



## Executive Committee Meeting

CareerSource Central Florida  
390 N. Orange Ave., Suite 700, Orlando, FL 32801

Thursday, July 30, 2015  
9:00 a.m. – 10:30 a.m.

**Conference Call-in phone number: (866) 576-7975 / Participant Access Code: 299848**

**Strategic Goals developed by the Board:**

- *CareerSource Central Florida will become business focused in all efforts*
- *CareerSource Central Florida will identify ways to measure progress and Return On Investment (ROI)*
- *CareerSource Central Florida will become the backbone organization for workforce development in Central Florida*

Agenda Item	TOPIC	Action Item	Info Item	Presenter (other than Chair or Committee Member)
1	Welcome			
2	Roll Call / Establishment of Quorum			
3	Public Comment			
4	Approval of Minutes A. 6/11/15 Executive Committee Meeting	X		
5	<b>Information/Discussion/Action Items</b>			
	A. Chair's Remarks 1) Board Retreat			
	B. President's Operations/Finance Goals Update C. President's 2015-2016 Proposed Goals			
	D. Drug Free Workplace	X		
	E. Committee Updates 1) Audit 2) Community Engagement 3) Finance 4) Governance 5) Program 6) Youth			
	F. CEO's Annual Review & Salary Discussion			
6	Other Business			
8	Chair's Closing Remarks			
9	Adjournment			

**Upcoming Meetings:**

- Executive Committee Meeting: 9:00am, September 10, 2015 / Location: TBD
- Board Meeting: 9:00 am, September 17, 2015 / Valencia College – District Office / 1768 Park Center Drive, Orlando, FL
- Board Annual Information Session: 10:45 am, September 17, 2015 / Valencia College – District Office / 1768 Park Center Drive, Orlando, FL

**DRAFT**

**Executive Committee Meeting**

**Thursday, June 11, 2015**

**3:00 p.m.**

**MINUTES**

**MEMBERS PRESENT:** Wendy Brandon, Greg Beliveau, Robert Brown, Eric Jackson, Leland Madsen, William Merck, Sanford Shugart and Eric Ushkowitz

**MEMBERS ABSENT:** Debbie Clements

**STAFF PRESENT:** Pam Nabors, Mimi Coenen, Ann Beecham and Kaz Kasal

**1. Welcome**

Ms. Brandon called the meeting to order at 3:00 p.m. and welcomed those in attendance.

**2. Roll Call/Establishment of Quorum**

Ms. Kasal commenced with roll call and reported that there was a quorum present.

**3. Public Comment**

None offered.

**4. Approval of Minutes**

A. 4/16/15 Executive Committee Phone Meeting

B. 5/28/15 Executive Committee Phone Meeting

**Mr. Merck made a motion to approve the minutes from the 4/16/15 Executive Committee meeting. Mr. Beliveau seconded; motion passed.**

**Mr. Beliveau made a motion to approve the minutes from the 5/28/15 Executive Committee meeting. Mr. Brown seconded; motion passed.**

**5. Information/Discussion/Action Items**

**A. Chair's Remarks**

Ms. Brandon stated that she no remarks for this portion of the agenda.

**B. Action Items**

**1) Youth Contract Renewal Extension Recommendations**

Ms. Coenen referenced the memo in the meeting packet regarding the youth contract renewal recommendations. Ms. Coenen stated that with PY 15-16 being a transition year and the new WIOA legislation focusing on out-of-school youth (OSY), staff are recommending renewal of the five youth contractors for PY 15-16 to enable them to

successfully transition their current youth participants to positive outcomes (carryovers) and continue contracts with those providers that engage OSY youth for new enrollments. Ms. Coenen referred to the chart in the memo which showed anticipated number carry-over participants per each youth provider and projected new OSY enrollments for the three contracts that would continue and to engage OSY youth. Mr. Beliveau stated he would not recommend renewing Henkels & McCoy's (H&M) contract due to lack of services provided to two employers in Lake County, resulting in these employers turning to another organization for summer interns. Ms. Coenen replied that since this issue, H&M has made staff changes and has been/is performing well. However, she will investigate the issue further and reach out to the two affected employers. Ms. Coenen stated she will provide an update to Mr. Beliveau on her findings and staff will provide a recommendation to the Board at their meeting next week.

