



General Meeting
CareerSource Chipola Community Room,
4636 Highway 90 East, Marianna, FL
March 14, 2019 at 6:00 P.M. (CT)
Richard- (850) 557-2441; Kenny- (850) 557-2971

A G E N D A

CALL TO ORDER	Arthur Obar	
INVOCATION / PLEDGE TO FLAG	Donnie Read	
Dinner – Sponsored by Opportunity Florida		
ROLL CALL	Rachael Poole	
PUBLIC COMMENTS	Arthur Obar	
EMERGENCY ITEMS	Arthur Obar	
CONSENT ITEMS	Arthur Obar	
* General Meeting November 8, 2018	Arthur Obar	Pages 1-3
DEO PERFORMANCE REPORT	Keantha Moore & Lemuel Toro	Pages 4-8
AUDIT PRESENTATION *Will be mailed separately by James Moore & Company	Katherine Munday	To Be Provided
STATUS OF FUNDS REPORT	Richard Williams	To Be Provided
PERFORMANCE REPORT	Debby Wood	Page 9
NATIONAL DISLOCATED WORKER GRANT	Rose Adams	Page 10
COMMITTEE MEETINGS		
*Program Committee February 19, 2019	Donnie Read	Pages 11-12

(continued on back)

NEW BUSINESS

- | | | |
|-----------------------------------|------------------|-------------|
| * One-Stop Operator Review | Richard Williams | Pages 13-21 |
| * DEO Financial Compliance Report | Richard Williams | Pages 22-28 |
| * Report on IT Infrastructure | Richard Williams | Pages 29-42 |

DIRECTOR'S COMMENTS

Richard Williams

BOARD MEMBER COMMENTS

Arthur Obar

ADJOURNMENT

Arthur Obar

MARK YOUR CALENDARS

Next Board Meeting - May 9, 2019



BOARD MEETING

CareerSource Chipola, Community Room
4636 HWY 90 East, Suite K, Marianna, FL 32446
Thursday, November 8, 2018 at 12:00 PM (CST)

MINUTES

CALL TO ORDER

A quorum was present and Arthur Obar (chair) called the meeting to order. Jared Banta led the invocation and pledge to the flag.

Attendees- Mary McKenzie, Janice Sumner, Debbie Kolmetz, Jared Banta, Travis Ephriam, Arthur Obar, Johnny Eubanks, Donnie Read, Zenna Corbin, Darrin Wall, Sarah Clemmons, Martha Compton, Frances Henderson, Jesse Smallwood, Keith Sutton, Kristy Terry

Absentees- Raymond Russell, Sandy Spear, Ralph Whitfield, Tracy Andrews, Andy Jackson, Scott Kilpatrick, Larry Moore

Others- Richard Williams, Kenny Griffin, Deena Johnson, Sara Johnson, Rachael Poole, Melody Wade, Debby Wood-CSC Staff, Bruce Ferguson-Executive Director, CareerSource Northeast Florida

PUBLIC COMMENTS

Arthur Obar asked if there were any public comments. There were none.

EMERGENCY ITEMS

There were no emergency items.

CONSENT ITEMS

Members were asked if anyone had an item that they wished to remove for discussion.

Being none, Martha Compton made a motion to approve the consent items. Janice Sumner seconded the motion and the vote was unanimous to approve the consent items.

STATUS OF FUNDS REPORT

Executive Director, Richard Williams, presented the Status of Funds Report. It was highlighted that all of our efforts are currently focused on Hurricane Michael and the hurricane funds received.

HURRICANE MICHAEL UPDATE

Richard Williams gave an update of actions that have been taken with regards to reopening centers and administering services since Hurricane Michael. He discussed temporary hours, communication efforts, mobile units with CareerSource Northeast Florida, advertising with Moore Communications, and support from CareerSource Florida and DEO. Rose Adams, National Dislocated Worker Grants Coordinator, provided information on the NDWG program. Debby Wood, Programs Coordinator provided an update on WIOA training programs, Disaster Unemployment Assistance and referring individuals for NDWG grants. Kenny Griffin provided updates about our centers. He discussed upcoming Job Fairs over the week of Thanksgiving, local employers' need for employees, concern about local housing issues and the effects on local businesses and calling to check on area business to determine their status following the hurricane. Kenny Griffin expressed appreciation of staff for their dedication to helping our customers immediately following Hurricane Michael. Sara Johnson provided an update on funding that we have available following the hurricane.

Richard Williams requested the board to approve new hours of operation for our centers until further notice. Due to the time change and piles of debris still on and directly adjacent to our roadways, this poses a serious hazard while driving. It was requested that we close at 4:00 PM instead of 5:00 PM until further notice. Following a general discussion, **Janice Sumner made a motion to approve the request, Travis Ephriam seconded the motion and the vote was unanimous to approve the new hours of 7:30 AM to 4:00 PM at all of our center locations until further notice.**

Due to the financial burden of Hurricane Michael, Richard Williams requested for the board to approve the immediate release of the second incentive payment to staff, originally set to be released in 2019. **Donnie Read made a motion to approve the request, Janice Sumner seconded the motion and the vote was unanimous to approve immediate release of the second incentive payment to staff.**

NEW BUSINESS

Richard Williams requested approval to increase the amount of training assistance and support services provided to participants who are enrolled in occupational skills training and/or participating in services focused on employment. The request is based on the need to provide increased service amounts to relieve the financial burden on participants to help prevent them from dropping out of training due to reduced household income/financial means of support. CSC staff recommended increasing the current threshold for Support Services to \$4,000 per program year and removing the current ability to increase the ITA for the program year ending June 30, 2019. CSC staff also recommended allowing participants to maintain as much Pell grant funding as possible based on the cost of the training program and use the fill amount

available under CSC's Individual Training Account limit of \$5,000 (Welfare, WIOA, Performance Funding, and/or National Dislocated Worker Grant) through June 30, 2019. In addition, CSC staff recommended increasing the amount of transportation assistance (double) through June 30, 2019. Lastly, CSC staff recommended increasing the amounts provided to participants for gaining employment through June 30, 2019. **Jared Banta made a motion to approve the request to increase support and training services. Darrin Wall seconded the motion and the vote was unanimous to approve the request.** *Dr. Sarah Clemmons and Martha Compton declared a conflict of interest and abstained from both discussion and voting.

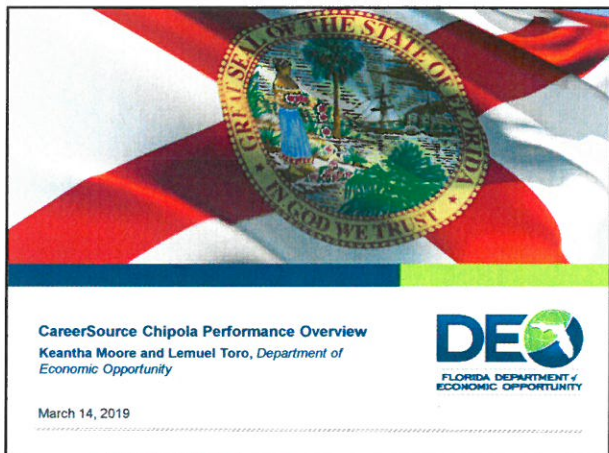
Richard Williams presented waiver requests. After a discussion, the board requested that the wording in the first waiver be changed from "businesses with 50 or fewer employees" to be able to include businesses with more than 50 employees. **With the amendment to the first waiver, Darrin Wall made a motion to approve the requests for suggested waivers related to Hurricane Michael. Debbie Kolmetz seconded the motion and the vote was unanimous to approve the waiver requests.**

BOARD MEMBER COMMENTS

Dr. Sarah Clemmons expressed her appreciation for CareerSource Chipola staff and board members for their dedication during this time following Hurricane Michael. Donnie Read initiated a conversation about the local timber industry. Jared Banta provided information regarding the percentage of timber damaged in our region during the hurricane.

ADJOURNMENT

There being no further business to discuss, Arthur Obar adjourned the meeting.



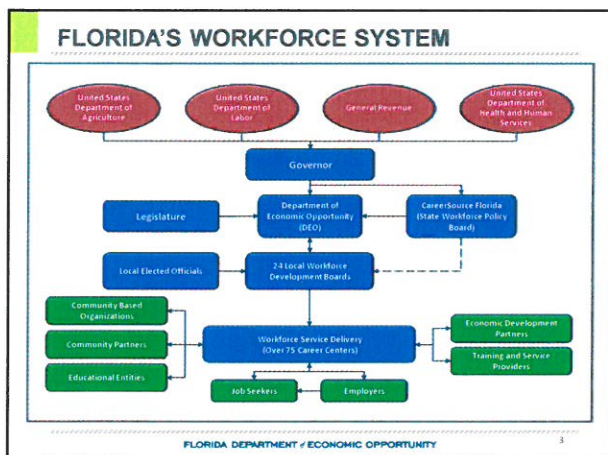
1

AGENDA

- Workforce Structure and Service Delivery Model
- Roles and Responsibilities
- Program Year 2017 Primary Indicators of Performance
- Programmatic Monitoring Activity
- Local Area Financial Overview
- Workforce Trends

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY

2



3

ROLES AND RESPONSIBILITIES

Local Elected Officials (LEO) Roles and Responsibilities

- Select the Chief Local Elected Official (CLEO)
- Assume liability for Workforce Innovation and Opportunity Act (WIOA) program funds
- Appoint the Local Workforce Development Board (LWDB) members
- Approve the LWDB-developed WIOA budget

