



Western Virginia Workforce Development Board Executive Committee Meeting

December 4, 2018 – 10:00 AM

Western Virginia Workforce Development Board Offices

313 Luck Avenue SW

Roanoke, VA 24016

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|--------------|--|-------------------------|
| I. | Welcome and Introductions | Shawn Hildebrand |
| II. | Public Comment | |
| III. | September 20, 2018 Meeting Minutes | Shawn Hildebrand |
| IV. | Board Meeting Agenda Review | Shawn Hildebrand |
| V. | Closed Session | Shawn Hildebrand |
| | <ul style="list-style-type: none">• Personnel Update | |
| VI. | Director's Report | Morgan Romeo |
| | <ul style="list-style-type: none">• Local Plan Update• New Board Members• Program of Work & Director Plan• Operational Plan Consultant Proposal• WIOA Title I Youth Program Discussion• Appalachian Power Workforce Assessment• Diversification of Funding & Grant Opportunities | |
| VII. | Other Business | |
| VIII. | Upcoming Meetings | |
| | <ul style="list-style-type: none">• WVVWDB Meeting – December 14, 2018 @ 9:00 AM at Virginia Career Works – Roanoke Center | |
| IX. | Adjournment | |

**Western Virginia Workforce Development Board
Executive Committee Meeting Minutes**

September 20, 2018, 9:00 a.m.

Western Virginia Workforce Development Board Offices
313 Luck Avenue SW
Roanoke, VA 24106

| Committee Members | Present |
|-------------------------------|----------------|
| Shawn Hildebrand, Chair | X |
| Phil Peters, Vice-Chair | X |
| Casey Nicely, Treasurer | X |
| Crystal Hall, Committee Chair | X |
| Joyce Kessinger, At-Large | |
| Staff Members | Present |
| Morgan Romeo | X |
| Leah Gibson | X |
| Candace Martin | X |

Call to Order

Shawn Hildebrand called the meeting of the Executive Committee to order at 9:00 AM and welcomed the members of the committee.

Public Comment

There were no comments from the public.

Approval of Executive Committee Minutes from May 24, 2018

Shawn Hildebrand asked the members of the Executive Committee to review the minutes from the last meeting as presented in the packet.

Executive Committee Action: A motion was made by Phil Peters to accept the minutes from May 24th as presented. The motion was seconded by Casey Nicely. The motion carried.

Approval of Committee Appointments

Shawn Hildebrand noted that members of the Committees of the Board (Finance and Workforce Center and Services) needed to be appointed/re-appointed as a first order of business. Morgan Romeo noted that the composition of the Finance Committee remained the same as the previous Program Year, except for Casey Nicely being the Chair to replace Joe Brinley. The composition of the Workforce Center and Services Committee changed significantly to add new members to the committee from partners in the workforce system. While these new members were not members of the Workforce Development Board, the bylaws of the Workforce Development Board permitted additional members beyond the Board. By adding additional members, the Board would

be fulfilling a part of the work plan with the new United Way OnRAMP funding received in partnership with Total Action for Progress and would also be able to gain key insight by partner programs into how to reach hard to serve populations and improve delivery of service. The Executive Committee agreed to monitor the new composition to ensure that the input from the additional partners was valuable and constructive.

Executive Committee Action: A motion was made by Phil Peters to approve the composition of the Finance Committee and the Workforce Center and Services Committee as presented. The motion was seconded by Casey Nicely. The motion carried.

Directors Report

Pathways Business Services Specialist Funding

Morgan Romeo reported that since the last Board meeting, staff had reached out to the New River/Mt. Rogers Workforce Development Board, the fiscal agent for the Pathways to the American Dream grant, to get further clarification on the Business Services Specialist. The question at hand was whether or not the fiscal agent would allow for funding for the Business Services Specialist position to be awarded to the community colleges in the region (Virginia Western and/or Dabney Lancaster) to support existing business development staff. The New River/Mt. Rogers Workforce Development Board responded that they would not feel comfortable with this approach, as the funding would be allocated to a specific training provider instead of a neutral party. Staff recommended that with this response, funding should be allocated to Ross IES to fund the existing Business Services Representative and further leverage the WIOA Title I funds.

Executive Committee Action: A motion was made by Casey Nicely to recommend to the Board to award the Pathways funding to Ross IES to supplement the Business Services Representative position. The motion was seconded by Phil Peters. The motion was carried by a roll call vote.