**Dr. Shugart made a motion to allow staff to continue youth contract negotiations with the youth providers and for staff to continue their review of performance and provide further updates to Board for their final review and approval. Mr. Merck seconded; with Mr. Jackson abstaining and Mr. Beliveau voting no, motion passed.**

Dr. Shugart stated that building more performance metrics into contracts is a core and key factor to insure performance.

- 2) Procurement Recommendations – Temporary Staffing & Payroll Services  
Ms. Beecham referenced the memo in the meeting packet regarding temporary staffing and payroll services. Ms. Beecham provided a review of the solicitation process, the proposals received and the required criteria. A review team of four evaluated and rated the proposals and based on the evaluations, Manpower was ranked #1.

**Mr. Beliveau made a motion to forward to the Board the recommendation to approve Manpower as the staffing and payroll company for internship activities for CareerSource Central Florida. Mr. Brown seconded; motion passed.**

C. Committee Updates

- 1) Audit Committee  
Mr. Ushkowitz stated that there was nothing new to report since the previous meeting.
- 2) Community Engagement Committee  
Ms. Nabors stated that the Community Engagement Committee met on 5/26/15 and Mr. Reid, Executive Director of Communications with University of Florida (UCF), provided a presentation on the results of research study that the UCF School of Business conducted with regard to brand awareness and brand perceptions from the local business community, of which only 20% were aware of CareerSource Central Florida and the services it provides. A shortened presentation will be given to the Board next week. Ms. Coenen stated that the Committee was pleased with the presentation and concurred that the 20% awareness is a great opportunity to outreach the brand and the new service delivery under WIOA.

3) Finance Committee

Mr. Merck stated the Finance Committee met on 6/2/15 and reviewed the FY 15-16 Draft Annual Budget, which was also reviewed in detail at the 5/28/15 Finance and Program Committees' Budget Workshop. There is a \$29.9M budget for FY 15-16, which represents a 2% reduction from current year. Despite the reduction, CSCF will focus on increasing business services as well as maintain current level of services to career seekers. CSCF expects to maintain administrative cost at 7%, below the 10% state allowable cap. Mr. Merck stated the Finance Committee approved to forward FY 15-16 Draft Annual Budget for Board review and approval.

**Dr. Shugart made a motion to forward FY 15-16 Draft Annual Budget, as presented, to the Consortium and Board for approval. Mr. Jackson seconded; motion passed.**

Mr. Merck stated that the Finance Committee also reviewed staff recommendations to modify the current bid threshold requirements in CSCF's procurement and contracting policies to align with the new OMB "Super Circular."

**Mr. Merck made a motion to forward above recommendation to the Board for approval. Dr. Shugart seconded; motion passed.**

4) Governance Committee

Mr. Brown stated that proposed Slate of Officers for PY 15-16 is included in next week's Board meeting packet for Board review and approval.

5) Program Committee

Dr. Shugart stated the Program Review Committee met on 5/22/15 and Dr. Rod Lewis, Vice President of Analytics with CareerSource Florida provided a presentation on the state performance funding system, which was a great overview. Dr. Shugart stated there will be no action items for Board meeting next week.

6) Youth Committee

Ms. Nabors stated that the Youth Committee met on 5/6/15 and celebrated milestones it has accomplished since the Committee's inception in October 2012. Moving forward, under the new WIOA legislation, the Youth Committee will serve in a youth program advisory capacity. Ms. Coenen stated that last month CareerSource Central Florida hosted a post conference/summit on Youth Employment & Training at the "2015 Adolescent Conference" in conjunction with Florida Juvenile Justice Association. The summit was well received with 75+ in attendance.