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY

4

ROLES AND RESPONSIBILITIES

CLEO/Board Joint Roles and Responsibilities

- Develop/submit the local WIOA plan
- Conduct oversight and monitoring of the One-Stop system, Youth Activities and Employment and Training Activities
- Set policy for WIOA activities and services consistent with state and federal policies
- Select One-Stop Operators
- Negotiate and reach agreement on local performance measures
- Respond to monitoring findings

5

PRIMARY INDICATORS OF PERFORMANCE

- WIOA establishes performance indicators and reporting requirements to assess the States and local areas effectiveness in serving individuals participating in the workforce development system.
- Indicator's displayed consist of:
 - ✓ 3 Adult Indicators
 - ✓ 3 Dislocated Worker Indicators
 - ✓ 2 Youth Indicators
 - ✓ 3 Wagner-Peyser Indicators

6

WIOA PRIMARY INDICATORS OF PERFORMANCE

LWDB 03 Program Year (PY) 2017 July 1, 2017 - June 30, 2018	PY 2017 Actual Performance	PY 2017 Performance Targets	PY 2017 Achievement Level	PY 2018 Performance Targets
Adults:				
Employment Rate 2 nd Quarter After Exit	100.00%	80.00%	125.00	85.00%
Employment Rate 4 th Quarter After Exit	94.70%	82.00%	115.49	82.50%
Median Earnings 2 nd Quarter After Exit	\$7,304	\$6,500	112.37	\$6,850
Credential Attainment *	94.70%	N/A	N/A	82.00%
Dislocated Workers:				
Employment Rate 2 nd Quarter After Exit	100.00%	75.00%	133.33%	83.00%
Employment Rate 4 th Quarter After Exit	100.00%	79.00%	126.58%	60.00%
Median Earnings 2 nd Quarter After Exit	\$11,495	\$6,850	167.81%	\$7,000
Credential Attainment *	100.00%	N/A	N/A	83.00%
Youth Common Measures:				
Education and Employment Rate 2 nd Quarter After Exit	96.66%	65.00%	148.62%	75.00%
Education and Employment Rate 4 th Quarter After Exit	77.80%	60.00%	129.67%	60.00%
Credential Attainment *	88.90%	N/A	N/A	77.00%
Wagner-Peyser:				
Employment Rate 2 nd Quarter After Exit	67.80%	64.00%	105.94%	62.00%
Employment Rate 4 th Quarter After Exit	67.70%	64.00%	105.78%	64.00%
Median Earnings 2 nd Quarter After Exit	\$4,271	\$4,850.00	88.06%	\$4,400.00
			Not Met (less than 90% of target)	
			Met (90-100% of negotiated)	
			Exceeded (greater than 100% of negotiated)	

7

PROGRAMMATIC MONITORING ACTIVITY

- Federal law requires the state to develop an oversight system to monitor all workforce programs receiving federal funds.
- DEO, in consultation with CareerSource Florida, annually develops and implements a process for monitoring LWDBs.
- Corrective Action Plans to address all findings are required.
- Programmatic and financial monitoring is completed annually.

8

PROGRAM YEAR 2017 SUMMARY OF LOCAL FINDINGS

Program	PY 2016 Findings	PY 2017 Findings
Welfare Transition	2	5
Wagner-Peyser (RESEA, MSFW, Career Center Credentialing, MIS)	1	1
Supplemental Nutrition Assistance Program - Employment and Training	1	0
WIOA Adult / Dislocated Worker / Youth	1	0
Trade Adjustment Assistance Act	N/A	N/A
Total Findings	5	6

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY 9

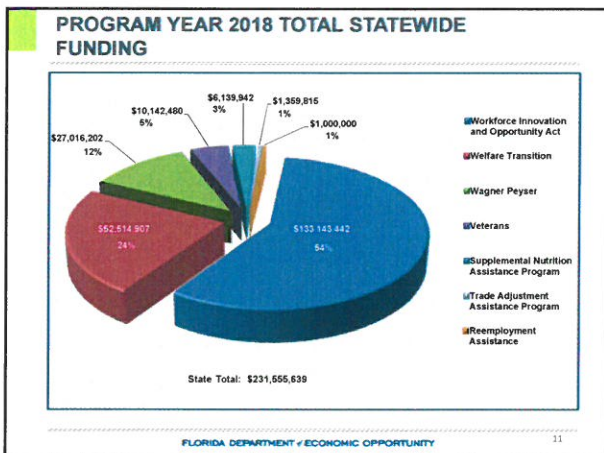
9

FISCAL YEAR 2017 SUMMARY OF THE RESULTS OF FINANCIAL MONITORING (LWDB 03)

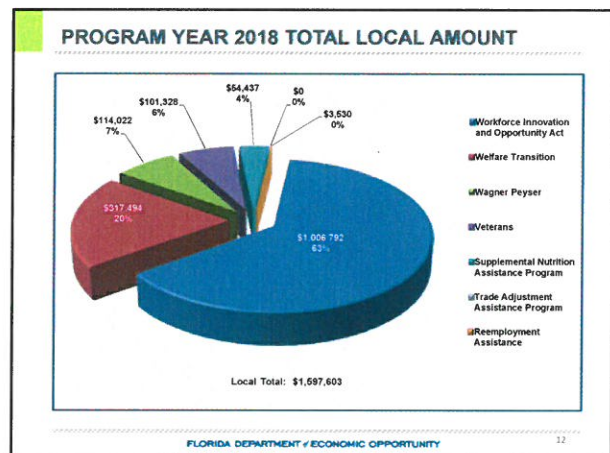
Categories	Results
Findings	None
Issues of Non-Compliance	None
Observations	1
Technical Assistance	None

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY 10

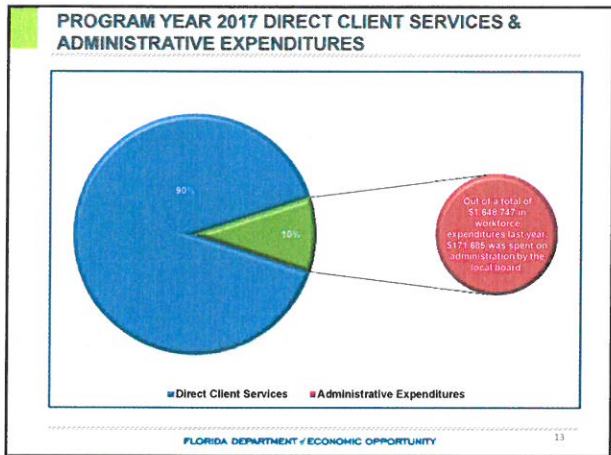
10



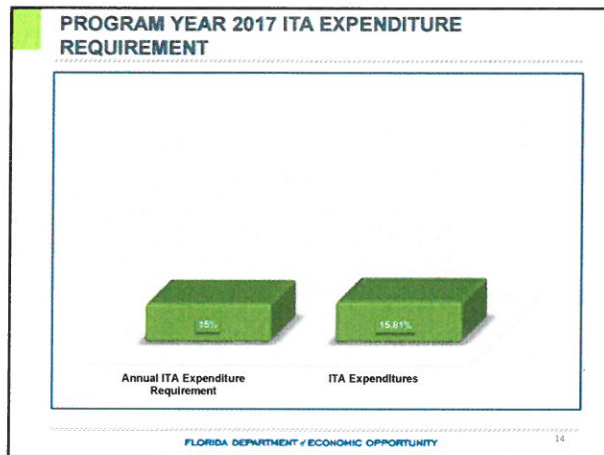
11



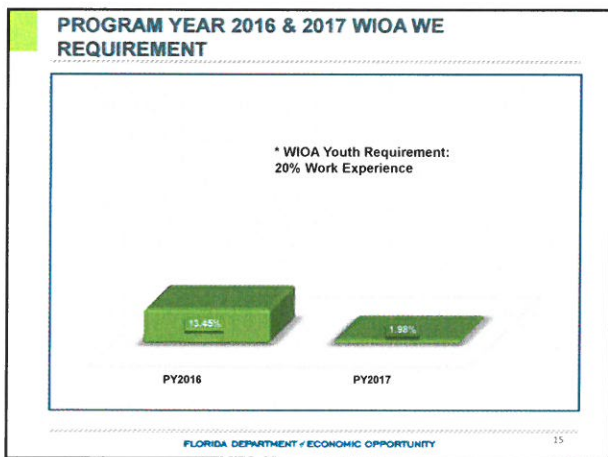
12



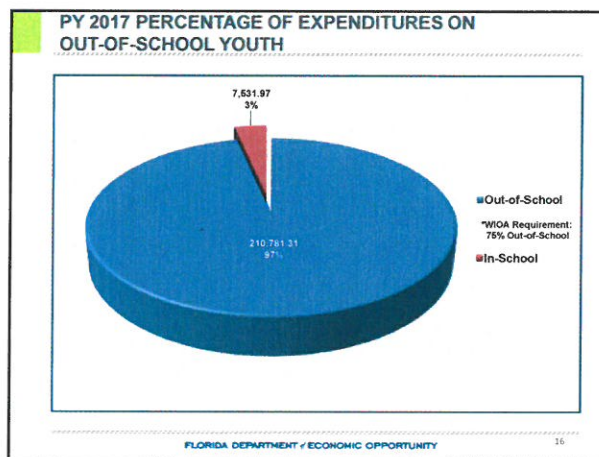
13



14



15



16

WORKFORCE TRENDS

Apprenticeships – Nationwide employers have hired over 411,000 apprentices since January 1, 2017.

Gig Economy – 55 million people in U.S. are “gig” workers, more than 35% of the U.S. workforce and that number is projected to increase to 43% by 2020.

Soft Skills – According to a 2018 Workplace Learning Report by LinkedIn, employers have identified soft skills as their top training priority.