WIOA Title Q4 Performance Update

Morgan Romeo referenced the performance update for Quarter 4 as presented in the packet. Due to the change in performance requirements, there is no 80% threshold that would provide flexibility to the WIOA Title I Service Provider in meeting performance. Staff are continuing to request guidance on performance from the Virginia Community College System and have not been able to nail down in the law the correct language. Based on the verbal guidance provided, Rescare Workforce Services did not meet five of the measures, which would affect their profit payout. It was also noted that this performance is only for Quarter 4, and a final report is pending from the state. Crystal Hall requested that a footnote be put at the bottom of the report noting that it is only Quarter 4 and a future final report was forthcoming.

Executive Committee Action: A motion was made by Casey Nicely to accept the performance report. A second was made by Phil Peters. The motion carried.

Roanoke City Council Meeting

Morgan Romeo reported that at the last Roanoke City Council meeting on September 4, 2018, during the public comment period, one of the area's training providers, Black Diamond School of Beauty, spoke about their challenges with the workforce system. Board staff reached out to City Manager, Bob Cowell, after the meeting to set up time to discuss how to remedy the situation. Bob requested that Board staff present to the City Council at their morning work session on October 4, 2018 to inform the City Council members about the workforce system, the goals and required performance, and how City Council can assist in furthering the mission of WIOA.

GE Energy-Salem Update

Morgan Romeo reported that the Board staff and the staff at the local Virginia Career Works – Roanoke Center were working diligently with the employees and management staff at GE in Salem, VA. Morgan reported that in late August, staff from the Virginia Employment Commission, Rapid Response Unit, WIOA Title I staff from Ross IES, and Virginia Western Community College met with all of the 265 employees who will be laid off in Summer 2019. Initially it was thought that most individuals currently employed would want to remain through Summer 2019 to retain their pension and benefits, but it was discovered that 1/3 of the employees would not be eligible for these benefits and were already looking for work. With this fact, staff will be organizing career fairs and other events to help the GE workers find employment in the region and remain as residents.

Morgan Romeo also reported that the layoff/closure event had triggered an application for Trade Act certification through the US Department of Labor. Recently the application was approved and this means that all of the current employees plus an additional 50 employees from a layoff in March 2018 are eligible for additional income support and training funding. Morgan reminded the committee members that because of this, any person that takes advantage of the Trade Act funds will be required to co-enroll in the WIOA Title I Dislocated Worker program, which will drive up enrollments. This could cause a burden for staff at the Roanoke Center.

GO Virginia Project

Morgan Romeo reported that the GO Virginia project awarded to the Region 2000 Workforce Development Board, the New River/Mt. Rogers Workforce Development Board and the Western Virginia Workforce Development Board was finalized with the Department of Housing and Community Development. Morgan noted that the Region 2000 Workforce Development Board is the fiscal agent/grant recipient for the funds, and

without a Memorandum of Understanding, Board staff was uncomfortable spending funds on existing worker training or the career expo. Morgan said that hopefully at the December meeting she would bring an MOU to the Board for approval.

CLEO Consortium Update

Morgan Romeo reported that a new set of CLEO Consortium members were appointed to the CLEO over the past couple of months. Morgan noted that several of the localities had local elected officials that were very interested in the workforce development system and would add value to the conversations from the local level.

New Board Member Update

Morgan Romeo reported that there were several vacancies on the Workforce Development Board, which included 2 business representatives from Franklin County, 1 business representative in the City of Roanoke, 1 business representative in the City of Salem, 1 Career and Technical Education representative and 1 Title II Adult Education representative. Board staff have been working with the localities and applicable organizations to notify of the vacancies and have also posted the vacancy on the website. Staff have received several nominations already and anticipate receiving more prior to the next CLEO meeting on October 17th where new members will be appointed.

Professional Development Plan & Program of Work Update

Morgan Romeo referenced the program of work and professional development plan in the packet and noted that the Executive Committee would be referencing these documents over the coming year to note progress. Morgan said that she would report to the Executive Committee at the next meeting to talk about new goals and progress. Shawn Hildebrand noted that these were both things that the Board asked for when the new Executive Director was hired, so it was important to review on a quarterly basis.