D. 6/17/15 Board of Directors Agenda

The Committee reviewed approved the draft 6/17/15 Board of Directors Agenda. Mr. Merck advised that the Procurement Threshold action item be added to the Agenda and the action item memo be included in the meeting packet.

6. **Other Business**

Mr. Brown stated that the teams from CareerSource Central Florida and Heart of Florida United Way met today for their "Mission United" kickoff meeting, which is a collaborative effort to provide more services to veterans. Mr. Brown expressed his thanks to Ms. Nabors, Ms. Coenen, Mr. Boone and the team for their

great work in the collaboration.

Ms. Brandon expressed her thanks and appreciation to Dr. Shugart for his leadership on Program Review Committee, Executive Committee and this Board. The Executive Committee concurred and a round of applause followed.

**7. Upcoming Meetings**

Ms. Kasal referenced the proposed dates for Board and Committee meeting for PY 15-16. This is also included in the Board meeting packet for full Board review. Calendar invites will be sent out over the next few weeks.

**8. Chair's Closing Remarks**

Ms. Brandon thanked those who attended the meeting.

**9. Adjournment**

There being no other business, the meeting was adjourned at 3.37 pm.

Respectfully submitted,

Kaz Kasal  
Administrative Supervisor

Pam's proposed performance goals 2015 - 2016

1. Creation and execution of CSCF Board strategic planning efforts including a Board retreat in October aimed towards refining the strategic business engagement plan's goal of becoming the workforce backbone and identifying strategic initiatives needed to fully implement WIOA by July 2016.
2. Implement the business engagement strategies contained in the FCM report to meet the Board goals of business-focused by June 2016.
3. CareerSource Central Florida will meet performance standards for Core programs and businesses in program year 2015-2016. CSCF will also have a clean audit and favorable compliance reviews for 2015 – 2016, reported by March 31, 2016.
4. CareerSource CF will complete a Sterling Challenge draft assessment; based upon the results, CareerSource CF will create a plan for continuous improvement.
5. CareerSource Central Florida will create clear and succinct quarterly reports that provide a snapshot of overall operations, career center activities by county, program actual to goal activities, updates on targeted initiatives, and Continuous Improvement efforts available for quarterly Board meetings (Target completion for December 2015).
6. CareerSource Central Florida will design a resource development strategy and plan to create greater revenue diversity with targets for program year 2016-2017.



## ACTION ITEM

---

**To: Executive Committee**  
**From: Ann Beecham**  
**Subject: CareerSource Central Florida – Drug-Free Workplace**  
**Date: July 30, 2015**

---

**Purpose:**

The purpose of this memo is to provide information on the Florida Drug-Free Workplace program and to recommend the Executive Committee consider approval for CareerSource Central Florida to become a Florida Drug-Free Workplace.

**Background:**

In 1990, legislation was enacted that created the Florida Drug-Free Workplace Program. The intent was to “promote drug-free workplaces in Florida, in order that employers (would) be afforded the opportunity to maximize their levels of productivity, enhance their competitive positions in the marketplace, and reach their desired levels of success without experiencing the costs, delays, and tragedies associated with work-related accidents resulting from drug abuse by employees.” This legislation provides standardized criteria for employers and the workers’ rights by ensuring consistent, accurate and reliable test results. The success of a drug-free workplace program largely depends upon the commitment of management and labor to actively contribute to and support the implementation of the program. By using the guidelines set forth in the Workers’ Compensation Law, the workplace will be a safer place.

The FY 2015/FY 2016 Workforce Innovation and Opportunity Act (WIOA) Program Annual Funding Agreement between DEO and the US DOL indicate that federal law requires “all organizations receiving grants from any federal agency maintain a drug-free workplace (p. 5, #19).”

When surveyed regarding drug-free workplace policies, twelve of the 23 CareerSource Regions responded. Of these twelve, one (1) region has a drug-free workplace policy, but does not test employees; the remaining eleven (11) surveyed reported that they have drug-free workplace policies and they all test at hire at a minimum.

