

C.L. "BUTCH" OTTER
GOVERNOR



Trent Clark
Chair

B. J. Swanson
Vice Chair

WORKFORCE DEVELOPMENT COUNCIL

317 W Main Street, Boise, Idaho 83735-0510

Date: Thursday, March 8, 2018

Time: 10:00 a.m. – 11:00 a.m.

Location: Teleconference

Call In: 1-720-279-0026

Guest Passcode: 470642

Screen Presentation:

<https://stateofidahowpm.centurylinkccc.com/CenturylinkWeb/WendiSecrist>

Executive Committee Meeting Agenda

*Action Required

Welcome

BJ Swanson, Vice Chair

- Review Agenda
- Roll Call
- *Approve Minutes from February 15, 2018 meeting

Relationship with State Board of Education

BJ Swanson, Vice Chair

Code of Conduct Review

BJ Swanson, Vice Chair

April 5 WDC Meeting Agenda

Wendi Secrist, Executive Director

Workforce Development Training Fund for Business Recruitment/Expansion Projects

Wendi Secrist, Executive Director

Update on WIOA One-Stop Operator Procurement

Wendi Secrist, Executive Director

Review Final Logo

BJ Swanson, Vice Chair

Next Meeting Date & Adjourn April 12, 2018

BJ Swanson, Vice Chair

Special Accommodations for Persons with Disabilities: Please send requests three days prior to the meeting to Paige Nielebeck, Idaho Workforce Development Council, 208-488-7560, or paige.nielebeck@wdc.idaho.gov



WORKFORCE DEVELOPMENT COUNCIL

317 West Main Street, Boise, Idaho 83735-0510

EXECUTIVE COMMITTEE MEETING MINUTES

Date: February 15, 2018
Time: 11:00 a.m. - 12:30 p.m. (Mountain Time)
Location: Idaho Department of Labor
3 West Conference Room
317 W. Main Street, Boise, ID 83702
Meeting Conducted By: Trent Clark, Chairman

Attendees: Trent Clark, BJ Swanson, Deni Hoehne, Jeff McCray, John Young

Staff: Wendi Secrist, Paige Nielebeck, Carmela Ramirez

Guests: Jessica Beaver-Nelson, Georgia Smith, Craig Shaul

Call to Order at 11:05

Roll call - Quorum was met

Additions to Agenda:

None

Approve Minutes from Jan 11, 2018 Executive Committee Meeting

Discussion: None

Motion by Ms. Swanson to approve as presented. Second by Mr. Young. Motion carried.

Spudnik Application for Workforce Development Training Funds

Ms. Hoehne introduced the recommendation from the Grant Review committee to fund the Spudnik application for \$158,271.25.

Mr. Young asked if scoring matrix could be attached to application summaries.

- Federal & Country UI rates are on the matrix which can't be disclosed; however, the executive committee could review the matrix during in-person meetings and return the matrix to staff.
- Members questioned whether we need to use confidential info to make public grant decisions?
 - The purpose of these grants is to help improve the overall workforce of Idaho. If the people being trained decide to leave the job they have, their skills are transferrable to other Idaho companies. These skills are in demand in many Idaho businesses.



WORKFORCE DEVELOPMENT COUNCIL

317 West Main Street, Boise, Idaho 83735-0510

- Ms. Secrist and Ms. Swanson explained that the WDTF Committee will be taking up review of the entire policy, criteria and process for awarding Workforce Development Training Funds. A review of the matrix should be included.
- Transparency is important if we are going to consider asking for general fund contributions in the future.
- We also need to keep in mind a balance between what companies are comfortable sharing vs. their proprietary information.

Motion by Mr. Young to accept the recommendation to approve the Spudnik application. Second by Ms. Swanson. Motion carried.

IDOL Request to Financially Support Help Wanted Online Subscription

Discussion:

Help Wanted online gives access to real time labor market information. It provides analysis of current job openings. The funding stream IDOL used for that subscription has gone away. The STEM Action Center is willing to provide half of the cost to support the subscription. The Council is being asked to support the other half at \$11,000.

Mr. Shaul shared that it is the only tool we have available to give us real time demand for job listings. Data is available monthly and a report is generated to show in-demand occupations. This is one of the best services out there for this purpose. It also provides us a way to look at which jobs are difficult to fill as it shows how long the job has been posted. IDOL considers jobs that are open for at least 90 days as hard to fill jobs.