Old Business

Franklin Center Additional Funding Request

Shawn Hildebrand reminded the Executive Committee that at the last Board meeting, a request was made by Kathy Hodges, Executive Director of The Franklin Center for Advanced Enterprise and Learning for an additional \$10,000 to help cover the costs of the Resource Room Specialist/Receptionist position at the Center. Morgan Romeo noted that during the closeout of the previous program year, there was additional carryforward that was brought from the last year that could be used to support the position, but that it would be important for the Board to ensure that the position was performing duties associated and allowable under the Title I programs. The Executive Committee noted that there was confusion regarding the position's duties and that the position should be cost allocated among all of the partners at the Center instead of

supplemented by WIOA Title I funds. Several members of the Executive Committee noted that the request should be reviewed by Franklin County.

Executive Committee Action: A motion was made by Phil Peters to deny the request for additional funding from The Franklin Center. The motion was seconded by Crystal Hall. The motion was carried by roll call vote.

The Executive Committee noted that a letter signed by Shawn Hildebrand as Chair would be sent to Kathy Hodges and Brent Robertson.

Board Staff Office Location

Shawn Hildebrand reminded the Executive Committee that at the last Board meeting, it was requested that staff investigate moving Board staff into the Roanoke Center to eliminate duplicative costs of rent. Morgan Romeo noted that she had reviewed the details surrounding the location of Board staff at the Roanoke Valley-Alleghany Regional Commission, the value of being co-located with the fiscal agent of the Board, and how a potential co-location of Board staff at the Roanoke Center could be construed. Morgan Romeo stated that moving out of the Roanoke Valley-Alleghany Regional Commission building suddenly would damage the relationship with the fiscal agent in the future, which could not be afforded at this time. Morgan Romeo also noted that Board staff must have a division in labor as by law they are not allowed to provide direct services to participants or implement WIOA Title I programs. By being co-located at the Roanoke Center, the division between Board staff and the WIOA Title I Service Provider would become blurred and could present problems for the future. Staff also noted that the space at the Roanoke Center was being arranged to where no extra offices for the Title I Service Provider were being paid for out of the federal funds.

Executive Committee Action: A motion was made by Phil Peters to take no further action on staff office location at this time. The motion was seconded by Crystal Hall. The motion carried.

New business

One Stop Operator Contract

Morgan Romeo referenced the One-Stop Operator Contract that was included in the packet for the Committee's review. Morgan noted that the contract has been reviewed by Ross IES and Board staff and was ready for approval by the Committee. Morgan Romeo noted that the terms and conditions of the contract were the same as the terms and conditions for the Title I Service Provider contract for Adult, Dislocated Worker, and Youth programs.

Executive Committee Action: A motion was made by Casey Nicely to approve the One-Stop Operator Contract. The motion was seconded by Phil Peters. The motion carried.

WIOA Title 1 Performance Negotiations

Morgan Romeo referenced the performance negotiation process in the packet for the Executive Committee to review. Board staff are in the process of reviewing the proposed levels by the Virginia Community College System but that there were several performance measures that were being asked to increase significantly. Board staff will be providing data and information to the state to ask for a reduction in these levels, and a final performance negotiation would come back to the Board in October.

Blue Ridge Region Strategic Planning

Shawn Hildebrand stated that due to the past three years of funding reduction, the change in WIOA Title I Service Provider, and many other variables, it was an opportune time to review the operations of the Board in the region. The region will continue to face obstacles to filling current and new jobs in the region and the Board activities need to be supportive of economic development efforts in the region. In order to ensure that our region is proactive, by bringing in a third-party to review the operations of the region, including the three Virginia Career Works Centers, to ensure that a core operation is established that can expand and contract as needed is critical. Morgan Romeo noted that the Board went through a large strategic planning process through the development of the Local Plan, but those goals need to be revisited and ensure that they are attainable under the new circumstances. The Executive Committee asked if Board staff had recommendations on third-party consultants with experience in the workforce system. Morgan noted that there were several that came to mind and that Board staff would contact them and bring a proposal back to the Executive Committee at the next meeting for review. Morgan noted that the cost may be around \$5,000.

Other Business

There was no other business.

Adjournment

Shawn Hildebrand adjourned the meeting at 11:01 a.m.