Workers’ Comp premiums are reduced by 5% when a drug-free workplace testing policy is in effect. Under the minimum requirements of the designation, drug-free workplaces must test at hire and in the event of a workplace injury.

Although CareerSource Central Florida currently has a drug-free workplace policy included in the Employee Handbook, the organization is not currently considered a Florida Drug-Free Workplace because we do not test new hires and those who are injured on the job. Because we do not currently do the latter, we are not eligible for the 5% reduction in workers’ comp premiums. The cost savings to workers’ comp premiums would be approximately \$6,000.

Becoming a Drug-Free Workplace requires drafting an internal policy that complies with the program that includes commitments to drug testing all new hires and those injured on the job. The policy would also make provision for CSCF to test employees when there is suspicion of drug use or abuse. The testing would be done through a laboratory certified by the Agency for Health Care Administration by a certified medical review officer (MRO).

**Recommendation:**

Staff recommends the Executive Committee approve that CareerSource Central Florida take the necessary steps to become a Florida Drug-Free Workplace.

**President/CEO Goals 2014-2015**

Measurable Objectives

Performance Indicator	Goal #1	Goal #2	Goal #3
<b>Organizational Objectives</b>	Direct Senior leadership in the process of presenting strategies and objectives for strategic plan and board retreat held in October 2014	Compile board guidance and directives from board retreat along WIOA implementation strategies into a draft plan for board review and approval by quarter 3.	Develop tactics for strategic objectives and implement them into operational and organizational plans for FY 2015-16 for review in quarter 4
<b>Quality</b>	Evaluate the Sterling Management (Baldrige Quality) Process and train select Senior Staff in order to conduct an assessment in Spring of 2015	Meet all required benchmarks for job seekers and businesses for program year 14/15 Establish strategies and narratives for data purges that may affect benchmarks by quarter 4	Identify 3 key quality improvement actions to align CareerSource CF operations with business practices by end of quarter 3.
<b>Work Products</b>	Direct project plan and implement administrative office move by April 1, 2015	Develop strategies for board education, including updates on WIOA - ongoing at each board meeting (Dec/January/April/June)	
<b>Policies and Procedures</b>	Identify leadership and work group for establishment of Enterprise Risk Management strategies by November 1, 2014	Conduct initial enterprise-wide risk assessment and action plan by quarter 4	Finalize business continuity plan, and crisis communications plan by quarter 4
<b>Financial</b>	Revise 403b program by January 2015	Complete procurement process for professional services by end of quarter 4	Ensure program and administrative budget goals are met by quarter 4