- What gaps are in this data source?
 - Craigslist
 - They de-duplicate job postings between websites
- Does this report feed into the State Board's Next Steps website
 - Currently no, this data does not feed into Next Steps. They do use IDOL's projections for occupations. Indirectly it is used to inform employment projections. The data itself is not being pulled into the tool.
- IDOL's Jobscape leverages some of this information. It provides a snapshot of the occupation, but it is allowing people to see real time postings and current job opening and unemployment rates.
- Does this information include salaries and wages offered?
 - It depends on the employer. Some put salary information in the system and some have chosen to put 0 and negotiate. These are just vacancies.

Motion by Ms. Swanson to approve the \$11,000 from the Workforce Development Training Fund Administrative Budget. Second by Mr. Young. Motion carried.



WORKFORCE DEVELOPMENT COUNCIL

317 West Main Street, Boise, Idaho 83735-0510

Strategic Plan Development Discussion

Discussion:

Ms. Secrist provided an overview on the goals for the April 5 meeting in developing an Action Strategy. We won't be creating a full strategic plan, but developing the action items that are needed for the next 6, 12, 18 months. We need to be a nimble and flexible organization and create a culture where we are continually adapting to meet employer needs. Prior to April 5, Ms. Secrist will meet with each council member individually and get their feedback on what is important to them and how they want to engage with the council.

The proposed "structure" for the meeting is:

- Split into 3-4 groups, aligned to the taskforce recommendations, and discuss what new information has come to light that didn't exist when the Task Force developed the short and long-term action items.
- What action items can we check off? What did the Task Force miss? Who needs to be involved?
- Have the groups come up with tangible first steps, prioritize them, and then assign them to committees.
- We want this to be an interactive meeting.
- 21 of our 36 members are brand new to the council.

A question was raised whether the groups follow committee structure? Ms. Secrist shared that they should align pretty well, but by doing this at a higher level than the committee, it will identify whether we have the right committees in place. She suggested the following:

- Governance/Collaboration & Partnerships
- Investments
- Outreach

We need to remember that we are serving at the discretion of the Governor and his direction is to implement the taskforce recommendations. Since we are held accountable to these they should be first on our to-do list. We have to be able to show progress made on these recommendations. However, the Task Force did not necessarily provide the "how" needed for action and the Council needs to refine things.

Members shared ideas from processes used in their organizations when developing critical actions.

- Strategic metrics of how the action item will be measured.
- Ask if this is the best action we can take to do this.
- To prioritize and achieve balance, rate how hard the project is and then how great would it be if we complete the project (how much will it cost, how many people do we need, etc.).

Chairman Clark reflected that is something unique about this entity, we are going to have things on our to-do list that are in our authority, but also have things on our list that we hope things businesses in Idaho will do/want to do. With only 20 private sector members, we do not have authority to speak for all industry. We have a sampling of industry which allows us insight into industry, but no ability to direct them. Monsanto looks at cost, reward, and ability to influence. We need to think about what we can influence.



WORKFORCE DEVELOPMENT COUNCIL

317 West Main Street, Boise, Idaho 83735-0510

Members discussed how to facilitate the groups. Ms. Secrist will come back with a recommendation based on a draft agenda. All agree that the first group should be "Collaboration & Partnerships".

Logo Review

Chairman Clark shared new options of logos for the WDC. Ms. Smith provided the following recommendations:

- Shrink them down to ensure words can be read when 1 inch x 1 inch
- Don't use grey as part of the abstract state shape – when copied it will not be seen.
- Emphasize the word workforce
- Make sure to use universal fonts

Adjourned at 12:26

Motion by BJ Swanson. Motion carried.

CODE OF CONDUCT
AND
CONFLICT OF INTEREST POLICY
APPROVED APRIL 12, 2017

Reference: WIOA Secs. 101(f), 107(h); 20 CFR § 679.410-430; § 683.200 (c)(5); Idaho Code Secs. 18-1359; 67-9230;74-404

History: WIA Code of Conduct (referenced in Workforce Development Council Handbook and WIA Provisions and Assurances)

Purpose:

In order to ensure that the citizens of Idaho have complete confidence in members appointed by the Governor to serve on the Idaho Workforce Development Council (Council), in individuals appointed to serve on various committees, and in other public servants administering Workforce Innovation and Opportunity Act (WIOA) funds, the following conflict of interest policy is adopted.

