Communications throughout the process with: union, Workforce Development partners (WDC’s), agency staff, external stakeholders (via ESD Advisory Committee)

April/May 2014  Short term options for reductions identified
Core services information submitted for all programs, including identifying mandatory versus discretionary staffing levels
Revenue allocation by fund source and targets provided
Statewide survey of administrative activities completed
Divisions asked to defer from filling vacant positions, unless critical position

June/July 2014  Long-term budget reduction identified by each division
Employees asked to submit budget reduction ideas; ideas reviewed and some included in budget decision making process
Discussions on agency-wide reduction options, refinement of assumptions regarding caseload, revenues and discuss parameters for 2015-17 budget reductions and enhancements
Actions taken to
Build reduced 2015 allotments
Employees offered options for shared work/voluntary termination
Vacant positions filled with non-permanent hires
Budget items reviewed by Commissioner, additional information provided by divisions, buybacks identified

August 2014  First round layoff notices issued to employees

September, 2014  Biennial budget submitted to OFM, posted on ESD website

October, 2014  Reductions in force occur
2015 Supplemental budget finalized and submitted to OFM

Ongoing  Agency-wide efforts using Lean strategies to adjust work processes given reductions in staffing;
Three decision packages were submitted to the Office of Financial Management. Two were maintenance level and the third was a policy level request to continue the Unemployment Tax and Benefit System next biennium.

1. **DP – AF**  
   **Federal Funds Revenue Shortfall** (Maintenance)  
   This decision package requests $19.5 million in state funds (Administrative Contingency Account and Employment Services Account) to partially fund the expected shortfall. The spending plan includes backfilling some of the expenses of the WorkSource and Unemployment Insurance programs, investments in one-time improvements including job match/case management; tenant improvements and enterprise licensing, and emergent facilities repair funding. Not funding this decision package would result in the need to close WorkSource offices and additional staff layoffs. The spending plan assumes the reduction of about 350 funded FTEs and reduced costs of service delivery.

2. **DP – AE**  
   **Federal Funds Adjustment** (Maintenance)  
   This decision package reduces federal funds by $58.1 million and 800 FTEs. The 800 FTE reduction includes the 350 FTEs abolished in spending plan, and the remainder reflects unfunded FTE authority. Most reductions occurred by the end of October 2014, although some will be phased in during the 2015-17 biennium.

3. **DP – BC**  
   **UTAB Benefits System** (Policy)  
   This decision package requests $19.1 million and 20.5 FTEs to continue the implementation of the Unemployment New Benefits System. This system will replace the unstable, legacy unemployment benefits system, by integrating 15 separate computer systems, and will increase the efficiency and accuracy in processing claimant information, services and payments.