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY 17

17

QUESTIONS



FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY 18

18

ADDITIONAL INFORMATION

For more information, please contact:

Casey Penn
Florida Department of Economic Opportunity
One-Stop and Program Support
(850) 245-7485
Casey.Penn@deo.myflorida.com

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY 19

19

CareerSource Chipola
PY 2018-2019 WIOA Executive Scorecard
July 1, 2018 - December 31, 2018 Performance Outcomes

Performance Indicators	CareerSource Chipola Performance				Statewide Performance			
	PY 2018-2019 Performance Goals	PY2018-2019 1st Quarter Performance	PY2018-2019 2nd Quarter Performance	PY 2018-2019 % of Performance Goal Met	PY 2018-2019 Performance Goals	PY2018-2019 1st Quarter Performance	PY2018-2019 2nd Quarter Performance	PY 2018-2019 % of Performance Goal Met
Adults:								
Employed 2nd Qtr After Exit	85.0%	100.0%	100.0%	117.65%	85.0%	88.7%	89.1%	104.8%
Employed 4th Qtr After Exit	82.5%	97.2%	96.4%	116.8%	82.5%	84.5%	85.7%	103.9%
Median Wage 2nd Quarter After Exit	\$6,850.00	\$7,421.00	\$7,476.00	109.1%	\$6,850.00	\$7,800.00	\$8,088.00	118.1%
Credential Attainment Rate	82.0%	96.7%	97.5%	118.9%	62.0%	84.1%	84.8%	136.8%
Dislocated Workers:								
Employed 2nd Qtr After Exit	83.0%	100.0%	100.0%	120.5%	83.0%	89.1%	88.8%	107.0%
Employed 4th Qtr After Exit	60.0%	100.0%	100.0%	166.7%	79.0%	85.8%	86.2%	109.1%
Median Wage 2nd Quarter After Exit	\$7,000.00	\$11,495.00	\$10,127.00	144.7%	\$6,850.00	\$7,968.00	\$8,016.00	117.0%
Credential Attainment Rate	85.0%	100.0%	100.0%	117.6%	68.0%	83.4%	82.4%	121.2%
Youth:								
Employed 2nd Qtr After Exit	75.0%	88.9%	81.6%	108.8%	75.0%	82.7%	82.3%	109.7%
Employed 4th Qtr After Exit	60.0%	78.9%	80.0%	133.3%	69.0%	81.0%	79.7%	115.5%
Credential Attainment Rate	77.0%	89.5%	83.3%	108.2%	75.2%	86.3%	85.0%	113.0%
Wagner-Peyser:								
Employed 2nd Qtr After Exit	62.0%	64.8%	64.8%	104.5%	62.0%	65.8%	64.5%	104.0%
Employed 4th Qtr After Exit	64.0%	61.5%	61.5%	96.1%	64.0%	67.0%	64.3%	100.5%
Median Wage 2nd Quarter After Exit	\$4,400.00	\$4,158.00	\$4,160.00	94.5%	\$4,850.00	\$5,294.00	\$5,307.00	109.4%
Overall Composite Score				118.4%				112.1%

Exceeded (greater than 100% of negotiated)
Met (50-100% of negotiated)
Not Met (less than 50% of negotiated)



National Dislocated Worker Grant Worksites and Workers

<u>County</u>	<u>Worksites</u>	<u>Workers</u>
Liberty	2	1
Calhoun	7	42
Jackson	13	55
Washington	6	11
<u>Holmes</u>	<u>1</u>	<u>0</u>
TOTAL	29	109

Current as of March 6, 2019





PROGRAM COMMITTEE MEETING
CareerSource Chipola Community Room
4636 HWY 90 East, Suite K, Marianna, Florida
February 19, 2019 at 1:00 PM (CT)

MINUTES

CALL TO ORDER

A quorum was present and Donnie Read (chair) called the meeting to order.

Attendees- Donnie Read, Mary McKenzie, Arthur Obar, Janice Sumner, Darrin Wall

Absentees- Jared Banta, Martha Compton, Andy Jackson, Scott Kilpatrick

Others- Richard Williams, Debby Wood, Rachael Poole - CSC Staff

PUBLIC COMMENTS

D. Read asked if there were any public comments. There were none.

INTRODUCTION OF SARA

George Martinez, ERISS Corporation, provided a demonstration of SARA's capabilities and a brief overview of SARA's performance since the launch date of January 18, 2019. Debby Wood presented a request for the board to approve funding to support SARA for additional programs; i.e., Workforce Innovation and Opportunity Act (WIOA), Welfare Transition (WT), Supplemental Nutrition Assistance Program (SNAP), and Wagner-Peyser (WP) with the understanding that funding may not be adequate to fund SARA for ongoing program years. R. Williams added that the use of SARA is currently not costing us anything due to the grant for Hurricane Michael. After a general discussion, **A. Obar made a motion to approve the staff request to include funding for SARA in the budget. D. Wall, seconded the motion and the vote was unanimous to include funding for SARA in the budget.**

TRAINING PROGRAMS REQUEST

Debby Wood gave an overview of the number of job opportunities available in our five-county area and contiguous workforce regions for the following occupations: Bus and Truck Mechanics and Diesel Engine Specialists, Carpenters, Construction Equipment Operators,

Electricians, Heating, A.C., and Refrigeration Mechanics and Installers (HVAC), Phlebotomists and Plumbers. After a general discussion, **M. McKenzie made a motion to approve the addition of the following programs: Bus and Truck Mechanics and Diesel Engine Specialists, Carpenters, Construction Equipment Operators, Electricians. Heating, A.C. and Refrigeration Mechanics, Phlebotomists and Plumbers, as well as approve the addition of the following occupations to the local targeted occupations list: Drafting, Engineering/Engineering Technician and Elementary Education (except ESE).** A. Obar seconded the motion and the motion passed unanimously.

ASSESSMENT TOOLS REQUEST

D. Wood presented the score results of two students who took the TABE 9/10 and did well, and then took the TABE 11/12. R. Williams stated difficulty in enrolling students in training programs due to the current requirements for TABE 11/12. He stated the need for an accurate assessment tool to be able identify skill levels necessary for specific training programs. Based on the results of the TABE comparison, and in order to address low enrollment numbers, CSC is seeking approval to use alternative assessments for enrollment purposes. **Mary McKenzie made a motion to approve the listed alternative assessment alternatives (GED Practice Tests, TEAS or HESI, GAIN, PERT and TABE) and eliminate the reference in policy to scoring an 8.9 on the TABE as presented by staff.** D. Wall seconded the motion and the motion passed unanimously.

DIRECTOR'S COMMENTS

R. Williams presented an overview of the proposal for MiHELP, a joint program developed for the CareerSource network covering the counties impacted by Hurricane Michael. This project will serve as a pilot to attract state-level dollars to build the talent pool of the counties impacted by Hurricane Michael. MiHELP proposes to implement a program that will connect the talent sets of the impacted region to key industry clusters and ensure a dynamic and diverse workforce for new and growing businesses. There was a general discussion of hurricane recovery efforts. No actions were taken.

ADJOURNMENT

There being no more items to discuss, Donnie Read adjourned the meeting.

**CareerSource Chipola * One-Stop Operator (OSO) Quarterly Review
PY 2018-2019 Second Quarter**

Date of Report Forwarded to CareerSource Chipola: December 16, 2018

Date of On-Site Review: December 12, 2018

One-Stop Career Center: 4636 Highway 90, Marianna, Florida 32446

Conducted by: Linda Sumblin, CareerSource Chipola contracted One-Stop Operator Contractor

CareerSource Chipola Staff Met by OSO on December 12, 2018:

Richard Williams, Executive Director

Kenny Griffin, Center Manager

An *unannounced* visit was conducted at the CareerSource Chipola One-Stop Center located at 4636 Highway 90, Marianna, Florida on December 12, 2018 by Linda Sumblin, contracted CareerSource Chipola One-Stop Operator. The purpose of the review was to assess the effective delivery of applicable services across program lines and with other organizations as required by WIOA.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) BACKGROUND:

Under the Workforce Innovation and Opportunity Act (WIOA), the vision for one-stop career centers is characterized by providing excellent customer service to job seekers and employers, customer-centered service delivery, and continuous improvement. As defined by Florida guidance, identified One-Stop Centers should strive to assure quality services are being delivered in the most efficient and effective ways possible, through full integration and coordination of one-stop career center partners and resources to support seamless service delivery.