A. DEFINITIONS

1. “Immediate Family” shall refer to persons related by blood, marriage or decree of court, within the second degree, to a voting member of the Council or its committees; or to the employees, officers and agents of recipients and subrecipients. This includes the spouse, child, parent, sibling, grandparent, aunt, uncle, niece, nephew, cousin, stepparent, stepchild, grandchild, son-in-law, daughter-in-law, mother-in-law, father-in-law, brother-in-law, sister-in-law or any other persons related by decree of court within the second degree.
2. “Financial benefit” shall refer to any economic gain or entitlement that results from any relationship with an organization or individual participating in a workforce investment activity.
3. “Entity” shall refer to any association, organization, business, government entity or other legal entity, whether operated for profit or not, in which the voting member or immediate family of a voting member has a private financial relationship, employment relationship or ownership interest.

B. CONFLICT OF INTEREST RESTRICTIONS FOR COUNCIL AND COMMITTEE MEMBERS

1. For any entity in which they have a financial or personal interest, members of the Council or its committees shall not:
 - A) Vote on any matter under consideration:
 - 1) Regarding the provision of services by such member, or by an entity that such member represents; or

- 2) That would provide direct financial benefit to such member or the immediate family of such member.
 - B) Engage in any business transaction or private arrangement that could reasonably be expected to result in a conflict between the private interest of a member and his or her official Council or committee responsibility.
 - C) Participate in:
 - i. The negotiation of, or decision to award contracts or grants;
 - ii. The settlement of any claims or charges in any contracts or grants; or
 - iii. The certification or selection of one-stop operators;
 - D) Engage in any activity determined by the Governor or by state law to constitute a conflict of interest.
2. It shall be the duty of all Council and committee members to:
- A) Recuse themselves from their duties if it is determined that there is a conflict of interest.
 - B) Seek legal advice from the Attorney General or from independent counsel if they have any doubts that a specific situation involves a real or potential conflict of interest.
 - C) If the legal advice is that a conflict may exist, they shall prepare a written statement describing the potential conflict of interest and the matter to be acted upon, and shall deliver the statement to their appointing authority.
3. A Council or committee member as a recipient, subrecipient, or contractor may contract for personal and property services funded with state and local workforce development funds, provided that:
- a. The member notifies the Council in writing as soon as they are aware that a potential conflict of interest exists;
 - b. The Council records the notice, along with its reasons for awarding the contract, and indicates why the award is in the public's best interest; and
 - c. The member, after giving proper notice, abstains from voting on any matter involving such conflict of interest.

C. KICKBACKS, GIFTS, FAVORS, AND GRATUITIES

No member of any Council or committee, or employee, officer or agent of any Council or committee member shall solicit or accept gratuities, favors, or anything of monetary value from contractors, potential contractors or parties to sub-agreements. This prohibition shall not apply to unsolicited trivial benefits, not to exceed a value of fifty dollars (\$50.00), that are incidental to personal, professional, or business contracts and that do not involve a substantial risk of undermining official impartiality.

D. MISUSE OF INFORMATION

Members of the Council or its committees shall not use, for their own private gain, for the gain of others, or for other than officially designated purposes, any information obtained as a result of their Council or committee membership and not available to the public at

large, or divulge such information in advance of the time prescribed for its authorized release.

E. MISUSE OF FACILITIES AND EQUIPMENT

Members of the Council or committees shall not use any Council or committee equipment, supplies, or property for their own private gain, for the gain of others, or for other than officially designated purposes.

F. VIOLATIONS OF THE CONFLICT OF INTEREST POLICY

If the Council believes this policy has been violated, a recommendation may be made to the Governor that the individual who has violated the policy be removed as a member of the Council. Even if no recommendation is made for removal, the Governor may remove a member of the Council for a violation of this policy. The Council chairperson may remove any committee member for a violation of this policy.



C.L. "Butch" Otter, Governor

Megan Ronk, Director

Idaho Economic Advisory Council Ethical Responsibility

Transparent government is essential to the Idaho Department of Commerce (Department) and is the basis for all transactions within and outside the Department. Any person who accepts public office must also accept an ethical duty to serve honestly and in our citizen's best interest. Members of Idaho's Economic Advisory Council (EAC) are public officials that must make informed decisions about important matters involving the Department's programs. In making these decisions, EAC members should understand the laws that surround their conduct on the council.

