

# West Central Arkansas Workforce Development Board

Lisa Greene, Chairperson

## AGENDA

Workforce Development Board  
Executive Committee TEAMS Meeting  
Tuesday, June 28, 2024  
10:00 a.m.

Call to Order.....Lisa Greene  
Approval One Stop Operator Budget.....Lisa Greene  
Adjournment



# West Central Arkansas Workforce Development Area

Microsoft Teams

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Meeting ID: 294 642 301 761

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Dial in by phone

[+1 646-838-1723,,204857206#](#) United States, New York City

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Phone conference ID: 204 857 206#

**ORIGINAL**

**BUDGET**



Annual Retreat	32 (0)	\$224.96	
Management and implementation	12 (12)	\$84.36	
<b>Board Reporting</b>	15 (15)	\$105.45	
<b>Center Certification Updates</b>			
Updates from 2024 cert.	20 (20)	\$140.60	
Annual self assessment	12 (0)	\$84.36	
<b>Sector Strategy Dev. and Implement.</b>			
Strategic plan and framework	12 (0)	\$84.36	
Facilitate devel. of one partnership	12 (0)	\$84.36	
<b>Admin – Invoices, Payments and Accounting</b>	36 (36)		\$253.08
<b>Staff Fringe Total</b>		\$2,495.65	\$253.08
<b>Rent/Utilities</b>			
<b>Communications</b>			
<b>Postage</b>			
<b>Supplies</b>		\$500	
<b>Travel</b>		\$14,000	
<b>Equipment/ Maintenance</b>			
<b>Payroll Service</b>			
<b>Insurance</b>			
<b>Audit</b>			
<b>Sub Award – Strumpf Salary</b>			
<b>Partnership Management</b>	220 (235)	\$22,000	
<b>Strategic Plan</b>			
Annual Retreat	32 (0)	\$3,200	
Management and implementation	24 (24)	\$2,400	
<b>Board Reporting</b>	12 (12)	\$1,200	
<b>Center Certification Updates</b>			
Updates from 2024 cert.	6 (6)	\$1,800	
Annual self assessment	24 (0)	\$2,400	
<b>Training and Professional Development</b>			
Board Orientation	12 (0)	\$1,200	

Sector Strategies	12 (0)	\$1,200	
Customer Service	12 (0)	\$1,200	
<b>Sector Strategy Dev. and Implement.</b>			
Strategic plan and framework	36 (0)	\$3,600	
Facilitate devel. of one prtnrshp	40 (0)	\$4,000	
<b>Admin – Invoices, Payments and Accounting</b>	24 (0)		\$2,400
<b>Subaward Total</b>		\$45,400	\$2,400
<b>Contractual – Services</b>			
<b>Quarterly Economic Workforce Data Report</b>		\$1,600	
<b>Electronic Customer Feedback System</b>		\$6,000	
<b>Contractual – Services total</b>		\$7,600	
<b>Subtotal</b>		\$101,320.65	\$6,073.08
<b>Indirect (de minimus 10%)</b>		\$10,132.07	\$607.31
<b>Subtotal</b>		\$111,452.72	\$6,680.39
<b>Profit (3%)</b>		\$3,343.58	\$200.41
<b>Subtotal</b>		\$114,796.30	\$6,880.80
<b>Total Budget</b>			\$121,677.10

**Managing the Partnership** (Existing Project. 2023 Hours AH:160; LS:235)

Managing the partnerships including monthly CMT meetings in Hot Springs and Russellville (eight on-site and four virtual) and periodic visits to Morrilton.

**1. Partnership Management**

**Task 1.1:** Establish and maintain effective working relationships with workforce center core partners, so that we can expand our relationships with local employers, community organizations, educational institutions, and other stakeholders as a one voice system.

**Metric 1.1:** Meetings are conducted according to the timetable and with preset actionable agendas with notes kept and distributed.

**Metric 1.2:** Progress on the strategic plan goals accomplished by the timeline set forth in the strategic plan.

**3. Coordination of Services**

**Task 3.1:** Coordinate referrals between partner entities

**Metric 3.1:** Collect data on referrals between partner agencies using the Common Referral Form. When CiviForm is implemented as the referral system, collect referral data if available. Report to Workforce Development Board at bimonthly board meetings.