**President/CEO Goals 2014-2015**

Soft Skills/Competencies

	<b>Takes the long-term view</b>	<b>Evaluates alignment and identifies opportunities</b>	<b>Takes into account the wider operating environment</b>
<b>Strategic Thinking:</b>	Underdeveloped: Focuses on immediate need only	Underdeveloped: Does not evaluate alignment of activities to strategies, does not identify opportunities to create alignment or achieve synergy	Underdeveloped: Does not consider the environment outside own sphere of responsibility
	Moderate: Considers some medium term objectives when making decisions, planning etc	Moderate: Is able to evaluate how well aligned activities are with strategy	Moderate: Is aware of some market & industry realities that impact business in line with basic role requirements
	Competent: Consistently contributes the long-term perspective when appropriate, encourages strategic thinking in others	Competent: Evaluates strategic alignment and identifies opportunities to increase alignment and create synergies in related areas.	Competent: Has a good understanding of operating environment and regional factors that affect role and organization, and uses this to inform activities
	Excellent: Demonstrates excellent ability to create long term plans and identify the long-term implications of major decisions. Challenges others to think strategically.	Excellent: Is constantly evaluating the alignment of business processes and activities to strategic direction.	Excellent: Demonstrates a deep understanding of industry, market and wider commercial and political issues outside the organization, and considers the impact they will have on strategy
<b>Organizational Leadership:</b>	<b>Creates the vision and has a clear picture of the future of the organization</b>	<b>Articulates and models the vision and values of the organization internally and externally</b>	<b>Champions the implementation of strategy &amp; takes ownership of the organization's reaction to unforeseen circumstances</b>
	Underdeveloped: Relies on others to develop the vision and strategy of the organization or department	Underdeveloped: Does not paint a compelling picture of the future of the business	Underdeveloped: Is not an effective implementer, does not seize control in difficult circumstances, does not take full responsibility for outcomes
	Moderate: Is able to generate ideas that contribute to the vision and strategy of the organization, but may not drive the creation of the vision or strategy	Moderate: Is able to articulate the vision and values of the organization, but may lack exposure in some parts of the business or externally.	Moderate: Is able to cascade strategy through leadership team with moderate success, may have difficulty reacting quickly to changing circumstances
	Competent: Takes ownership for building the vision and strategy of the organization or department. Drives the strategy process using a thorough methodology, building consensus as required	Competent: Regularly articulates the vision in a compelling manner across the organization or department. Is a role model to others, regularly re-instills the vision and strategic direction	Competent: Takes responsibility for cascading strategic implementation, sets challenging targets and refocuses team on strategy regularly. Is able to react decisively to changing circumstances
	Excellent: Develops a picture of the future of the organization that is unique, competitive and highly compelling. Involves others in this process to build buy-in.	Excellent: Acts as an ambassador for the vision, values and strategy of the business internally and externally. Paints an inspiring picture of the future of the business which is visible at all levels	Excellent: Leads a relentless drive to implement strategy, taking the necessary decisions on resources and investment. Takes full responsibility for tough decisions, maintains consistent focus on long-term goals while meeting shorter term targets
<b>Adaptability:</b>	<b>Responds effectively to changing constraints</b>	<b>Adapts own behavior to suit the situation</b>	<b>Understands the drivers of change and anticipates the implications of changing circumstances</b>
	Underdeveloped: Is easily disrupted by changing circumstances	Underdeveloped: Does not make appropriate adaptation of behavior to reflect circumstances	Underdeveloped: Does not anticipate change, or appreciate the factors driving the change
	Moderate: Maintains a consistent level of performance through changing circumstances	Moderate: Makes a moderate effort to adapt behavior to circumstances	Moderate: Understands the drivers and reasons for change, but does not fully anticipate the implications
	Competent: Looks for opportunities for positive development in changing circumstances	Competent: Takes time to consider best way to approach a given situation and acts accordingly	Competent: Understands the organizational environment, the factors causing change, and can anticipate the kinds of changes that will take place
	Excellent: Is able to perform to a very high standard in changing circumstances, and is an advocate for change	Excellent: Expertly balances need for consistency with advantages of changing behavior to match circumstances	Excellent: Fully understands how political, commercial and practical issues influence change, can anticipate the effect of these and adapt accordingly
<b>Organizational Ownership/ Values Alignment</b>	<b>Reliability &amp; Conscientiousness</b>	<b>Integrity &amp; Transparency</b>	<b>Enthusiasm &amp; Engagement</b>
	Underdeveloped: Can be unreliable, and rarely goes beyond the minimum requirements for own role	Underdeveloped: Does not display openness in dealings with others	Underdeveloped: Is not engaged with the organization's values and goals, or with own role
	Moderate: Is reliable and reasonably conscientious	Moderate: Is generally open about own views and sharing information. Maintains integrity.	Moderate: Shows a moderate level of engagement with own role, and understands organizational values and goals
	Competent: Is known to be reliable and demonstrate a conscientious approach to work	Competent: Clearly demonstrates integrity in difficult situations, proactively shares information and viewpoint and encourages this in others	Competent: Is engaged and enthusiastic regarding own role, and with organizational goals and values, and encourages this in others.
	Excellent: Is utterly reliable, always delivering on promises, and maintaining the highest standards of quality	Excellent: Is a champion for integrity, honesty and openness	Excellent: Is fully engaged with the organization's values and goals. Is an enthusiastic ambassador for the organization in all areas.