The primary statutes governing ethics in State government are the Bribery and Corrupt Influence Act; the Prohibitions Against Contracts with Officers Act; and the Ethics in Government Act (collectively "Acts"). The Acts should be considered a minimum standard and ethical public officials should hold themselves to an even higher standard than simple compliance.

When a public official believes that a real or potential conflict with the law may exist, or that any provision of the Acts or Idaho law has or could be violated, the public official must disclose the situation through written statement to the Director of the Department. The statement shall describe the matter to be acted upon and the nature of the potential conflict or violation of law.

I, _____, have received a copy of the Idaho Ethics in Government Manual as published by the Office of the Idaho Attorney General, which summarizes and discusses the laws relevant to ethics in government. I have read and understand the Idaho Ethics in Government Manual. I agree to abide by the laws relevant to ethics in government and to notify the Director of the Department in any situation involving a real or potential violation of any of the laws pertaining to ethics in government.

Signature

Date

C.L. "BUTCH" OTTER
GOVERNOR



Trent Clark
Chair

B. J. Swanson
Vice Chair

WORKFORCE DEVELOPMENT COUNCIL

317 W Main Street, Boise, Idaho 83735-0510

Date: Thursday, April 5, 2018

Time: 9:00 a.m. – 5:00 p.m.

Location: Silverstone Amenity Center
3405 E Overland Road
Meridian, ID 83642

WORKFORCE DEVELOPMENT COUNCIL AGENDA

*Action Required

9:00 – 9:15 am	Welcome <ul style="list-style-type: none">• Introductions• Review Agenda• Roll Call	Trent Clark, Chair
9:15 – 9:45 am	Idaho Labor Market Overview – Rural vs. Urban	Sam Wolkenhauer, Regional Economist
9:45 – 10:00 am	Action Planning Overview	Trent Clark, Chair
10:00 – 10:15 am	Break	
10:15 – 12:00 pm	Action Planning <ul style="list-style-type: none">• Collaboration/Partnerships• Investments• Outreach/Pipeline Development	
12:00 – 1:00 pm	Lunch	
1:00 – 3:00 pm	Action Planning <ul style="list-style-type: none">• Collaboration/Partnerships• Investments• Outreach/Pipeline Development	
3:00 – 3:15 pm	Break	
3:15 – 4:00 pm	Action Plan Report Out	
4:00 – 4:30 pm	Action Agenda <ul style="list-style-type: none">• Update from Executive Committee• *Approve Minutes from January 11, 2018 WDC Meeting	Trent Clark, Chair

- *Bylaws Update

4:30 – 5:00 pm

Chair's Closing Remarks

Trent Clark, Chair

5:00 pm

Adjourn

DRAFT

Team – Developing Collaborative Partnerships

Members:

- Executive committee members – Trent Clark & Jeff McCray
-

Frame of Reference

The Workforce Development Council needs to develop strong working relationships with state agencies, education (K-Career) and employers. These relationships must be bi-directional – the Council needs insight into the skills and jobs employers need today and in the future to build a comprehensive workforce development strategy and our partners need to know the Council will support execution of the strategy through their organizations, as appropriate. Best practices in employer engagement suggest that government and education should meet employers where they are (i.e. existing associations) and let them drive the agenda. How will the Idaho WDC develop and support relationships with:

- Employers,
- State agencies,
- Education?

Starting Point

Task Force Recommendations

- Workforce Development Council and Industry Partnerships – *(I'll add the one sentence description for each)*
- Connecting Education to Careers –

Additional Resources

- View NextGen Sector Partnership Video (<http://www.nextgensectorpartnerships.com/>)
- Presentation from Idaho Alliance of Leaders in Nursing (an example of an industry association that has identified their workforce needs)

Objective #1

- Brainstorm first iteration of action items
- Sort the many to the few
- Organize sequence if important
- Record the action items in a manner that defines them for the first-time reader

First iteration of action items to be accomplished:

Reflection – Are these action items balanced between easy to achieve and important initiatives that may be harder to achieve?

Objective #2 – For each Action Item

Who has the relevant information and expertise needed to accomplish this task?

- a) Council resources?
- b) Non-Council resources?