**Task 3.2:** Assist WDB staff with outreach

**Metric 3.2:** Include outreach goals in strategic plan and defined strategies in the outreach grant if awarded

**Task 8.2:** When applicable, support WCAPPD staff with developing documents needed for funding and outreach initiatives, internal documents, etc.

**Metric 8.2:** Director affirms that documents have met expectations.

**Task 9.2:** Continue to implement new innovative ideas such as common referral, strategic plan, record sealing clinic, pilot for civiform, training plan policy

**Metric 9.2:** Director affirms that the OSSO engaged in providing innovative ideas.

Task	Hours for Preparation, Travel, Meeting and Notes	Number of Meeting Locations	Number of Annual Meetings	Total Annual Hours for Andy and Lori	Estimated cost (hours)	Total with indirect and profit
CMT Meetings Hot Springs, Russellville and other partner coordination activity	~16 hours	2	12	380 (AH:160, LS 220 each)	\$38,324.80	\$43,307.02

**Data (2023 Hours – AH:12)**

Monthly collection, analysis and charting of Workforce Center traffic data

**4. Performance Reporting - Data**

**Task 4.1:** Gather WIOA performance metrics from core partners WIOA Titles I-IV.

**Metric 4.1:** Quarterly written report of available performance data to Planning/Performance/Finance committee.

Gathering and reporting this data will increase the hours due to the effort required to get performance data from Adult Ed, ARS and Workforce Connections partners.

**9. Data Analysis and Continuous Improvement**

**Task 9.1a:** Conduct foot traffic report for each center

**Metric 9.1a:** Monthly foot traffic report reported to CMT and included in bi-monthly OSSO report to LWDB meetings.

**Task 9.1b:** Conduct regular data analysis on economic data to identify trends and areas for improvement.

**Metric 9.1b:** Produce quarterly local economic and workforce analysis report.

EXISTING PROJECT	Hours for collection and charting	Number of annual reports	Price per report	Total Annual Hours for Andy	Estimated cost	Total with indirect and profit
Foot Traffic Data collection and reporting	1 hours	12		12	\$1,224.36	\$1,387.20

NEW PROJECT ELEMENT	Hours for collection and charting	Number of annual reports	Price per report	Total Annual Hours for Andy	Estimated cost	Total with indirect and profit
Performance Data collection and reporting	2 hours	4		8	\$816.24	\$924.80
Economic and Workforce Data Analysis	Service	4	\$400		\$1,600	\$1,812.80

**MOU/IFA Reconciliation (2023 Hours – AH:72)**

Monthly process required by ADWS to distribute estimated costs and collect actual expenditures to reconcile, and working with partners to incorporate and amend the IFA as necessary.

**6. MOU/IFA**

**Task 6.1:** Ensure the execution of a comprehensive Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) with all relevant partners and stakeholders are completed and in compliance according to federal, state, and local compliance requirements.

**Metric 6.1:** Make sustained efforts to complete and document the MOU/IFA process with all partners. Provide copies of signed MOUs/IFAs, meeting minutes, and records of communications with partners as evidence of completion.

The negotiation of the MOU/IFA is one of the 17 defined responsibilities of the LWDB (20 CFR 679.370(k)). We are glad to assist with the effort by facilitating discussion, and chasing information

and signatures, but ultimately it is out of our hands. Our contractual role is to administer the completed MOU/IFA.

Every year, attention to this effort has taken more hours than budgeted. We hope this year it will take less.

EXISTING PROJECT	Hours for coordinating and communicating	Number of annual activities		Total Annual Hours for Andy	Estimated cost	Total with indirect and profit
MOU/IFA information collection	15 hours	4		60	\$6,121.8	\$6,917.63

### Moving Strategic Plan Forward

In order to establish strategic direction we facilitated a strategic planning session for all the Center Management Team members in December 2022.