Chairman

Date

Western Virginia Workforce Development Board Meeting

December 14, 2018 – 9:00 AM

Virginia Career Works – Roanoke Center

3601 Thirlane Road NW, Suite 2

Roanoke, VA 24019

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|--|-------------------------|
| I. Welcome and Introductions | Shawn Hildebrand |
| II. Public Comment | |
| III. Consent Agenda | Shawn Hildebrand |
| <ul style="list-style-type: none">October 5, 2018 Meeting MinutesEligible Training Provider Initial Application | |
| IV. Virginia Tech Office of Economic Development Presentation | Scott Tate |
| V. Director's Report | Morgan Romeo |
| <ul style="list-style-type: none">Local Plan UpdateGO Virginia Project UpdateWIOA Title I Programs ReportAppalachian Power Workforce AssessmentDiversification of Funding | |
| VI. Closed Session | Shawn Hildebrand |
| <ul style="list-style-type: none">Personnel UpdateRequest for Proposals – Audit Services | |
| VII. Committee Reports | |
| <ul style="list-style-type: none">Executive Committee | Shawn Hildebrand |
| <ul style="list-style-type: none">Finance Committee | Casey Nicely |
| <ul style="list-style-type: none">Meeting SummaryPY2018 Budget Modification<ul style="list-style-type: none">Additional Title I Youth Funding AllocationVirginia Financial Success NetworkOperational Plan ConsultantPY2018 Budget vs. Actual ReportPY2017 Rescare Profit Invoice | |
| <ul style="list-style-type: none">Workforce Center and Services Committee | Crystal Hall |
| <ul style="list-style-type: none">Meeting SummaryEligible Training Provider Initial Application | |
| VIII. Other Business | |
| IX. Adjournment | |

Local Plan Update – Target Industry Information

| Industry | Total Jobs (2018) | Projected Jobs Change (2018-2024) | Projected Job Growth (2018-2024) | Location Quotient | Competitive Effect (2018-2024) |
|---------------------------------|-------------------|-----------------------------------|----------------------------------|-------------------|--------------------------------|
| Healthcare | 22,266 | 2,319 | 10% | 1.33 | -241 |
| Manufacturing | 17,537 | 319 | 2% | 1.28 | 104 |
| Construction | 11,790 | -155 | -1% | 1.10 | -999 |
| Transportation and Warehousing | 8,821 | 323 | 4% | 1.11 | -752 |
| Financial Services | 2,423 | 184 | 8% | 0.65 | -57 |
| Food and Beverage Manufacturing | 1,122 | 164 | 15% | 1.79 | 130 |
| Life Sciences | 2,929 | 95 | 3% | 1.26 | -148 |
| IT | 4,640 | 155 | 3% | 1.28 | -265 |

Industries to include in update:

- Manufacturing
- Life Sciences & Healthcare
- Information Technology
- Transportation and Warehousing
- Education
- Construction
- Financial Services

Changes include:

- Combining Life Sciences and Healthcare due to the similarity between the occupations and NAICS codes
- Addition of Education sector to target industries to support statewide goals identified by Governor's office and to meet local demand for educators (primary, secondary, and administration).

| Industry | Total Jobs (2018) | Projected Job Growth (2018-2024) | Average Annual Openings (2018-2024) | Average Hourly Earnings |
|-----------|-------------------|----------------------------------|-------------------------------------|-------------------------|
| Education | 8,594 | 4% | 821 | \$22.10 |

- Implementation policy will change to reflect that funding will support the training that is deemed applicable for each industry.
 - For example, the Construction industry notes that a majority of the top occupation clusters only require On-the-Job Training or training through a Registered Apprenticeship versus classroom style training.



Mrs. Morgan Romeo
Director of Workforce Development
Virginia Career Works – Blue Ridge
313 Luck Avenue SW, Roanoke, VA 24016

Dear Mrs. Romeo:

Thank you for the opportunity to submit a proposal to review your Local Area's WIOA administration and service delivery and to make recommendations for improvement.

General Firm Information:

| | |
|--|---|
| Legal Name of Firm: | PowerNotes LLC |
| Address | 9738 Crestwick Drive, St. Louis, MO 63128 |
| Name and title of firm owner | Mary Ann Lawrence, President & CEO |
| Federal Employer Identification Number | 47-4782763 |
| Organizational Type | Private for Profit |
| Phone and Email | 317-946-7916 malaw528@aol.com |
| Primary Contact | Mary Ann Lawrence |
| Phone and Email for Primary Contact | 317-946-716 malaw528@aol.com |

Respectfully submitted,

MaryAnn Lawrence

| | Phone | Email | CEO |
|---|--------------|------------------|------------------|
| 9738 Crestwick Drive, St. Louis, Missouri 63128 | 317-946-7916 | Malaw528@aol.com | MaryAnn Lawrence |