<p>Workforce Innovation and Opportunity Act (WIOA)</p>	<p>The goals and format of the One-Stop-Operator are set out in Workforce Innovation and Opportunity Act (WIOA) Section 121 subsection (e) according to PUBLIC LAW 113-128—JULY 22, 2014 (WIOA) Sec. 121(d)(2)(A), Federal Regulation 29 U.S.C. §§ 3151 (d) One-Stop operators.</p>
<p>One-Stop Operator Role and Responsibilities</p>	<p>As outlined and agreed by both parties (CSC and OSO) the 2017-2018 executed OSO contract, was renewed on June 19, 2018 for an additional one-year term for delivery of outlined One Stop Operator Services for the period PY 2018-2019. The renewed OSO was based on performance, business needs and the availability of funds.</p> <p>As outlined by legislation, the Local Board defines the role and responsibilities of One-Stop career center operators in its local area. The Local Board may vary roles and responsibilities for career centers within its local area.</p>

	<p>As defined by CareerSource Chipola and agreed by OSO Contractor for this review as: Conduct program year 2018-2019 quarterly unannounced visits to the Marianna Career Center. Within thirty (30) days of the visit provide a report indicating if the Marianna Career Center is effectively delivering services across program lines and with other organizations as required by WIOA. If it is determined the Center is not effectively providing services the report must include recommended actions to be undertaken at the Center to correct any issues. Additionally, as part of the required report, the Contractor may include comments on best practices or suggestions for improvement.</p>
<p>CareerSource Chipola Background</p>	<p>The Chipola Regional Workforce Development Board, Inc., dba CareerSource Chipola is the administrative entity/grant recipient for the region (<i>serving Calhoun, Holmes, Jackson, Washington, and Liberty Counties</i>). The Chipola Regional Workforce Development Board, Inc., dba CareerSource Chipola has operated as the fiscal agent and administrative entity since 1996 as approved in the approved Interlocal Agreement .</p> <p>The CareerSource Chipola One-Stop and satellite locations are located to population centers, governmental buildings and shopping centers making them convenient locations for most customers. Centers are connected by a wide area network that spans the three locations providing e-mail, Internet access, state systems access, case management, and data/print sharing. The ATLAS electronic filing system provides access to case file and customer activity information through the internet. This electronic system allows staff(s) at any location to engage customers and provide services. Both virtual and center-based service delivery for job seekers, workers, and employers support the talent needs of the regional economy.</p>
<p>Contracted CareerSource Chipola One-Stop Operator Linda Sumblin, Contractor Execution Date of Renewed Contract: June 19, 2018</p>	<p><i>Credentials:</i> Linda Sumblin was formerly employed with the CareerSource Okaloosa Walton since Board inception in 1996. She was named Executive Director October, 2011. Prior to being named the Executive Director, Linda served in many areas for the Board including the Chief Operating Officer/Assistant Director. Linda's career in workforce development began in January 1989 when she joined the Private Industry Council, the predecessor governing board for job training.</p> <p>As initial contracted OSO for the period July 1, 2017 through June 30, 2018 and agreed contract extended for PY 2018-2019, Linda Sumblin has declared no conflict of interest with any entities of CareerSource Chipola (Board, staff or partners) and that firewalls have been established to ensure conflict of interest policies and procedures are adhered.</p> <p>It is understood and agreed that the One-Stop Operator cannot assist in the development, preparation and submission of local plans; and that they cannot manage or assist in the competitive process for selecting operators or select or terminate One-Stop Operator, Career Services and Youth Providers.</p>

CareerSource Chipola – One-Stop Operator PY 2018-2019 Second Quarterly Review
Summary of Review

Due Hurricane Michael that made landfall in the Chipola workforce region on October 10, 2018, the Second Quarter One-Stop onsite review was unlike previous visits. The entire region suffered significant damage (personal and professional). All CareerSource Chipola staff/partners were directly or indirectly affected the Hurricane. The One-Stop Operator commends the entire CareerSource Chipola team/partners for their dedication and continuous professional delivery of services during a difficult time and situation. It is unfortunate that the hurricane regional recovery will be a long-term situation due to the damage severity.

Following Hurricane Michael (due to the magnitude of multi-areas of damage) one of the first needs for the CareerSource Chipola was the connectivity to IT services. To accomplish the identified IT needs, one of the first steps taken to establish delivery of one-stop services following the hurricane, the CSC Executive Director coordinated (within established parameters) with another CareerSource Area for assistance. As result, CareerSource Chipola IT services was successfully quickly implemented.

Another major area of concern expressed by CareerSource Chipola during the on-site visit was the identified need of available workforce for the local (pre-hurricane) employers.

One of the unintended situations with the needed recovery is that the wage rate for hurricane recovery employers (in some cases) paid to hurricane recovery workers are higher wages than the local employer rate. This has created an employment situation for local employers (and for potential expanding/new employers). Noting that during the past year, in the CareerSource Chipola geographic area the available skilled workforce was identified as “declining” but through the targeted efforts of CSC and partners, there was a recent noted increase with local workforce availability. With the now higher wage rate for some of the competing hurricane recover job employers, it is concern that the differing wage rates will create a potential declined workforce availability for local non-hurricane employers.

It was also shared during the One-Stop on-site review, that of the many identifiers for recovery will be an on-going higher need/availability of workforce housing. CareerSource Chipola is working closely with the applicable education entities to enhance/implement additional needed construction programs for the long-term hurricane recovery.

Richard Williams has been named to the Community Long Term Recovery Initiative Committee which will allow an immediate voice and identification of workforce needs in the region.

Flow of Services

Kenny Griffin (CareerSource Chipola (CSC) Marianna Center One-Stop Center Manager) provided the One-Stop Operator (OSO) a walk-through and summary of the Marianna One-Stop Career center delivery of services. It was observed by the OSO that immediately when the universal customer enters the One-Stop facility there are well-informed CSC staff to meet customers as well as to guide the customer to the Atlas

registration/sign-in system. It was observed that the CSC staff assisting customers with the needed information for program need on/off site identification were knowledgeable of services and professional.

The ATLAS electronic filing system provides access to case file and customer activity information through the internet. The electronic system allows staff to engage customers and provide services. Both virtual and center-based service delivery for job seekers, workers, and employers support the talent needs of the regional economy. In addition, the Atlas system allows the CSC to track customer services as well as “waiting time for CSC services” for monitoring of delivery of services. Attached is a printout of the Atlas screen shot that was provided during the OSO review for the sign in; new customer screen; and time waiting for services.

The OSO was impressed with the level of knowledge extended to customers by CSC Center staff.

The day of the Second Quarter One-Stop Operator onsite review, there was an employer hiring event set up at the One-Stop Center.

Flow of Services Comments: No suggestions/concerns noted.

CareerSource Chipola Marianna One-Stop Center – Hours of Operation

It was observed by the OSO and confirmed by the Center Manager that the CSC Marianna One-Stop Center operation is open via the five-day work week (*with exception of the CareerSource Chipola recognized holidays*) Monday through Thursday from 8:00 a.m. – 5:00 pm and Friday’s from 8:00 a.m. through noon.

As a result of Hurricane Michael hours of operation were adjusted due to storm damage and ensure safety of staff and customers. The adjusted hours are posted via social media and visually posted at the Center.

It was shared to the OSO by the Center Manager, that extended hours are available based customer need. In addition, it was also shared that extended hours are available through electronic means allowing customers to access many of the CareerSource Chipola services regardless of the time of day by using the Internet.

Hours of operation for the CSC Marianna One-Stop can also be located via the CSC website.

Hours of Operation Comments: The entire CSC team are to be commended for the dedication and responsiveness to quickly restoring services following Hurricane Michel.

Basic Services Available/Program Delivery

CSC Marianna One-Stop Career Center offers a wide range of *job seeker and employer* services including job postings, local and statewide Labor Market Information (LMI), and skill-based job matching available online at Employ Florida Marketplace (EFM) - www.employflorida.com.

Delivery of basic services has been adjusted as a result of Hurrican Michael and the needed follow up recovery. It was noted that the entire CSC team has done (and continues to do) an outstanding job with flexibility of delivery of services based on need.

The OSO observed that the flow of the Marianna One-Stop Center service delivery is professionally set-up for customer-flow ease, including an accessible Resource room equipped with computer and other needed employment activity tools (i.e. telephone bank) for the universal customer. It was also noted that the Center conducts applicable designated program orientations on a scheduled and as-required basis.

During the OSO walk-through at the Marianna One-Stop Center, it was observed and communicated that staff have the expertise to design, administer and deliver all workforce development activities and have demonstrated the ability to adapt and conform to changes in policy, practices and priorities to meet local community and customer-based needs.

As noted in the WIOA Legislative Required Partners matrix below, CareerSource Chipola has established program service delivery methods for requirement WIOA partners.

It was also noted by the OSO that program systems and partner relationships are well developed and internally reviewed ongoing for enhancement and growth. CSC is to be acknowledged for their positive partnerships and performance outcomes.

Program Delivery Comments: No suggestions/concerns noted.

Memorandum of Understandings (MOU)

The One-Stop Operator reviewed the CSC active MOU's while onsite at the One-Stop Center. The basic elements/description of services as outlined in legislation of the MOU was reviewed:

- *Method/s for referring individuals*
- *Duration/Procedures of MOU*
- *Resolution of MOU Disputes*
- *Cost Sharing*

A matrix (identifying entity delivery services; MOU execution date; and method of delivery of services) of the required WIOA MOU's is noted below.

Effectiveness

One of the outlined elements in WIOA legislation for OSO to review the Center "Effectiveness" as defined below.

The CSC OSO based the Effectiveness ranking of the program/delivery of Center services on a Scale of 1-10 with 10 being top performance). Three areas of Effectiveness ranked as defined in the WIOA legislation:

- 1) *Provider job seekers with skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families;*
- 2) *Provide access and opportunities to job seekers, including individuals with barriers to employment;*
- 3) *Enable business and employers to easily identify and hire skills workers*

CSC Effectiveness Comments: After detailed onsite CSC program and delivery learned; and review of MOU's, and review of program outcomes and performance, the OSO ranked the current Effectiveness at the time of review at a 9.5.

General Comments

The unemployment rate in the CareerSource Chipola region (Calhoun, Holmes, Jackson, Liberty, and Washington counties) was 3.2 percent in October 2018. This rate was 0.8 percentage point lower than the region's year ago rate of 4.0 percent. Liberty and Washington counties had the lowest unemployment rate (3.1 percent) in the CareerSource Chipola region followed by Jackson County (3.2 percent), Calhoun County (3.3 percent), and Holmes County (3.4 percent).

NOTE: NO Changes in the MOU's during the One-Stop onsite review.

