.00%		0.00%
FY24 expires 6/25		384,336.00	427,040.00		384,336.00	0.00%		0.00%	
FY24 expires 6/25	42,704.00					42,704.00	0.00%		0.00%
	119,481.00	875,322.00	994,803.00	464,916.07	529,886.93	53.11%	30,055.63	49.76%	
Youth									
PY22 expires 6/24	49,290.00		492,903.00	49,290.00	0.00	100.00%		100.00%	0
PY22 expires 6/24		443,613.00			370,611.82	73,001.18	83.54%	35,305.99	82.35%
PY23 expires 6/25	54,782.00		547,821.00		54,782.00	0.00%		0.00%	
PY23 expires 6/25		493,039.00			493,039.00	0.00%		0.00%	
	104,072.00	936,652.00	1,040,724.00	419,901.82	620,822.18	40.35%	35,305.99	43.74%	
Grand Total	331,153.00	2,980,374.00	3,311,527.00	1,653,116.07	1,658,410.93	49.92%	153,063.82	54.54%	98,329.29
DDWG - Hurr Ida	29,279.00	350,721.00	380,000.00	380,000.00	0.00	100.00%	N/A	N/A	

Workforce Board Meeting Packet

February 21, 2024

Agenda Item #9

Strategic Discussion for new 4 yr. Plan

Accomplishments towards 2020 - 2024 Local Plan Goals

While the Covid pandemic made up a significant amount of the current local plan timeline, it did not prevent us from realizing some incredible accomplishments toward identified goals.

Local Plan Goal #1: Increase Business Engagement

- Partnered with Economic Development to cross-train business services staff to more effectively and efficiently provide outreach to businesses
- Participated in Healthcare Sector initiative on the Northshore
- Shifted to single employer hiring events as an alternative to pre-Covid large job fairs with much success
- Launched regional business services collaboration to streamline outreach to businesses
- Partnered with community colleges to provide much needed customized training for employers experiencing shortages due to Covid pandemic
- Reinvigorated On-the-Job Training post Covid

Local Plan Goal #2: Increase and Expand Partnership Development

- Initiated on-site Adult Education classes at Slidell Center through partnership with NTCC
- Recognized by national Economic Development Magazine for Workforce Roundtable initiative of which we are a major partner
- Leveraged nearly \$150,000 in cash contributions for summer youth programs from partner agencies
- Partnered with community colleges to leverage WIOA funds with other available training funds
- Engaged with additional partners to increase services to Veterans and formerly incarcerated
- Serviced local public and non-profit entities through Disaster Grant temporary workers
- Supported multiple career expos and job fairs in coordination with our local chambers and k-12 systems across all three parishes

Local Plan Goal #3: Provide Quality & Effective Center Services

- Adopted more advanced technology and the ability to serve customers in new and broader ways, including virtual provision of services, on-line applications, e-signatures and document uploading capabilities, and on-line job readiness program to keep youth engaged
- Revamped TPW website to increase transparency, exposure and usage
- Expanded services through partnerships and grants, including United Way Financial Literacy workshops, AARP grant to serve mature workers and created a Summer Youth Career Exploration Academy
- Received a "Resiliency in Navigating the Pandemic" Award from a national Workforce agency in recognition of Center staff's exceptional work
- Provided career and unemployment assistance to 23,000+ citizens during peak of pandemic
- Met and exceeded federal performance metrics including the overall national rankings

Continued Challenges:

- Citizens slow to return to in-person activities post-pandemic
- Struggles helping employers in finding workers
- Engagement of at-risk youth and those not currently in the labor force
- Continued Budget cuts
- Low unemployment

WDB Strategy Session
February 21, 2024

1. How is the external world changing in ways that are not reflected in our board conversations or strategic focus areas? What do you believe are the key forces helping to shape tomorrow's business environment?

2. What is going on in your industries/focus areas that would be beneficial for us to know?

What are your projections:

Immediate

Short-Term: 1 – 5 years

Long-Term: 5 – 10 years

3. In your opinion, what are additional partnership opportunities that we should be looking for?

Such as:

Training

Supportive/wrap around services

Donors/fundraising

4. What suggestions could you have to help inform how we might do things differently if?

Such as:

Partner referral process

Braiding funding streams for workforce development and supportive services to help serve as many participants as possible

Training

5. What are we missing?