#### 2. Set Strategic Plan with Partners

**Task 2.2:** Develop strategic plan with Center partners that align with LWDB goals.

*Ex. ACT WorkReady Initiative, Strategic Partnerships, etc.*

**Metric 2.2:** Host annual Strategic Planning Session where One Stop Operator works with center partners to identify and set obtainable goals for the program year. Provide update at bimonthly board meetings on strategic goals.

NEW PROJECT	Hours each month	Months		Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Annual Planning retreat, planning and writing	64 hours	1		64 hours (32 each)	\$6,464.96	\$7,324.80

EXISTING PROJECT	Hours each month	Months		Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Manage, coordinate and communicate with partners to drive strategic plan implementation	2 hours	12		36 hours (12 AH, 28 LS)	\$3,624.36	\$4,106.40



**Reporting to the Board and Board Staff Support**

Additional hours to prepare bi-monthly reports to the West Central Workforce Development Board and

EXISTING PROJECT	Hours each month	Months		Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Summarize activity and data in a report for the Workforce Development Board	~2 hours	6		27 (AH:15; LS:12)	\$2,730.45	\$3,085.41

**10. Compliance and Risk Management**

**Task 10.1:** Provide advice and consultation on Federal, State, and local regulations and manage potential risks.

**Center Certification Upgrades**

Despite being certified for three years, the Arkansas Workforce Board determined that centers should be recertified. Should the AWDS review of WCA certification reviews reveal additional tasks to complete certification, the One Stop Systems Operator will generate and coordinate resolutions.

**Task 8.3a:** Complete recertification of Centers from 2024 certification effort.

**Metric 8.3a:** Documentation of completed elements of certification

**Task 8.3b:** Ensure compliance with State and Federal Regulations for Workforce Center Re-certification

**Metric 8.3b:** Conduct an annual self-assessment of center staff to ensure adherence to Federal and State regulations, and report findings.

EXISTING PROJECT	Hours	Events	Travel	Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Manage and coordinate tasks to resolve	26			26 (20 AH, 6 LS)	\$2,640.60	\$2991.80

conditional center certifications						
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NEW PROJECT	Hours	Events	Travel	Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Annual Center Certification Compliance Review	36	1		36 (12 AH, 24 LS)	\$3,624.36	\$4,106.40

### Administrative

EXISTING PROJECT*	Hours each month	Months		Total Annual Hours for Andy	Estimated cost	Total with indirect and profit
*New to LS						
Create invoices with specific time and date for tasks and submit them monthly	5 hours Admin	12		60 (AH:36; LS24)	\$6,073.08	\$6,862.58

### 8. Administrative and Programmatic Support

**Task 8.1:** Provide administrative support for One Stop Operations.

**Metric 8.1:** Submit monthly invoices with time identified by task to Finance Manager.

### New Tasks Consistent with Partner Coordination

#### Training

### 5. Board and Staff Training and Development

**Task 5.1:** Provide training to current and new board members.

**Metric 5.1a:** Provide training on functions of the board, and roles and responsibilities.

**Metric 5.1b:** Provide training on sector partnerships to board members and Workforce Center Staff

**Task 5.3:** Provide ongoing annual professional development for workforce center staff based on staff survey of needs and interests to ensure high-quality service delivery is executed professionally and in a way in which we can be proud.

**Metric 5.3:** Annual training to staff Provide documentation on type of training conducted including sign-in sheet, agenda, and satisfaction survey for each of the trainings conducted.

Lori Strumpf is a WIOA and Technical Assistance expert. She has spent years studying and experimenting with how to design training in a way that facilitates the learning process for adult learners. We will provide an annual training for all staff that will enhance professional development and build the teamwork of partner staff.

Trainings will be added to existing site visits.

NEW PROJECT	Hours to prepare and deliver each training	Trainings		Total or hours for Lori	Estimated cost	Total with indirect and profit
Board Member Orientation Training	12	1		12	\$1,200	\$1,359.60
Board and Staff Sector Strategy Training	12	1		12	\$1,200	\$1,359.60
Workforce Center Staff Professional Development	12	1		12	\$1,200	\$1,359.60

### Sector Strategies

**Task 11.1:** Work with staff to develop strategic framework and plan to implement sector strategies in the following sectors: Manufacturing, Healthcare, and Retail.