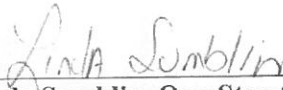
*Denotes WIOA Legislative Required Partners

*Denotes State/Local Designated Partners

Program	Agency Delivering Services	MOU Date Executed (or latest Addendum)	On Site Delivery of Services/ Delivery of Referral Services
*Title I – Adult	CareerSource Chipola	Cooperative Agreement with Department of Economic Opportunity	On Site
*Title I – Dislocated Worker	CareerSource Chipola	Cooperative Agreement with Department of Economic Opportunity	On Site
*Title I – Youth	CareerSource Chipola	Cooperative Agreement with Department of Economic Opportunity	On Site
*Title II – Adult Education and Literacy Act	Calhoun School Board Holmes School Board Jackson School Board Liberty School Board Washington School Board Florida Panhandle Technical Center (Washington-Holmes Technical Center)	Calhoun School Board- 8/14/2017 Holmes School Board – 9/14/2016 Jackson School Board – 3/15/2016 Liberty School Board – 6/07/2016 Washington School Board – 8/14/2017 Florida Panhandle Technical Center August 14, 2017	Electronic/ Direct Referral
*Title III - Wagner Peysner Employment Services	CareerSource Chipola/Department of Economic Opportunity (Jointly Managed)	Cooperative Agreement with Department of Economic Opportunity	On Site
*Title IV – Vocational Rehabilitation	Vocational Rehabilitation Division of Blind Services	February 2, 2017 December 16, 2016	Electronic Referral
*Title V – Older American Act (SCSEP)	National Caucus and Center on Black Aged, Inc. (SEP)	May 15, 2016 Cost Sharing with In-Kind Staffing Support	On Site
*Veterans Employment and Training Services Under Chapter 41 of Title 38, U.S.C.	CareerSource Chipola/Department of Economic Opportunity (Jointly Managed)	Cooperative Agreement with Department of Economic Opportunity	On Site
*Trade Adjustment Assistance Act (TAA) NAFTA Assistance Activities	CareerSource Chipola	Master Agreement with Department of Economic Opportunity	On Site
*Unemployment Insurance (Note: CareerSource Chipola extends “re-employment assistance”)	Department of Economic Opportunity (No DEO staff onsite to extend UI assistance)	Master Agreement with Department of Economic Opportunity	Electronic/ Telephone Referral
*Temporary Assistance For Needy Families (TANF)	CareerSource Chipola Healthy Families North Florida	<ul style="list-style-type: none"> Cooperative Agreement with Department of Economic Opportunity (Funded by DCF) Department of Children and Family Services – November 9, 2016 Healthy Families North Florida – April 11, 2017 (Cost Sharing Cooperative) 	On Site Referral

Program	Agency Delivering Services	MOU Date Executed (or latest Addendum)	On Site Delivery of Services/ Delivery of Referral Services
Post Secondary Vocational Education under Carol Perkins Career and Technical Education (CTE)	Chipola College Florida Panhandle Technical Center (Washington-Holmes Technical Center) Calhoun School Board Holmes School Board Jackson School Board Liberty School Board Washington School Board	Chipola College – 10/13/2016 Florida Panhandle Technical Center*– 8/14/2017 Calhoun School Board- 8/14/2017 Holmes School Board* – 9/14/2016 Jackson School Board – 3/15/2016 Liberty School Board – 6/07/2016 Washington School Board*– 8/14/2017 <i>*Multi-MOU's for varying programs identified</i>	Electronic/ Direct Referral
*Job Corps	Department of Economic Opportunity	Cooperative Agreement with Department of Economic Opportunity	Electronic/ Direct Referral
*Community Services Block Grant (CSBG)	Tri-County Community Council Capital Area Community Action Agency	Tri-County - May 17, 2016 Capital Area Community Action Agenda - May 17, 2017	Electronic Referral
*HUD Employment Programs (U.S. Department of Housing and Urban Development)	Tri-County Community Council	May 17, 2016	Electronic/ Telephone Referral
*Migrant and *Seasonal Farm Worker	Department of Economic Opportunity	Cooperative Agreement with Department of Economic Opportunity	Electronic Referral
*Native American Program (<i>Tribes, Tribal Organization, Native Hawaiians</i>)	Department of Economic Opportunity (No known sector population identified in Area)	Cooperative Agreement with Department of Economic Opportunity	Electronic Referral
*Reemployment Services and Eligibility Assessment (RESEA)	CareerSource Chipola	Cooperative Agreement with Department of Economic Opportunity	On Site
*Supplement Nutrition Act Program (SNA)	CareerSource Chipola	Master Agreement with Department of Economic Opportunity	On Site

It is the opinion of the Chipola CareerSource contracted One-Stop Operator based on legislative review that the Chipola CareerSource Board and staff are acknowledge and have and/or implementing the goals and format of the One-Stop-Operator requirements as set forth in the Workforce Innovation and Opportunity Act (WIOA) Section 121 subsection (e) according to PUBLIC LAW 113-128—JULY 22, 2014 (WIOA) Sec. 121(d)(2)(A), Federal Regulation 29 U.S.C. §§ 3151 (d) One-Stop operators.



Linda Sumblin, One-Stop Operator

December 16, 2018

Date

2017-18 Financial Compliance Monitoring Report
CareerSource Chipola
Local Workforce Development Board No. 03

Bureau of Financial Monitoring and Accountability
Florida Department of Economic Opportunity

October 1, 2018

107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399
www.floridajobs.org



2017-18 Financial Compliance Monitoring Report
CareerSource Chipola
Local Workforce Development Board No. 04
Period Reviewed: July 1, 2017 – March 31, 2018

Table of Contents

I. INTRODUCTION AND MONITORING APPROACH	3
II. ENTRANCE/EXIT CONFERENCE.....	5
III. MONITORING RESULTS	6
IV. FINDINGS.....	7
V. ISSUES OF NON-COMPLIANCE.....	7
VI. OBSERVATIONS	7
Observation #03-1-18	7
VII. TECHNICAL ASSISTANCE.....	7

I. INTRODUCTION AND MONITORING APPROACH

As set forth in the following authoritative publications, annually the Department of Economic Opportunity (DEO) is required to perform monitoring of its subrecipients:

- Workforce Innovation and Opportunity Act (WIOA), Section 184
- 31 USC 7502(f)(2)(B), Single Audit Act Amendments of 1996, (Pub. L.104-156)
- 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
- 20 CFR 667, Administrative Provisions Under Title I of the Workforce Investment Act
- Federal granting agency regulations, including:
 - 29 CFR 95.21 and 97.20, Standards for financial management systems
 - 29 CFR 95.51 and 97.40, Monitoring and reporting program performance

The DEO, Bureau of Financial Monitoring and Accountability (FMA) uses its financial monitoring tool (tool) as a guide to conduct the monitoring. The tool was developed to provide the framework for monitoring activities performed by FMA as well as the criteria used to monitor. This tool was provided to the Local Workforce Development Board (LWDB).

The sample size and selections for each tool objective was based on, but not limited to, a risk assessment performed by FMA and reviews of the monthly general ledger and cost allocation statistics. The risk assessment includes factors such as the funding allocation to each LWDB; results of prior monitoring and audit reports; personnel and staffing changes; and organizational structure. Sample selections assist the monitors in the following:

- Gaining an understanding of the financial management systems processes and assess whether the policies and procedures provide for accurate, current and complete disclosure of the financial results of each grant program.
- Gaining an understanding of the internal control processes and assessing whether the internal controls reasonably assure compliance with federal laws, regulations, and program compliance requirements.
- Determining if appropriate and sufficient cash management and revenue recognition procedures are in place, being followed, and comply with federal and state requirements.

- Determining if the required reconciliations between the financial records and OSMIS/SERA have been appropriately performed on a timely basis and adequately documented.
- Determining if prepaid program items are adequately or accurately safeguarded, managed, tracked and reported.
- Determining if the cost allocations are accurate, supported and consistent with the cost allocation plan.
- Determining if payroll records are properly maintained for employees; if personnel activity reports (PAR) comply with applicable cost principles; and verify salary and benefit costs are charged/allocated to funding sources in accordance with the PAR and the cost allocation plan.
- Determining if salary and bonuses paid to employees and charged to ETA grant programs do not exceed the ETA Salary and Bonus Cap for the calendar year.
- Determining if purchasing/procurement transactions comply with the appropriate federal or state procurement laws, and the organization's procurement policies.
- Determining if the LWDB's contracting process and contract monitoring comply with federal and state requirements, and the organization's contracting policies.
- Determining if the LWDB's subawarding and subrecipient monitoring activities comply with federal requirements, and the organization's policies and procedures.
- Determining if property management activities comply with federal requirements and the organization's policies and procedures.
- Determining if non-payroll related disbursements are reasonable, necessary, allocable and properly recorded in the financial records.

This report was prepared at the conclusion of the Department of Economic Opportunity's (DEO) financial monitoring activities performed for LWDB-03, and included the annual on-site visit, which began on Monday, March 5, 2018.

The FMA monitoring team assigned to the LWDB consisted of Chadwick Myrick and Maureen Castaño.

II. ENTRANCE/EXIT CONFERENCE

Entrance Conference

An entrance conference was conducted on-site Monday, March 5, 2018, with the CareerSource Chipola representatives Sara Johnson (Finance Director), the purpose of the entrance conference was to introduce the monitor, go over the purpose of the financial monitoring, identify the contact person with whom the monitor would communicate, discuss CareerSource Chipola and DEO goals and expectations, establish a timeline for the financial monitoring and identify/obtain documents requested, but not received.

Exit Conference

An exit conference was conducted by on site on Wednesday, March 7, 2018, with CareerSource Chipola representatives Sara Johnson (Finance Director). A summary of any observations or technical assistance to date was provided. This summary allowed for any corrective action and/or explanation to be presented in the monitoring report.