A. *Qualifications and Experience with Workforce System*

PowerNotes LLC, formerly Center for Workforce Learning, Inc., has been in business since 1992. MaryAnn Lawrence, President and CEO formed the Center for Workforce Learning as an incorporated business for the sole purpose of providing training, facilitation, and technical assistance services to the workforce system at the Federal, regional, state, and local levels. In 2015, the company transitioned to a Limited Liability Company to more clearly represent the entity structure. PowerNotes LLC is a Missouri Single-Member Limited Liability Company. Since 1994, MaryAnn Lawrence has provided training, facilitation, evaluation, and technical assistance in every State in the United States and in all of the United States Territories.

The company was originally established to serve as a contractor for the United States Department of Labor in its Baldrige quality improvement initiative that MaryAnn Lawrence served as administrator for during the first five years of business startup. During that period, the company served as the lead contractor for the implementation of the One-Stop System under the Job Training Partnership Act and later would lead the national capacity building for the transition from the Job Training Partnership Act to the Workforce Investment Act.

PowerNotes LLC has a unique understanding of the workforce system due to the intense involvement at all levels of the employment and training industry. This has included facilitation of strategic planning at the Federal level serving as the facilitator for the United States Department of Labor's Regional Administrator Government Performance Results Act strategic plan, USDOL Regional Office strategic plans to support implementation of the Baldrige continuous improvement model, State strategic plans to prepare for State Integrated Plans submitted to the Federal Office, and many Local Workforce Development Board strategic plans. Mary Ann has done numerous evaluations of local workforce systems including many as related to the Workforce Innovation and Opportunity Act.

Mary Ann Lawrence has worked with the State and local areas in Virginia in a variety of roles including one-stop certification, training, technical assistance, policy development, mystery shopping of Centers, system evaluations, and program monitoring.

B. *Qualifications and Experience with Workforce Development Organizations, including Local Workforce Development Boards*

PowerNotes LLC and its owner, MaryAnn Lawrence, works with State and Local Workforce Development Boards on a daily basis and has for nearly thirty years. Services that are provided to the workforce system include:

- 9 web-based certifications for staff and board members to expand the skills and knowledge of workforce professionals including: *MaryAnn developed and provides audio/workbook/pre and post tests on each of these*
 - Job Seeker Services Certification
 - Targeting front-line workers
 - Business Services Certification
 - Targeting front-line workers and business service staff and managers
 - Leadership Development Certification
 - Public, Non-Profit, and For-Profit Leadership Basics
 - Achieving Organizational Results
 - Baldrige Quality Principles
 - Adapting to Change
 - Coaching and Mentoring Skills
 - Conflict Resolution
 - Integrated Planning
 - Labor Market Information
 - Motivating Self and Others
 - Partner Collaboration
 - Performance Dashboards
 - Presentation and Facilitation Skills
 - Project Management
 - Regional Collaboration
 - Team Building
 - Technical Writing
 - Volunteer Management
 - Work Ethics
 - Workflow Analysis
 - Advanced Business Services Certification
 - Apprenticeships
 - Business Success Indicators
 - Data
 - Hard-to-Serve Populations
 - Marketing
 - On-the-Job Training
 - Pre-Apprenticeships

- Sales Techniques
- Sector Strategies
- Task Analysis
- Work-Based Learning
- Work Experience
- Re-Entry/Ex-Offender Services Certification
 - Offenders are People with an Additional Barrier
 - Using and Interpreting Assessments
 - Identifying Skills and Assets
 - Resumes for Offenders
 - Completing Applications
 - Interviewing with a Record
 - Motivational Interviewing
 - Obtaining and Understanding Your Criminal Record
 - Demand Occupations for Those with a Record
 - Helping the Offender Land the Job
 - Additional Resources for Offenders
 - Using Federal Bonding
 - Using Worker Opportunity Tax Credits
 - Life Skills – Budgeting, Fines, and Credit Scores
- Career Planning and Development Certification
 - What is Career Planning?
 - Budgeting
 - Career Counseling Follow-Up After Exit
 - Career Path Options in In-Demand Occupations
 - Choosing a Change in Careers
 - Effective Case Notes
 - Encouraging the Dream
 - Helping Clients with Salary Negotiations
 - Identifying What Interests Adult Job Seekers
 - Identifying What Interests Youth Job Seekers
 - Individual Employment Plans
 - Interviewing Types
 - Inventorying and Assessing Skills
 - Managing Client Relations
 - Managing Job Search
 - Networking Techniques
 - Understanding Entrepreneurship Options
 - Understanding Transferable Skills
 - Volunteer Work
- Communications and Presentation Skills Certification
 - Non-Verbal Communications
 - Listening Skills
 - Clarity and Concision
 - Showing Confidence

