

## Workforce Investment Consortium and WCF Board of Directors Joint Meeting

Goodwill Industries of Central Florida  
7531 South Orange Blossom Trail  
Orlando, FL 32809  
Thursday, June 20, 2013  
8:30 a.m.

### MINUTES

**CONSORTIUM MEMBERS PRESENT:** Teresa Jacobs, Brandon Arrington, Leslie Campione and Brenda Carey,

**CONSORTIUM MEMBERS ABSENT:** Gary Breeden

**BOARD MEMBERS PRESENT:** Kevin Shaughnessy (Chair), Greg Beliveau (via phone), Diana Bolivar (via phone), Paul Bough, Wendy Brandon, Deborah Clements, Melanie Cornel, Lorna Garrow, Catherine Hanson, Eric Jackson, Thomas Katheder, Leland Madsen (via phone), Brian Michaels, Taylor Pancake, Jack Plettinck, Joseph Sarnovsky, Sanford Shugart, Richard Sweat (via phone), Eric Ushkowitz, Rick Walsh (via phone), Larry Walter and Mark Wylie

**MEMBERS ABSENT:** Angela Adams, Robert Brown, Steve Clelland, William D'Aiuto, Leticia Diaz, William Merck, Tirso Moreno, Dr. Robert Spooney, Robert Thompson, and Chuck Todd

**STAFF PRESENT:** Pamela Nabors, Kevin Neal, Leo Alvarez, Joyce Hinton, Homer Boone, Kameel, Tonya Elliott, Sherry Voss, Nilda Blanco, Anika Holmes, Jason Lietz, Chad Kunerth, Suzan Awad and Kaz Kasal

**GUESTS PRESENT:** Sheri Olson, Joseph Pennisi, Bryant Applegate/Seminole County, Jeffrey Newton/Orange County, Andrew Mai/Osceola County, Ron Goss, Shellonda Rucker/Henkels & McCoy

#### 1. WELCOME

Mayor Jacobs called the meeting to order at 8:30 a.m. and welcomed those in attendance.

Mayor Jacobs commended the WCF Board for their diligent leadership and the incredible job they have been doing. She thanked Ms. Nabors for her leadership and active involvement in the community. She expressed her gratitude and enthusiasm that both Ms. Nabors and Mr. Neal are working here in this region.

Mr. Shaughnessy expressed his appreciation to the Consortium for the support they have provided in turning this organization around. He thanked Mr. Oakley for hosting today's meeting here at the Goodwill facility.

#### 2. PUBLIC COMMENT

None Offered

### **3. APPROVAL OF THE MINUTES**

- 12/13/12 Joint Meeting of the WCF Board and Consortium

**A motion was made by Commissioner Carey and seconded by Commissioner Arrington to approve the minutes from the 12/13/13 Joint Meeting of the WCF Board and Consortium. Motion carried unanimously.**

- 4/16/13 Board of Directors Meeting

**A motion was made by Mr. Sarnovsky and seconded by Mr. Jackson to approve the minutes from the 4/16/13 WCF Board of Directors Meeting. Motion carried unanimously.**

### **4. APPOINTMENT OF 2013-2014 WCF Board of Directors**

**A motion was made by Commissioner Arrington and seconded by Commissioner Carey to approve the Appointment of the 2013-2014 WCF Board of Directors. Motion carried unanimously.**

### **5. APPROVAL OF THE 2013-2014 BUDGET**

Ms. Nabors stated that a copy of the proposed 2013-2014 Budget was emailed out to the Consortium and WCF Board two weeks ago to provide time to review and ask questions. The Finance Committee has reviewed this proposed budget and approved it to be moved forward to Consortium and Board for final review and approval. Ms. Nabors went over the following highlights:

- The proposed total for PY 13-14 is \$39.8M, which includes \$15.4M in carry-in dollars from PY 12-13. \$37.8 will be allocated to program support and \$1.9M allocated to administration. The administration portion equates to 4.9% of the total budget and the total allowance/cap for administration is 10%, so this is below half of the cap.
- Ms. Nabors referred to the pie chart in the meeting packet that showed the percent breakdown of funding allocation by grant – 70% of the budget will be allocated towards WIA program to serve individuals with low income, unemployed and at-risk youth, 14% of the budget will be allocated toward Welfare Transition program, and the remaining budget will be allocated to Wagner Peyser, veteran, and other smaller programs.
- With regard to WCF staffing statistics – there are 300 employees: 253 are WCF employees and 47 are DEO employees. 95% of staff are programmatic and 5% are administrative.
- The Program Committee submitted program priorities which includes an expansion of training options. In the past, there were only two options: longer term training/ITAs and paid work experience. For the new program year, other types of training have been added with a focus on targeted industries to help businesses to become more competitive by getting qualified job

- seekers. Dr. Shugart added that the Program Committee's submittal of program priorities included: 1) per state policy, half of funding has to be allocated toward ITAs (Individual Training Accounts), 2) earlier in the year, the committee directed staff to shorten length of work experience internships to increase the number of individuals that could participate in this program and 3) focus on advanced manufacturing training.
- Facilities – there are currently 8 offices, including the administration office. Consolidation of offices in Seminole and East Orange County will provide more comprehensive services and increased efficiency in use of space. This will result in a minimum savings of \$40,000 a year.