**Metric 11.1:** A documented plan for implementing sector strategies for the three sectors.

**Task 11.2:** Initiate a partnership in one of the three sectors.

**Metric 11.1:** Establish the framework and strategic path for one partnership, and initiate its implementation through organizing the meetings, crafting the agendas, pulling together data (we usually create a data brief on the industry needs), following up with partners to make sure they are responding, etc.

NEW PROJECT	Monthly hours	Months		Total Annual Hours	Estimated cost	Total with indirect and profit

Work with staff to develop strategic framework and plan	4	12		48 (36 for Lori, 12 for Andy)	\$4,824.36	\$5,467.00
Facilitate development of sector partnerships	4.5	12		52 (40 for Lori, 12 for Andy)	\$5,224.36	\$5,919.20

### Electronic Customer Feedback

**Task 9.3:** Collection of Jobseeker and Employer Electronic Customer Survey's

**Metric 9.3:** Work with board and partners to establish an innovative system to gather customer feedback received at the center. Report data to the Center Managers, and LWDB.

#### Implement Electronic Customer Feedback System

This system was designed and developed using Strumpf Associates data bank of over 50 customer satisfaction questions that have been validated for use in the public system over the past 15 years. The use of the data bank is of no charge. We will work with WDB staff and the CMTs to identify the purpose of the data collection and to choose up to 7 questions for the comment card method. For the comment card, we will make suggestions about how to post, how often to make the reports, and how to encourage staff to get customers to fill it out and train staff to implement it. This is priced as a service at a monthly rate of \$550.

NEW PROJECT	Hours for collection and charting	Number of reports	Price per month		Estimated cost	Total with indirect and profit
Electronic Customer Feedback System	Service	4 weekly reports (208 reports) and 4 quarterly reports (16 reports)	\$500		\$6,000	\$6,798

# NEGOTIATED BUDGET

**WCA Budget Proposal Incorporating Tasks for PY 2024**

**Budget Proposal – Total All Projects**

Line Item Breakdown	Est. Hours (2023 Hours)	Proposed Budget for PY 2024 PROGRAM	Proposed Budget for PY 2024 ADMIN
<b>Staff Salaries (Hightower)</b> <b>Partnership Management</b> <b>Data</b> Foot Traffic and referrals (monthly)  <b>MOU/IFA informaiton collection</b> <b>Strategic Plan</b> Management and implementation  <b>Board Reporting</b> <b>Center Certification Updates</b> Updates from 2024 cert.  <b>Admin – Invoices, Payments and Accounting</b>	 160 (160)  12 (12)  48 (72)  12 (12) 15 (15)  20 (20)  36 (36)	 \$15,200  \$1,140  \$4,560  \$1,140 \$1,425  \$1,900  	          \$3,420
<b>Staff Salaries Total</b>		\$25,365	\$3,420
<b>Staff Fringe (Hightower)</b> <b>Partnership Management</b> <b>Data</b> Foot Traffic and referrals (monthly)  <b>MOU/IFA informaiton collection</b> <b>Strategic Plan</b> Management and implementation  <b>Board Reporting</b> <b>Center Certification Updates</b> Updates from 2024 cert.	 160 (160)  12 (12)  48 (72)  12 (12) 15 (15)  20 (20)	 \$1,124.80  \$84.36  \$337.44  \$84.36 \$105.45  \$140.60	