III. MONITORING RESULTS

FMA performed financial monitoring procedures based on the DEO 2017-18 Financial Monitoring Tool. The monitoring procedures performed included tests of transaction details, file inspections, and inquiries (1) to determine the status of recommendations from the prior year monitoring visit(s) and (2) to adequately support current year findings, other non-compliance issues and observations. Detailed information for these items is disclosed in the following section of this report.

Summarized below are the results of testing by category as detailed in the DEO 2017-18 Financial Monitoring Tool:

2017-18 Monitoring Results				
Category	Findings	Issues of Non-Compliance	Observations	Technical Assistance Provided
1.0 – Prior Year Corrective Action Follow-Up	-	-	-	-
2.0 – Financial Management Systems	-	-	-	-
3.0 – Internal Control Environment	-	-	-	-
4.0 – Cash Management and Revenue Recognition	-	-	1	-
5.0 – OSMIS/SERA Reporting and Reconciliation	-	-	-	-
6.0 – Prepaid Program Items	-	-	-	-
7.0 – General Ledger and Cost Allocations	-	-	-	-
8.0 – Payroll and Personnel Activity Report (PAR) Testing	-	-	-	-
9.0 – ETA Salary and Bonus Cap	-	-	-	-
10.0 – Purchasing	-	-	-	-
11.0 – Contracting / Contract Monitoring	-	-	-	-
12.0 – Subawarding / Subrecipient Monitoring	-	-	-	-
13.0 – Property Management	-	-	-	-
14.0 – Disbursement Testing	-	-	-	-
TOTAL	-	-	1	-

IV. FINDINGS

There were no findings during the monitoring period of July 1, 2017 – March 31, 2018.

V. ISSUES OF NON-COMPLIANCE

There were no other non-compliance issues during the monitoring period of July 1, 2017 – March 31, 2018.

VI. OBSERVATIONS

Observation #03-1-18

Category: Cash Management and Revenue Recognition

Condition: During our review of CareerSource Chipola's October 2017 bank reconciliation process, we noted that outstanding check #18788 to VeeLeed dated 6/30/17 in the amount of \$2,495 was still outstanding and no contact had been made with the payee. The payment was voided on 3/18/18.

Criteria: The LWDB's Cash Management policy states, "After a period of sixty (60) days, any check still outstanding will be handled as follows:

- 1) Payee will be contacted to see if they are in possession of the check. If so, they will be asked to cash the check within the next thirty (30) days...
- 2) If payee is not in possession of the check at the sixty (60) day inquiry, a stop payment will be issued. The check will be reissued to payee along with correspondence showing that this is the second payment issued and informing them of the stop payment..."

Recommendation: CareerSource Chipola follow its Cash Management policy and contact the payee as stated, documenting each attempt until the check is cashed or stop payment issued.

VII. TECHNICAL ASSISTANCE

There were no technical assistance issues during the monitoring period of July 1, 2017 – March 31, 2018.

Milestone Report

Project 1, Systems Review Phase: Milestone A

Ken Osman

Shae Solutions Group, Inc. for CareerSource Chipola

January 28, 2019

Overview

The IT Assessment project, which is project one of a two project engagement for CareerSource Chipola that is being completed by Shae Solutions Group, Inc. This report will focus on Milestone A of the Systems Review Phase. As stated in the project plan, the goal of this milestone is to:

Perform detailed discovery of all hardware, phone systems, and running software. Create catalogs of both.

This report will give a summary of all hardware, software, and phone systems. The hardware will be considered first, followed by software, and finally the phone system. In addition to the summary, a catalog of equipment will be made as well. This catalog will not be an inventory. Rather, it will list every type of device currently being used in addition to its age and level of viability. All of this information will be critical to the final IT related recommendations that are made for CareerSource Chipola.

Hardware

- 1. Servers:** There are currently two servers installed at the main office. One is a Dell PowerEdge R510 and the other is a Dell PowerEdge R710. While both of these are still functional, the R510 is 10 years old, while the 710 is about 7 years of age. As a result, while these devices are technically still viable, their obsolescence is pending. The R510 was considered End Of Life (EOL) in 2012, while the R710's EOL date was in 2016. As a result, these servers need to be replaced. The type and number of replacements will depend upon the final design that is chosen for the region.

In the Chipley and Blountstown offices, there is one server each. In both offices, this is a Dell PowerEdge R610, and since these servers are 10 years old, they will either be replaced, or eliminated completely. Once again, this depends upon the network design that is chosen.

- 2. Workstations:** One type of workstation was chosen for the workstation several years ago, and this is the Dell Optiplex 7010. There are just under 100 of these

in use, region-wide. Each of these units runs Windows 7, and has 4GB of RAM. The major issue is that these computers were produced by Dell in 2012, and this makes 2019 their seventh year of service. According to their policy, Dell considers any desktop or laptop to be EOL after 4 years. As a result, all of these desktops must now be replaced. There may be a number of monitors that can still be utilized, but that will have to be evaluated further before ordering replacements. Monitors are quite inexpensive (less than \$200) so keeping failing units is a false economy. However, if the network configuration goes to “thin clients” (which are essentially terminals that pull Windows sessions from the server) then the monitor and the unit are combined in an “all in one” format. Therefore, in this scenario, the monitors will be automatically replaced.

3. **Laptops:** There are not many laptops in the region. The first type of laptop is the Dell Latitude E-6530. These are approximately 9 years old and there are 3 of these in use. The second type is the Microsoft Surface Pros 2, 3, and 4 and there are 15 of these currently in use. The Surface Pro 4s are current models and are viable for two more years. The Surface Pro 2s and 3s are EOL.
4. **Other Computers:** There are two older computers in the region and they are both servers. One is a Gateway E-9510 and the other is a Dell PowerEdge 1600 SC. Both are obsolete, and neither are being used, so both can be disposed.
5. **Network Equipment:** In this report, network equipment refers to switches, firewalls, email archivers, SPAM filtering devices, and network storage. As far as the switches are concerned, they must all be replaced. A few of these switches are 3com SuperStack II switches which are around 20 years old. The other switches include several Cisco 2821s, a Linksys SRW 24, and a Cisco 3560G that is not currently in service. Unfortunately, all Cisco devices are EOL and the Linksys is not appropriate for enterprise use. Therefore they will all need to be replaced.

The next items are firewalls and email filters/archivers. The firewalls are Cisco ASA 5505s. While these devices are robust items, they have been made EOL by Cisco recently and will need to be replaced in the near future. There is also an iBoss Web Filter that appears to still be viable and may be retained moving forward. The email archiver is a Barracuda Archiver 150 and the SPAM filter is a Barracuda SPAM filter 300. Both of these devices are over 10 years old, although they have been continuously updated by Barracuda during that time. Since CareerSource Chipola has now moved to Office 365, a different product will need to be selected that can work with online mailboxes. Therefore, the SPAM filter should be decommissioned, while the archiver will need to have data backed up before it is taken offline as well. For ease of use, it may make sense to keep the latter item available for public records requests.

Last, there are the network storage devices. These include Buffalo Storage TeraStation 320s as well as a Dell PowerVault SAN. These Buffalo devices are

only about 2 years old, so they are completely viable. The SAN is used for the small Citrix environment that was set up in the region. It is likely that this device will have to be upgraded in the future.

Software

1. **Resource Room Software:** In addition to Microsoft Office, there are several types of software that are being used in the resource rooms. Each is considered below:
 - a. CareerScope: CareerSource Chipola utilizes this software to determine many things including training suitability. The installation that is currently used in the organization is a standalone, server-based product that is installed onsite. Although this software is a standard in the industry, the online version is now being used in many regions in Florida and this is the recommended configuration.
 - b. Prove It: This is another workforce development standard. The online version is being utilized by the organization, and this is the recommended configuration.
 - c. TABE: The TABE (Test of Adult Basic Education) software is not currently functional. The vendor has changed and this will need to be procured. In the interim, the organization is currently using the paper form of the product. That will not be recommended moving forward.
 - d. Atlas: Atlas is the customer tracking/records management system that is used in the region. This product runs on a server that is provided and supported by the vendor. This server will remain in use, although a hosted version of this software would be preferable if the vendor offers that option.
 - e. EFM: This is the standard system provided by the State of Florida for work registration. It is hosted in Tallahassee and will continue to be used for the foreseeable future.
 - f. Card Tracking Software: This software was provided to CareerSource Chipola free of charge from Region 16, and is used to track EBT cards. Unfortunately it has not been updated recently and does not work correctly at this time. A replacement system should be found and it should be removed from use by the organization as there is no good support available.
 - g. Microsoft Office: This is the standard productivity suite prevalent in nearly all businesses, public and private.
2. **Staff Software:** In addition to software that is available to customers, there are also programs designed for staff use. These include the following:
 - a. MIP Fund Accounting: This is software that is installed onsite and is the same fund accounting program that is used the majority of regions in Florida. It is a good product, but if a web-based version is available, the organization should move in that direction
 - b. SharePoint: This software has many uses, but in Region 3, it is used as a

place to store forms. The new version of SharePoint is included with Office 365 and is located in the cloud. The organization should move in that direction as well.

- c. Microsoft Office: As with the resource room deployments, this is used by staff for productivity and email.
- 3. Other Software:** CareerSource Chipola uses Faronics as an anti-virus, anti-malware solution. This software is a solid product from a large commercial vendor in the field. It is viable. Additionally, Citrix XenServer is used for some small-scale virtualization in the region. It is likely that it will be recommended to expand the use of Citrix in the future.