Commissioner Carey asked where the one-stop office will be located in Seminole County and is it near a bus line. Ms. Nabors replied that the new location (1209-1224 (*suite number not established yet*) W. Airport Blvd., Sanford, FL 32773) is near the current location (2884 South Orlando Drive, Sanford, Florida 32773), and also there is a bus line near the new location.

Commissioner Arrington asked for further information on the carry-in dollars. Ms. Nabors replied WIA funds have a 2-year life; however DEO require 80% be spent in first year, with a 20% carry-in to the second year. In previous years when receiving stimulus funds, the state did not enforce this provision. However per guidance from DEO and WCF's financial consultant Taylor, Lombardi, Hall & Wydra, it is recommended to decrease deferment to 30% carry-in and then to 20% in subsequent years. With the improved economy and sequestration, it is anticipated that there will be reduction in federal funds in coming years and WCF will continue to look at improved efficiencies with fixed costs.

Commissioner Carey noted that a lot of programs are being added for the new program year. Will these programs all be closely monitored to determine which are most effective and which need to be cut? Ms. Nabors replied that all programs are closely monitored and this will be a continued practice. With regard to the reduced funding in the WT program, WCF is adjusting program delivery and staffing levels to absorb this cut while continuing to provide effective service delivery. Under the continued leadership of Dr. Shugart, the metrics are being honed/developed which has, and will continue to help determine where funds should be moved in order to provide the best outcomes. Commissioner Carey concurred and asked that this scrutiny continue so that the best programs are utilized, and which there is the most need.

Mayor Jacobs commented that this new format where the Consortium and WCF Board meeting face-to-face jointly has been very instrumental for increased dialogue and oversight. She advised that WCF needs to be nimble with their resources and foresight going forward.

Commissioner Carey thanked staff for providing the 13-14 proposed budget two weeks in advance instead of the day of meeting as was the previous practice. Mayor Jacobs concurred, the difference between the previous Administration and new is significant, and under Ms. Nabors' leadership this organization has transformed and is more transparent.

**A motion was made by Mr. Sarnovsky and seconded by Mr. Ushkowitz to approve the 2013-2014 Budget. Motion carried unanimously.**

**A motion was made by Commissioner Arrington and seconded by Commissioner Carey to approve the 2013-2014 Budget. Motion carried unanimously.**

## **6. ADOPTION OF AMENDED BY-LAWS**

**A motion was made by Ms. Brandon and seconded by Mr. Beliveau to approve the amended By-Laws. Motion carried unanimously.**

Mr. Shaughnessy thanked Mr. Katheder for his expertise reviewing and providing additional refinements to the By-Laws.

## **7. PRESIDENT'S REPORT**

Ms. Nabors provided the following highlights:

### WCF Board Development and Strategic Planning

- Have established various committees and board members have been very engaged providing expert input and oversight.
- Have met all of the conditions in the Governor's September 2011 letter. Ms. Nabors received a call last night from Mr. Maleszewski, Inspector General/DEO who indicated that the DEO letter to the Governor recommending the lifting of the high risk designation is ready for the Governor's signature.
- The Governance Committee is planning a WCF Board Retreat in October 2013. This retreat is intended to focus on challenges ahead – identify priorities for employment and training in the region, and identify key workforce initiatives for future development.

### Internal WCF Process and Systems

- DEO fiscal monitoring was completed in May 2013 with no findings regarding WCF fiscal operations.
- Professional development of staff is and will remain a continued focus.

### WCF Programs and Performance Outcomes

- Diversifying programs – looking at trends where there is demand, targeting growing and emerging industries.
- WCF recommending an experienced youth provider to serve at-risk youth in a year-round program vs. just summer program.
- WT engagement rate is near 50% and continuing to trend upward.
- Placements have doubled from 2,000 in May 2012 to 4,000 in May 2013 – WCF ranks #3 in state for number of job seekers placed. Placement performance continues to trend upwards – with a focus on 1) improving performance with targeted programs and 2) identifying effective and quality ways to deliver services.

### Community Engagement and Outreach

- Re-established as a community partner – engaging in partnerships/MOUs with many community organizations, chambers, economic development organizations in the five-county region – with a focus to leverage WCF resources to put more people to work and help find

competitive talent for businesses.