<b>Admin – Invoices, Payments and Accounting</b>	36 (36)		\$253.08
<b>Staff Fringe Total</b>		\$1,877.01	\$253.08
<b>Rent/Utilities</b>			
<b>Communications</b>			
<b>Postage</b>			
<b>Supplies</b>		\$500	
<b>Travel (8 site visits)</b>		\$12,200	
<b>Equipment/ Maintenance</b>			
<b>Payroll Service</b>			
<b>Insurance</b>			
<b>Audit</b>			
<b>Sub Award – Strumpf Salary</b>			
<b>Partnership Management</b>	210 (235)	\$21,000	
<b>Strategic Plan</b>			
Management and implementation	24 (24)	\$2,400	
<b>Board Reporting</b>	12 (12)	\$1,200	
<b>Center Certification Updates</b>			
Updates from 2024 cert.	6 (6)	\$600	
<b>Admin – Invoices, Payments and Accounting</b>	24 (0)		\$2,400
<b>Subaward Total</b>		\$27,600	\$2,400
<b>Subtotal</b>		\$65,342.01	\$6,073.08
<b>Indirect (de minimus 10%)</b>		\$6,534.20	\$607.31
<b>Subtotal</b>		\$71,876.21	\$6,680.39
<b>Profit (3%)</b>		\$2,156.29	\$200.41
<b>Subtotal</b>		\$74,032.50	\$6,880.80
<b>Total Budget</b>			\$80,913.30

**Managing the Partnership** (Existing Project. 2023 Hours AH:160; LS:235)

Managing the partnerships including monthly CMT meetings in Hot Springs and Russellville (eight on-site and four virtual) and periodic visits to Morrilton.

**1. Partnership Management**

**Task 1.1:** Establish and maintain effective working relationships with workforce center core partners, so that we can expand our relationships with local employers, community organizations, educational institutions, and other stakeholders as a one voice system.

**Metric 1.1:** Meetings are conducted according to the timetable and with preset actionable agendas with notes kept and distributed.

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**2. Coordination of Services**

**Task 2.1:** Coordinate referrals between partner entities

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**Task 2.3:** When applicable, support WCAPPD staff with developing documents needed for funding and outreach initiatives, internal documents, etc.

**Metric 2.3:** Director affirms that documents have met expectations.

**Task 2.4:** Continue to implement new innovative ideas such as common referral, strategic plan, record sealing clinic, pilot for civiform, training plan policy

**Metric 2.4:** Director affirms that the OSSO engaged in providing innovative ideas.

Task	Hours for Preparation, Travel, Meeting and Notes	Number of Meeting Locations	Number of Annual Meetings	Total Annual Hours for Andy and Lori	Estimated cost (hours)	Total with indirect and profit
CMT Meetings Hot Springs, Russellville and other partner	~16 hours	2	12	370 (AH:160, LS 210 each)	\$37,324.80	\$42,177.02



coordination activity						
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**Data (2023 Hours – AH:12)**

Monthly collection, analysis and charting of Workforce Center traffic data

**3. Performance Reporting - Data**

Gathering and reporting this data will increase the hours due to the effort required to get performance data from Adult Ed, ARS and Workforce Connections partners.

**Task 3.2:** Conduct foot traffic report for each center

**Metric 3.2:** Monthly foot traffic report reported to CMT and included in bi-monthly OSSO report to LWDB meetings.

EXISTING PROJECT	Hours for collection and charting	Number of annual reports	Price per report	Total Annual Hours for Andy	Estimated cost	Total with indirect and profit
Foot Traffic Data collection and reporting	1 hours	12		12	\$1,224.36	\$1,387.20

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Monthly process required by ADWS to distribute estimated costs and collect actual expenditures to reconcile, and working with partners to incorporate and amend the IFA as necessary.

**4. MOU/IFA**

**Task 4.1:** Ensure the execution of a comprehensive Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) with all relevant partners and stakeholders are completed and in compliance according to federal, state, and local compliance requirements.

**Metric 4.1:** Make sustained efforts to complete and document the MOU/IFA process with all partners. Provide copies of signed MOUs/IFAs, meeting minutes, and records of communications with partners as evidence of completion.

The negotiation of the MOU/IFA is one of the 17 defined responsibilities of the LWDB (20 CFR 679.370(k)). We are glad to assist with the effort by facilitating discussion, and chasing information and signatures, but ultimately it is out of our hands. Our contractual role is to administer the completed MOU/IFA.

Every year, attention to this effort has taken more hours than budgeted. We hope this year it will take less.