Objective #3 – For each Action Item

Whose support is critical to involve to minimize unintended consequences?

- a) Devil's advocates?
- b) Voices that might surface and should be contacted for input early?
- c) Expectations of implementers who should be involved early?

Objective #4 – For each Action Item

Which committee should have ownership to facilitate progress of this task and report that progress to the Council?

- Executive Committee (Chair - Trent Clark, Monsanto)
- Workforce Development Training Fund Policy Committee (Chair - BJ Swanson, Principal Analytics)
- Grant Review Committee (Chair - Deni Hoehne, Western States Equipment)
- Apprenticeship Committee (Chair – Angelique Rood – Idaho Power)
- One-Stop Committee (Chair – Jane Donnellan, Idaho Vocational Rehabilitation)
- Outreach Committee (Chair – John Young – Young Construction)
- Other ??

Objective #5 – For each Action Item

What role (ex. advocacy, approval, funding, design, implementation, none) will each of the following have in implementing action items?

- a) Employer(s)
- b) Legislators
- c) Agencies
- d) Governor
- e) Others

Objective #6 – For each Action Item

Ways to measure progress.

Are operational definitions needed?

Data – what is available without cost?

Data – that might require some cost to generate?

What Needs to be Accomplished in the Next 90 Days?**Parking Lot Topics:**

Team – Investments

Members:

- Executive committee members – BJ Swanson & Deni Hoehne
-

Frame of Reference

The Workforce Development Council is responsible for

- Improving the effectiveness, quality and coordination of programs and services designed to maintain a highly skilled workforce
- Helping provide for the most efficient use of federal, state and local workforce development resources

Today's work will start with a review of the major funding streams supporting workforce development but the development of action items should focus on the effective and efficient use of the Workforce Development Training Fund. Consider whether we have the right funding categories in place – employer grants, sector grants, micro grants. The team working on Partnerships will provide the platform so that the federal funding resources can be more effectively aligned.

Starting Point

Task Force Recommendations (consider the funding aspects)

- Workforce Development Training Fund – *(I'll add the one sentence description for each)*
- Workforce Training Centers & Adult Short-Term Training Support
- Apprenticeships
- Workforce Readiness
- Expand Career Technical Education Programs

Additional Resources

- Revisit the matrix
- Workforce Development Training Fund Resources and Existing Uses of the Fund

Objective #1

- Brainstorm first iteration of action items
- Sort the many to the few
- Organize sequence if important
- Record the action items in a manner that defines them for the first-time reader

First iteration of action items to be accomplished:

Reflection – Are these action items balanced between easy to achieve and important initiatives that may be harder to achieve?

Objective #2 – For each Action Item

Who has the relevant information and expertise needed to accomplish this task?

- c) Council resources?
- d) Non-Council resources?

Objective #3 – For each Action Item

Whose support is critical to involve to minimize unintended consequences?

- d) Devil's advocates?
- e) Voices that might surface and should be contacted for input early?
- f) Expectations of implementers who should be involved early?

Objective #4 – For each Action Item

Which committee should have ownership to facilitate progress of this task and report that progress to the Council?

- Executive Committee (Chair - Trent Clark, Monsanto)
- Workforce Development Training Fund Policy Committee (Chair - BJ Swanson, Principal Analytics)
- Grant Review Committee (Chair - Deni Hoehne, Western States Equipment)
- Apprenticeship Committee (Chair – Angelique Rood – Idaho Power)
- One-Stop Committee (Chair – Jane Donnellan, Idaho Vocational Rehabilitation)
- Outreach Committee (Chair – John Young – Young Construction)
- Other ??

Objective #5 – For each Action Item

What role (ex. advocacy, approval, funding, design, implementation, none) will each of the following have in implementing action items?

- f) Employer(s)
- g) Legislators
- h) Agencies
- i) Governor
- j) Others

Objective #6 – For each Action Item

Ways to measure progress.

Are operational definitions needed?

Data – what is available without cost?

Data – that might require some cost to generate?