Ms. Nabors expressed her thanks for being provided the opportunity to lead this organization - the staff have been wonderful and they are engaged in the change and improvement.

Mr. Shaughnessy expressed his appreciation to Ms. Nabors for her exceptional around-the-clock outreach to the community. The Executive Committee has provided their review of Ms. Nabors which included high compliments and encouragement.

## **8. STATUS OF DEO/USDOL – AUDIT AND OTHER MATTERS**

Mr. Shaughnessy indicated, as Ms. Nabors previously stated, the Governor is expected to sign the letter lifting WCF from high risk designation. This organization has made a great turnaround and he expects continued improvement as WCF moves forward.

Mr. Shaughnessy provided a presentation of awards recognizing those board members (listed below) leaving the WCF Board as of 6/30/13. He thanked each for their involvement and great dedication to this board.

- Catherine Hanson
- Robert Thompson
- Rick Walsh

Mr. Shaughnessy also recognized the following board members who are currently not on the board, but served earlier this program year and prior year. They are:

- Larry Dale
- John A. Moore
- Thomas Yochum

Mayor Jacobs expressed her thanks to the above board members and appreciation for the support they have provided.

Mayor Jacobs provided a presentation of an award recognizing Mr. Shaughnessy for his outstanding leadership on the WCF Board and added without his leadership none of this would have happened; he has done a phenomenal job within a short period of time. Ms. Jacobs also presented to Mr. Shaughnessy a certificate of appreciation from the Orange County Commission on behalf of the Consortium.

## **9. COMMITTEE REPORTS**

### **A. Audit Committee**

Mr. Ushkowitz thanked the Consortium for providing a representative from each of their respective counties to serve on the Audit Committee – this has provided more county

engagement and a safeguard for clean audits.

B. Executive Committee

2013-2014 Board Calendar – provided in today’s meeting packet

➤ Facilities Plan

Mr. Alvarez stated that the recommendation of the consolidation of WCF’s Seminole County facility in has been reviewed by the Finance Committee and determined/concurred that this is a more effective and efficient way to move forward in Seminole County. Mr. Alvarez extended his thanks to Mr. Katheder for his real estate consultation and expertise (complimentary); and also to Ms. Cornell for providing Ms. Volosin for her consultation and expertise (complimentary) in space planning/logistics. There are currently two offices in Seminole County which WCF is planning to consolidate into one new office (10,031 sq.ft.), which is located in the Brio Business Center at 1229 W. Airport Blvd. in Sanford. This location is within two miles of the current JobVantage office in Sanford. The landlord will be financing build-out costs which will be amortized into the 5 year lease. Ms. Carey asked about language in the lease to terminate should funding change. Mr. Katheder replied that the concern for the landlord is the out-of-pocket of \$300,000 in renovations if WCF defaults; and if the landlord defaults, WCF would have same concerns. Currently WCF is proposing a progressive payment plan with the landlord to mitigate risks on both sides. Ms. Carey asked if there would be a penalty for early term lease, if our funding is reduced. Mr. Katheder replied that there would be some penalty – the amortization is part of the 5-year lease.

**A motion was made by Dr. Shugart and seconded by Mr. Beliveau to approve WCF to proceed with signing a lease with Brio Business Center, followed by contractor negotiations based on the final construction specifications to determine the final build-out costs. Motion carried unanimously.**

➤ Procurement – Multifunctional Devices (copiers)

Mr. Shaughnessy stated that this recommendation is to renew the contract with current vendor, which WCF has had over several years. The Executive Committee directed staff to bid this out in order to ensure a competitive process, as well as greater transparency. Commissioner Carey asked if WCF has looked at the contract the counties have and piggy-back on theirs. Mr. Neal replied that WCF is piggy-backing off of the state approved vendors and which have already been vetted through an extensive procurement process. WCF negotiated a price that is lower than the state rates.

**A motion was made by Mr. Katheder and seconded by Mr. Beliveau to allow staff to negotiate with North American Office Solutions (NAOS) for the provision of multifunctional devices for the seven WCF office locations. Motion carried unanimously.**

C. Finance Committee

Ms. Cornell stated that the Finance Committee met on 6/3/13 to review the budget and discuss the report from the financial consulting firm Taylor, Lombardi, Hall & Wydra (TLHW). TLHW

provided technical assistance and helped WCF strengthen internal controls. WCF is still waiting for the Governor to sign the DEO letter recommending removal of high risk designation.

D. Legal Committee

Mr. Katheder stated that aside from the facility information discussed earlier in the meeting, he has no further updates.