EXISTING PROJECT	Hours for coordinating	Number of annual activities		Total Annual Hours for Andy	Estimated cost	Total with indirect and profit

	and communicating					
MOU/IFA information collection	12 hours	4		48	\$4,897.44	\$5,534.11

### Moving Strategic Plan Forward

In order to establish strategic direction, we facilitated a strategic planning session for all the Center Management Team members in December 2022.

#### 5. Set Strategic Plan with Partners

**Task 5.1:** Develop strategic plan with Center partners that align with LWDB goals.

*Ex. ACT WorkReady Initiative, Strategic Partnerships, etc.*

**Metric 5.1:** Provide update at bimonthly board meetings on strategic goals.

NEW PROJECT	Hours each month	Months		Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit

EXISTING PROJECT	Hours each month	Months		Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Manage, coordinate and communicate with partners to drive strategic plan implementation	2 hours	12		36 hours (12 AH, 28 LS)	\$3,624.36	\$4,095.53

### Reporting to the Board and Board Staff Support

Additional hours to prepare bi-monthly reports to the West Central Workforce Development Board and

EXISTING PROJECT	Hours each month	Months		Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Summarize activity and data in a report for the	~2 hours	6		27 (AH:15; LS:12)	\$2,730.45	\$3,085.41

Workforce Development Board						
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**6. Compliance and Risk Management**

**Task 6.1:** Provide advice and consultation on Federal, State, and local regulations and manage potential risks.

**Center Certification Upgrades**

Despite being certified for three years, the Arkansas Workforce Board determined that centers should be recertified. Should the AWDS review of WCA certification reviews reveal additional tasks to complete certification, the One Stop Systems Operator will generate and coordinate resolutions.

**Task 7.1:** Complete recertification of Centers from 2024 certification effort.

**Metric 7.1:** Documentation of completed elements of certification

EXISTING PROJECT	Hours	Events	Travel	Total Annual Hours for Lori and Andy	Estimated cost	Total with indirect and profit
Manage and coordinate tasks to resolve conditional center certifications	26			26 (20 AH, 6 LS)	\$2,640.60	\$2983.88

**Administrative**

EXISTING PROJECT*	Hours each month	Months		Total Annual Hours for Andy	Estimated cost	Total with indirect and profit
*New to LS Create invoices with specific time and date for tasks and submit them monthly	5 hours Admin	12		60 (AH:36; LS24)	\$6,073.08	\$6,862.58

**8. Administrative and Programmatic Support**

**Task 8.1:** Provide administrative support for One Stop Operations.

**Metric 8.1:** Submit monthly invoices with time identified by task to Finance Manager.

**Sector Strategies\*\*\*NOT INCLUDED IN ABOVE BUDGET\*\*\***

Sector strategies are a strategic priority, and as such, Hightower and Strumpf will regularly review the progress of the partners and provide advice in implementation. The tasks below are two additional levels of support we might provide for the creation of sector strategies and partnership. At the first level (10.1) we will provide direct guidance to board staff on the strategic development of partnerships, including drafting policy documents, strategic goals and timelines and regularly meet with implementing staff to check on progress and troubleshoot challenges. At the next level (10.2) we will execute the creation of a sector partnership ourselves through the activities described in Metric 10.2.

**Task 10.1:** Work with staff to develop strategic framework and plan to implement sector strategies in the following sectors: Manufacturing, Healthcare, and Retail.

**Metric 10.1:** A documented plan for implementing sector strategies for the three sectors.

**Task 10.2:** Initiate a partnership in one of the three sectors.

**Metric 10.2:** Establish the framework and strategic path for one partnership, and initiate its implementation through organizing the meetings, crafting the agendas, pulling together data (we usually create a data brief on the industry needs), following up with partners to make sure they are responding, etc.

NEW PROJECT	Monthly hours	Months		Total Annual Hours	Estimated cost	Total with indirect and profit
Work with staff to develop strategic framework and plan	4	12		48 (36 for Lori, 12 for Andy)	\$4,824.36	\$5,467.00
Facilitate development of sector partnerships	4.5	12		52 (40 for Lori, 12 for Andy)	\$5,224.36	\$5,919.20