- Face-to-Face Communication
 - Writing Fundamentals
 - How to Write Success Stories
 - Effective Case Notes
 - Social Media Communication
 - Presentation Skills
 - Facilitation Skills
 - Writing Reports
- Youth Services Certification
 - WIOA Youth Information
 - Youth Barriers
 - Youth Program Elements
 - Youth Eligibility
 - Youth Performance
 - Work-Based Learning
 - Career Planning
 - Case Notes
 - Individual Service Strategies
 - Youth Promising Practices
- WIOA Operations Certification
 - WIOA Fundamentals
 - Career Pathways
 - Case Management
 - Customer Flow
 - Assessment
 - Career Services
 - Training Services
 - Co-Enrollments
 - Youth Participation
 - Program Eligibility
- 51 Life Skills/Work Readiness web-based seminars for youth, adults, and dislocated workers including audio/workbooks/pre- and post-testing
- Classroom Training on over 200 workforce system related topics
- Policy development for States and local areas
- Third-party evaluations on a local area's processes and service delivery
- Secret shopping of one-stop centers
- Integrated plan research, facilitation, and writing
- Grant writing
- Local Workforce Area agreements including Chief Elected Official Consortium Agreements, Local Board Agreements with One-Stop Operators, Memorandums of Understanding, and Resource Sharing Agreements

- Performance Management Dashboard development
- Monitoring of Local Workforce Area services for adult, dislocated worker and youth
- One-Stop certification technical assistance
- Fee-for-service consultations
- Strategic planning
- Board training
- Business planning
- Partner Collaboration facilitations
- Executive coaching to Local Workforce Area executives and managers
- Workforce area mergers
- Service provider and One-Stop Operator Procurements

Current and Recent Projects Include:

- Arizona statewide training on Business Service Strategies
- Policy analysis and rewriting in Waldorf, Maryland
- Executive coaching and reorganization in Martinsville, Virginia
- Statewide one-stop system evaluation for the Governor's Office in New Hampshire
- Training and technical assistance in Georgetown, South Carolina
- Reorganization in Magnolia, Arkansas
- Monitoring Cincinnati Ohio
- Monitoring Region I Kansas
- Monitoring Southern Maryland
- Monitoring Western Arkansas
- Skills competency chart development for a national association
- Staff certification nationwide for Migrant Seasonal Farmworker case managers
- Executive coach to 8 local Workforce Directors
- Curriculum design for workforce staff certifications
- One-Stop Center certification facilitation
- Keynote speaker for AFOP
- Chairman of the Board for National Association for Workforce Professionals
- Training on customer flow and upfront services in New Hampshire

Project Description:

- Local Area has had significant funding reductions in Adult and Dislocated Worker Services resulting in a reduction in front-line staff. The timing is right to review how the day-to-day work is conducted and identify ways to re-engineer current processes and procedures to

maximize effectiveness and the customer experience along with the Local Area's administrative compliance.

- Conduct a third party review of policies, procedures, WIOA compliance, staffing configurations, job descriptions and budgeting.
- Analysis of customer flow including onboarding and service experiences.
 - Off-site review of performance data and State, Board, and Local policies.
 - Off-site review of services provided and related data.
 - On-site observation of onboarding, service menu, and experiences
- Interview staff and customers regarding onboarding and service experiences.
 - On-site meeting and/or phone consultation with staff and customers
- Prepare a comprehensive report of findings with recommendations for improvement.
- Prepare a PowerPoint presentation to brief on the findings.

References:

1. Sherry Kelley-Marshall, Cincinnati WDB Chief Executive Officer (513-708-1210)
2. Ruthy Davis, Southern Maryland WDB Director (240-412-3292)
3. Rob Benici, Chief Executive Officer, Martinsville Virginia Board Director (336-215-1995)

Proposed Project Cost

- 3 day prep \$2,100
- 2 days on-site \$1,400
- 1 2/3 days follow-up for report \$1,200
- 2 hours prep and telephone consultation to discuss report and findings \$200

Total all-inclusive price: \$4,900