Phone Systems

The phone system that is in use is the Free PBX solution that is based upon the open source Asterisk platform. The particular installation utilizes Grandstream GXP2170 phones, but others could be adapted if necessary. This has proven to be a reliable platform for several years, and since this system has just been deployed, it should be completely updated at this point in time. The system is a Voice over IP (VoIP) solution that utilizes SIP trunk communications through the Internet. This type of telephony is a standard in the industry, so this system does not need to be replaced. The only recommendation would be to move the system from a local computer (a 7010 re-provisioned for use with the system) to a server in the cloud. There are many options here that will need to be reviewed, but it is indeed possible to do this and this is a way to completely protect the phone system in the event of a disaster. With this model, the system will be able to be brought back online virtually anywhere, so communications are never completely disabled. This will be discussed further in Milestone C of this project phase.

Hardware Catalog

This is included in a spreadsheet attached to this report.

Software Catalog

This is included in a spreadsheet attached to this report.

Phone System Catalog

This is included in a spreadsheet attached to this report.

Conclusion and Overview

Unfortunately, what this review shows is that nearly all of the hardware needs to be replaced in the region. This includes all servers, PCs, network equipment, and filtering devices. In Milestone C of this project phase, recommendations will be made on how to

accomplish this and once approved, this will serve as the basis of the project plan that will be developed to modernize IT operations in the region. Fortunately, all equipment is operating at this point in time so the system is not necessarily in imminent danger of catastrophic failure. However, failing to replace obsolete equipment creates risk factors that multiply with passing year of obsolescence. The only way to address and mitigate this risk is to replace all the old equipment as soon as possible. While this may be a rather large expense at this moment, if a good strategic plan is developed, future purchases can be spread out in a planned fashion to minimize financial impact in any specific fiscal year. Additionally, server needs will be reduced by taking more items to the cloud, so expenses can be lessened there also.

On the positive side, all running software is up-to-date for the most part. CareerScope should be taken to the web-based version along with the TABE testing. Atlas and Prove It are also systems that appear to be working well for the region as well as MIP. As with CareerScope and TABE, all other software should be investigated to see if there is a hosted version. Last, Microsoft Office is being used in a Windows 7 environment for customer computers and this is an industry standard configuration. However, Windows 7 just was given EOL status within the last few weeks and new environment should be taken to Windows 10. All staff computers are already Windows 10.

Last, but certainly not least, the phone system is a perfectly viable solution for the organization. As stated above, the only recommendation is to move the hosting of the system offsite. While that has been loosely referred to in this report as "the cloud," what it really means is offsite servers and they could be either privately or commercially provided. Server space could even be provided by a partner region, but only if a solid MOU is put in place and reviewed annually.

Milestone Report

Project 1, Systems Review Phase: Milestone B

Ken Osman

Shae Solutions Group, Inc. for CareerSource Chipola

February 12, 2019

Overview

The IT Assessment project, is project one of a two project engagement for CareerSource Chipola that is being completed by Shae Solutions Group, Inc. This report will focus on Milestone B of the Systems Review Phase. As stated in the project plan, the goal of this milestone is to:

- Perform review of software licensing to ensure compliance.

This report will give a summary of software licensing in the region. This information will determine what software licenses need to be purchased in order to either maintain compliance or meet new needs. As with Milestone B, this information will be critical to the final IT related recommendations that are made for CareerSource Chipola.

Software License Analysis

1. **CareerScope:** Currently, this product has two versions, a standalone version and an online version. The standalone version is installed locally, and this is the version that is used by CareerSource Chipola. With this version, the licensing is owned, and support is currently in the range of \$500 per year. The online version is updated automatically and instead of a support agreement, the organization must purchase subscriptions. While the online version is more flexible and may eventually offer more features than the standalone version, the standalone version is significantly less expensive. As a result, a decision will need to be made as to whether the new features are worth the additional cost if the organization wants to go with the online version. The good news is that as far as licensing is concerned, the organization is currently compliant.
2. **Prove It:** Prove It is an online application. The organization has a subscription to use this product and is currently compliant.
3. **TABE:** The TABE is being phased out and will no longer be used. There is a replacement test, but it does not appear to be available and will require paper "scantron" sheet to function. At this point in time, it is not known how the scoring

reader and software will work for the new system. However, since CareerSource Chipola does not use any online TABE at present, they have no licensing issues in this regard.

4. **Atlas:** Atlas is a turnkey system that utilizes both hardware and software. As long as the maintenance on the system is kept current, it is compliant as far as licensing is concerned. At this time, the maintenance is current.
5. **EFM:** EFM is a State of Florida system that is provided free-of-charge to the regions. There is no need to obtain any licensing.
6. **Card Tracking Software:** This software was provided to CareerSource Chipola free of charge from Region 16, and the organization has a perpetual license for this product. There is no need to purchase any further licensing on this product at this time.
7. **Microsoft Office:** There are potential licensing issues with this software. The good news is that all staff persons in the region are covered by their Office 365 license. This is good, because all staff have a license to use Office 2016. Unfortunately, this is not the case with the public-access computers. The public access computers are using Office 2010 licenses and this product will reach the end of its service life in October of 2020. More importantly, there have been several releases of Office since Office 2010 was released, and the current version is significantly different. Therefore, users may not be able to easily navigate the old product if the new one is not available. Therefore, new licenses will need to be purchased for all of these units. The good news is that charity pricing may be available for these which would make them significantly less expensive.
8. **MIP Fund Accounting:** This product is primarily used for the finance/accounting department and the licenses are up-to-date. It may be advantageous to go to a hosted version of this product, so the company will be contacted to see if this is an option.
9. **Microsoft SharePoint:** When CareerSource Chipola migrated e-mail to Office 365, licenses to the new hosted version of Sharepoint were included with each account. Melody has already migrated files to the new system, and the licensing is in order because the new system is hosted by Microsoft.
10. **Faronics:** All of the licenses for this anti-virus/anti-malware solution are up to date. This licensing is reviewed on a regular basis.
11. **Citrix XenServer:** The licensing for this product was provided at no cost when it was first released and is compliant for use as the system is set up at present. However, if the organization decides to move to a fully hosted environment for the public access computers, then this licensing will not be adequate and new

licensing will have to be purchased.

12. Other Software: The only other software licensing that needs to be mentioned is server software. While it is still not clear right now the total number of physical servers and the total number of virtual servers that will be required, the reality is that ALL server operating systems will be required to be updated. Each server in the organization runs Microsoft Server 2008. Most support for this product has already been discontinued, but Microsoft will officially end all support in January of 2020. Therefore, no server licenses can be used moving forward.

Additionally, all workstation licenses for all public access desktop computers are Windows 7. Windows 7 is already EOL, so these will all be required to be upgraded. There are several options for this depending upon the design that is chosen. Last, all staff computers have already been upgraded to Windows 10, so upgrades will not be required for those units.

Conclusion and Overview

As stated in the Milestone A report, all running software is up-to-date for the most part. The bad news is that some very important licenses (such as Windows 7, Server 2008, and Office 2010) are completely obsolete and will need to be upgraded. Since Microsoft has changed its licensing model recently, some additional research may be required to learn all options that are available to the organization in this regard. There are volume and charity options that may work well here, but there are positives and negatives to different types of configurations. Most importantly is the fact that does not appear to be any major licensing oversights, so until the upgrades can occur, the organization should not be exposed to additional risk. Milestone C will be constructed around licensing so any additional issues will be uncovered and corrected when the system design is finalized.

Milestone Report

Project 1, Systems Review Phase: Milestone C

Ken Osman

Shae Solutions Group, Inc. for CareerSource Chipola

February 25th, 2019

Overview

The IT Assessment project, is project one of a two project engagement for CareerSource Chipola that is being completed by Shae Solutions Group, Inc. This report will focus on Milestone C of the Systems Review Phase. As stated in the project plan, the goal of this milestone is to:

- Develop a critical issue resolution plan and protocol that can identify, prevent, correct, and remediate critical issues in the long-term.

This report will include the critical issue resolution plan. This plan will outline the most critical problems that have been observed in completing the first two milestones. After this, a framework for a protocol to identify and prevent critical issues in the future, will also be outlined. Understand that this protocol will have to be “fleshed-out” a bit more after the systems design portion of Project II is completed. This is true because specific aspects of the new system are yet to be determined at this time, this cannot be completed in detail until that point. Last, this document will also include an Organizational Change Management (OCM) strategy that will be necessary to initiate prior to the initiation of the upgrade project. Although most functionality will be similar (if not identical) to the current environment for most users, this will be required in order to reduce stress and apprehension about the forthcoming changes. Experience has shown that doing this also increases the probability that the new system will be accepted by staff with minimal resistance, and this alone is a key component to a successful project.

Critical Issue Analysis

1. Critical Issue #1: Server hardware is obsolete.

The servers that are currently being used in the organization have reached the end of their service lives, and they all must be replaced. The newest server is over eight years old and the oldest one is over twenty years of age, although it is no longer being used. In any event, the servers need to be replaced and in addition to that, as many resources as possible need to be put in the “cloud.”

The system design is pending, but the recommendation would be to use the servers that are on the premises to provide virtual desktops and to also house the financial system (MIP) unless the company provides a reasonable cloud-based alternative.

In any event, if a virtual desktop solution is selected for this project, the most effective way to deliver sessions would be to have local servers to do so. It must also be understood that e-mail, file storage, Sharepoint, and the phone system either already reside in the cloud or will do so after the system is updated. Although it is not optimal having servers in an environment that is not "hardened," as long as these are backed up to a server in the cloud, the risk should be mitigated should another storm strike. Furthermore, while the current server room is locked appropriately, the A/C should be upgraded, and potentially the battery back-up as well. These upgrades are basically maintenance items however, as the space does currently have functional units.