What Needs to be Accomplished in the Next 90 Days?**Parking Lot Topics:**

Team – Outreach/Filling the Pipeline

Members:

- Executive committee member – John Young
-

Frame of Reference

The Task Force recognized that investing in quality training programs will not solve employers needs for skilled talent if there isn't a corresponding effort to attract Idaho's youth and transitioning adults into the available career opportunities. There needs to be clear line of sight between Idahoans and employers highlighting the training programs that provide the pathway to these careers

Starting Point

Task Force Recommendations

- Public Engagement – *(I'll add the one sentence description for each)*
- Strengthen Career Advising
- Connecting Education to Careers

Additional Resources

- Boise State Public Policy Report Presentation
- IPTV Journey to Career Project

Objective #1

- Brainstorm first iteration of action items
- Sort the many to the few
- Organize sequence if important
- Record the action items in a manner that defines them for the first-time reader

First iteration of action items to be accomplished:

Reflection – Are these action items balanced between easy to achieve and important initiatives that may be harder to achieve?

Objective #2 – For each Action Item

Who has the relevant information and expertise needed to accomplish this task?

- e) Council resources?
- f) Non-Council resources?

Objective #3 – For each Action Item

Whose support is critical to involve to minimize unintended consequences?

- g) Devil's advocates?
- h) Voices that might surface and should be contacted for input early?
- i) Expectations of implementers who should be involved early?

Objective #4 – For each Action Item

Which committee should have ownership to facilitate progress of this task and report that progress to the Council?

- Executive Committee (Chair - Trent Clark, Monsanto)
- Workforce Development Training Fund Policy Committee (Chair - BJ Swanson, Principal Analytics)
- Grant Review Committee (Chair - Deni Hoehne, Western States Equipment)
- Apprenticeship Committee (Chair – Angelique Rood – Idaho Power)
- One-Stop Committee (Chair – Jane Donnellan, Idaho Vocational Rehabilitation)
- Outreach Committee (Chair – John Young – Young Construction)

- Other ??

Objective #5 – For each Action Item

What role (ex. advocacy, approval, funding, design, implementation, none) will each of the following have in implementing action items?

- k) Employer(s)
- l) Legislators
- m) Agencies
- n) Governor
- o) Others

Objective #6 – For each Action Item

Ways to measure progress.

Are operational definitions needed?

Data – what is available without cost?

Data – that might require some cost to generate?

What Needs to be Accomplished in the Next 90 Days?**Parking Lot Topics:**

Workforce Development Training Fund Business Recruitment/Expansion Projects

Challenge

The Workforce Development Training Fund has historically been made available to support business recruitment and expansion projects. When a company (or a site selector on behalf of a company) is considering Idaho, a letter of commitment was provided based on anticipated job creation and/or retraining of existing employees. The Director of the Department of Labor had the authority to issue this commitment. Until such time the Council decides to move away from offering employer grants, we will need to have a process in place to provide commitment letters.

Department of Commerce – TRI Program

Below is a summary of how the Department of Commerce handles commitments for a similar program – Tax Reimbursement Incentives (TRI). The Department of Commerce’s Economic Advisory Council has decision making authority over the TRI program.

1. A pre-application is submitted to the Commerce grant manager. She reviews it for completeness and conformance with program criteria.
2. The pre-application is forwarded to the Director and Business Attraction Team.
3. A department business analyst scores the pre-application against their scoring matrix. Their matrix also includes a payout matrix to guide decisions on how much should be offered.
4. The Director of Commerce issues a “pre-application estimate letter”.

Note – the Department of Commerce allows site selectors, CPA’s, attorney’s and economic development professionals to submit the pre-application on behalf of a company that desires to remain anonymous until they make a decision to locate in the state/community.

Options for the WDC

Use Existing Grant Review Committee

1. Create a “pre-application” for the WDTF that includes the minimum requirements needed for the scoring matrix.
2. Have the Department of Labor economist score the pre-application.
3. Convene the Grant Review committee to make a recommendation to the Executive Committee.
4. Ask the Executive Committee to vote by email to issue/not issue a commitment letter.

Pros – leverages existing process and maximizes transparency.

Cons – may not meet the expectations of a quick turnaround from the economic development committee. Estimate two weeks to one-month turnaround from when pre-application is submitted.

Use the Executive Committee

1. Create a “pre-application” for the WDTF that includes the minimum requirements needed for the scoring matrix.
2. Have the Department of Labor economist score the pre-application.
3. Ask the Executive Committee to vote by email to issue/not issue a commitment letter.

Pros – leverages existing process and maintains transparency.

Cons – commitment of Executive Committee to review and respond to requests within very short timeframe.