As far as the other offices are concerned, the server room in Chipley shares space with the technical college's file room and is locked, but does not have separate A/C. Additionally, the Blountstown location will likely need an entire secured location set up as the location is moving. Overall, the number of servers will be contingent upon the overall design, but at a minimum, there should be at least two physical servers in the administrative offices and a server each at the remote centers. This design may be modified slightly, but unless high-availability bandwidth can be procured to access a cloud server, the best and most reliable solution is to deliver virtual desktops locally. More information on pricing will be included in the system design at the beginning of Project II.

2. Critical Issue #2: Public access workstations are obsolete.

The public access computers are Dell Optiplex 7010s, and these are now over six years old. Because of that, they will all need to be replaced, irrespective of the system design that is ultimately chosen. If a traditional environment is desired, then each PC will need to be replaced with a new PC. This type of arrangement is completely viable; however, the fact is that these units will have to be replaced again in three to four years, and overall, they require more work to manage and administer than their "thin-client" counterparts. Since all of the computers are the same age, a phased replacement approach is not appropriate for this project, although a phased replacement cycle could be introduced in year three, and then a third could be replaced every year after that. This would mean that during the first cycle, there would be a third of the PCs that would reach the five-year mark, but this is an acceptable risk in this instance.

The other alternative to address this issue is to purchase the aforementioned thin clients. These devices are basically terminals that have no hard drive and cannot be used as standalone computers. Instead, they are designed to access virtual desktop sessions that actually reside inside the server. The advantages to

these devices are many, including low price, long service life, and ease of administration once set up. However, there are a few drawbacks with the most notable one being that servers and external storage will have to be upgraded more than if PCs were being used. Once set up, this configuration runs very well, but the initial transition does take some time to configure and test. If possible, this would be the preferred network configuration. If this is not chosen, then the best idea would be to eliminate almost all servers in the region and utilize cloud storage for virtually everything. Ultimately, cost analysis will need to be factored in as well before a final decision is made. Additionally, even if this option is chosen, it may make sense to install PCs for use by staff as there may be unique software needs that will be easier to address that way.

3. Critical Issue #3: Storage Area Network (SAN) upgrade is required.

A Storage Area Network (SAN) is an absolute must in a modern server environment. The concept is that all servers or PCs in a network environment will access shared storage that is set up for redundancy by using many hard drives and is directly attached to the network. CareerSource Chipola currently owns such a device, but it is very near obsolescence at this point in time. If the thin client option is chosen, then this will be a particularly important component.

4. Critical Issue #4: Network equipment is obsolete.

In the current environment, all of the network equipment is obsolete and needs to be replaced. This includes switches, firewalls, and all e-mail filters and archivers. The solution to this is simple; replace all switches and firewalls to accommodate the new network. As far as the SPAM filter and e-mail archiver are concerned, these devices will need to be decommissioned as the organization has already moved to Office 365. The good news here is that Barracuda has developed online products that provide the same archiving and filtering capabilities on a subscription basis. This will be the recommendation regardless of the final network design.

5. Critical Issue #5: Premise wiring will need to be upgraded.

The current premise wiring at the main administrative office will need to be upgraded as it is Category 5. While this was the standard for over twenty years, with enhanced network speeds, it is now necessary to utilize Category 6 wiring if the network equipment is being replaced. Each year data and software requirements increase, so this update is an important requirement.

6. Critical Issue #6: Update Microsoft and Citrix licensing for the new environment.

Since all of the Microsoft Office licenses on the public access computers (and probably on the three older laptops as well) are Office 2010, they will all have to be replaced. This is true whether the design is a PC-based design, or one based

on thin clients. The second part of this issue has to do with Citrix specifically. If the thin solution is chosen, this licensing will need to be updated. If not, then it may need to be updated only for the server and only if the on-premise server is virtualized. As with several items on this list, this will be determined during the system design with Project II.

Protocol to Address Future Issues

All issues above must be addressed in order to bring the IT Infrastructure to a level where it will function reliably and meet all organization needs. As evidenced by the issues identified above, this will require a lot of time, effort, and work to be completed. Unfortunately, within a relatively small amount of time (5-6 years), many aspects of the computing environment in the organization will be in need of major upgrade and/or replacement. As such, it is necessary to develop a protocol for continuous improvement at the beginning so that it can be put in place immediately after the upgrades are completed. As stated earlier, the specifics of this protocol will have to be developed later as the system design will dictate certain items. However, at a minimum, this protocol should include the following items:

- A long-term strategic plan for IT Operations should be developed. This plan will be a “living document” that is updated on a regular basis as technology and organizational needs change.
- An equipment refresh plan should be developed to replace hardware in the region on a set schedule. This plan can be modified in the same fashion as the strategic plan above, but if this is done, impacts to modifications need to be presented and considered at that time.
- A continuous improvement plan should be developed in conjunction with the two artifacts that are mentioned above. This plan should extend beyond technology and include a methodology that is capable of adapting IT operations to the changing landscape of workforce development. Essentially, this plan should ask one main question, and this is: How well do the technological tools in the organization enable the employees to accommodate the specific needs of the workforce development industry? This plan will require input from other functional areas of the organization as well.
- Vendor contracts should be reviewed on a regular basis. This is true whether the vendors that are currently under contract are meeting the needs of the organization or not. The reality is that technology changes very rapidly. It is always in the organization’s best interest to stay abreast of new trends in the technology on a regular basis to ensure that the best solutions are in place. This is true for all systems in the organization and a plan needs to be set up for this type of review.

Organizational Change Management

Since change has always been and will continue to be a constant, Organizational Change Management will be required to assist with the deployment of the new equipment. OCM is a methodology to ensure that change (especially on a large scale) is best received by all stakeholders. Even though, the computers (whether they are traditional desktop units or thin clients) will function in the same way that they have always functioned, there will be enough changes to cause apprehension. Even if everything worked identically, experience has shown that there will still be concern that data will be lost, access will be difficult, or things will not work properly just because significant change is occurring. As a result, it is imperative that this change be planned for now so that expectations can be managed, and gossip can be kept to a minimum.

According to the Search CIO section of the TechTarget site, successful OCM strategies include:

- Agreement on a common vision for change -- no competing initiatives.
- Strong executive leadership to communicate the vision and sell the business case for change.
- A strategy for educating employees about how their day-to-day work will change.
- A concrete plan for how to measure whether or not the change is a success -- and follow-up plans for both successful and unsuccessful results.
- Rewards, both monetary and social, that encourage individuals and groups to take ownership for their new roles and responsibilities.

The first two bullets have already been discussed prior to undertaking the project as a whole. Therefore, they really do not need any more attention. In a similar fashion, the fourth and fifth point may or may not be relevant to this project. The most important measurement of success will be that the system is reliable, and function in a way that like what each employee is already accustomed to. Additionally, while rewards would be nice, the system will be the backbone of daily operations, so there is no need to encourage people to use it. As a result, what will mainly be considered and presented here is related to the third point which is a strategy for educating employees on how their day-to-day life will change. There will be three components to this education.

1. IT staff will be impacted to the greatest extent with this project. As a result, communications with that department before and after deployment will be key to project success. At this point, the plan is to involve IT staff every step of the way and to carefully consider their input on the system design. By doing this, they will be able to get any additional training that is necessary well before deployment and can get "comfortable" with any new technology well in advance of any actual changes being made. This will foster a greater understanding at every stage of the deployment and by the time the new system goes live, the IT staff will be best able to manage the new environment and field any issues quickly. This component is absolutely critical to project success.
2. Upper management and "power users" will be the next to bring into the fold prior to the deployment of the new system. Before the system design is finalized, it

will be necessary to review all changes that will with this team so that they can know when to expect reports, how they can request changes or “tweaks,” and who they need to contact if something goes wrong. Upper management will likely field a number of complaints about the system as well, so they will need to know how to address them and what to say. After the design is finalized with IT and the Executive Director, the next step is to hold a two-hour overview of what will be happening, when it will begin and end, and what the likely impacts (both positive and negative) will be. By doing this, they will be able to greatly assist IT with “championing” this effort and this too needs to occur if the project is to be successful.

3. Setting the expectations of line staff will be the third and final component to the OCM plan relative to this effort. After the design is created, modified and approved by IT, and then modified and approved by upper management, it will then be time to meet with all staff to address questions and discuss why the change was necessary in the first place. The goal here is to assure them that the impact will be minimal, and that the new system will function very much like the old system. Additionally, questions will be fielded by the Project Team about the timelines and impacts to the system and when downtime can be expected, if any. A communications channel will then be opened for ongoing concerns, and these will be addressed as the project moves forward.
4. The final component to this plan is a post-implementation assessment to determine if there are any additional changes that can be made to better serve the needs of the users in the organization. If the traditional approach is chosen with PCs, there will not likely be anything that can be changed to improve the system as a whole. However, if the thin client option is chosen, there may be things that can be adjusted to make users more comfortable in the environment as a whole. In that scenario, this final step will be very important, however in all instances it will be done to ensure that users have all of the resources they need to do their jobs.

Conclusion and Overview

As stated in the Milestone A and B reports, there is much work to do to modernize the system. The good news is that it does not appear that any major surprises have been uncovered that indicate additional issues or project risk. The most important thing at this point in time is to move to the system design phase for the second project that is included with this audit. This design must address all critical issues that have been identified in this analysis at a minimum, and there may be additional items, but that is not known or anticipated at present. Provided there are no additional clarifications required, this project phase will be closed, and the next phase will begin. It will run concurrently with the system design phase in Project II.