E. Program Committee

Dr. Shugart extended his thanks to the staff and executive staff for working closely with the Program Committee to rethink program strategies. The following is what is currently underway:

- 1) Review program strategies and distribution of funds to expand options that lead up to employment.
- 2) Focus on metrics, specifically local metrics (the "Dashboard") as they are in real time vs. the national and state measures that tend to look back at past data. These local metrics will be provided to the board later in the calendar year.
- 3) Review/revise the approval process for training providers. Currently just the minimal basic requirements apply. A more robust approval process will be discussed and developed in the coming months that include data on placement and wage performance.

➤ Training Providers

Everest University

Dr. Shugart indicated that Everest University provides training programs to include: computer information science, medical assistant, paralegal, pharmacy tech, and business administration. The Program Committee reviewed, discussed and concurred to bring this training provider forward for board review and approval.

**A motion was made by Dr. Shugart and seconded by Mr. Ushkowitz to approve Everest University Orlando South as a training provider for Region 12. Motion carried unanimously.**

Medtech Institute

Dr. Shugart indicated that Medtech Institute provides training programs to include: medical assistant, medical billing and coding, practical nursing, electronic health records specialist and phlebotomy technician. The Program Committee reviewed, discussed and concurred to bring this training provider forward for board review and approval.

**A motion was made by Dr. Shugart and seconded by Mr. Jackson to approve Medtech Institute as a training provider for Region 12. Motion carried unanimously.**

Techni-Pro Institute

Dr. Shugart indicated that Techni-Pro Institute provides a training program in practical nursing. The Program Committee reviewed, discussed and concurred to bring this training provider forward for board review and approval.

**A motion was made by Dr. Shugart and seconded by Ms. Hanson to approve Techni-Pro Institute as a training provider for Region 12. Motion carried unanimously.**

Mr. Shaughnessy asked Dr. Shugart to share with the Consortium the new manufacturing training program, which is in direct response from Mr. Sweat and other partners who asked that this be a focus in our region - to bring back jobs to the United States. Dr. Shugart stated that Valencia College is part of a consortium of community colleges across Florida involved in a \$15M grant to develop manufacturing skills in the workforce. The program is shorter term than the traditional training of apprenticeships of 7-8 years, or technical transfer model of 2-4 years. This shorter term training involves simulation as opposed to large scale machinery training. Simulation is cost effective and the training is faster. This region is well positioned for this type of training, as it involves the same type of experience as those control managers who operate rides at the attractions in this area. The goal is to rebuild manufacturing capacity and create values/opportunities - Florida is also well-positioned geographically and logistically with its ports, roads and railroad infrastructure.

Dr. Sarnovsky added that Seminole College has welding program which has been upgraded with new equipment - this is a short term certification program and the jobs are in-demand and high wage.

Mayor Jacobs stated that she is thrilled with the simulation and other in-demand specified technical training programs and recognizes the need for this type of training in our Region. She asked what the Consortium can do to support these efforts, so these companies know what WCF is doing. Ms. Nabors concurred that it will be an important to facilitate a clearinghouse approach which connects business with opportunities and identifies training opportunities at colleges, tech centers etc. Also it will be important to increase general public awareness of these good paying, in-demand technical jobs. This is an area that the Community Engagement Committee can work on. Dr. Shugart added that the re-establishment of WCF's Business Services unit will help with the outreach in the business community. Additionally, Valencia College, Seminole State College, and other technical training schools connect to businesses and in-turn can connect these businesses with WCF.

#### F. Youth Committee

##### ➤ Youth Procurement

Ms. Clements stated that in March 2013, an RFP (Request For Proposals) was issued for year-round Workforce Investment Act Youth Services. Five responses were received, which the Review Committee, comprised of board members, reviewed and discussed. This was then narrowed down to the top 3 scorers. These top three scorers returned to provide a presentation and answer additional questions. The Review Team concurred to recommend Henkels & McCoy to the board.

**A motion was made by Ms. Clements and seconded by Mr. Walter to recommend Henkels & McCoy, Inc. be selected as provider for year-round youth services under WIA to serve 550 youth throughout the five county area in the amount not to exceed \$2 million (avg. cost per**



**\$3,636). Motion passed unanimously.**

Mr. Jackson asked what the youth age range is for this program. Ms. Clements replied in this region it is 16 to 21, for in-school or out-of-school youth. Mayor Jacobs commented that youth should be represented/have a voice on the committee. Mr. Shaughnessy concurred and indicated that a youth, such as a recent graduate could serve on the committee.

Ms. Clements commented that the responders to this RFP were largely national firms and the local community based organizations were not prepared to compete with the larger organizations like H&M with more experience. The Youth Committee expressed their hope to find ways to make it possible for local organizations to participate in the process with the following recommendation:

**A motion by Ms. Clements was made and seconded by Dr. Shugart to authorize staff to open a new procurement targeting community-based organizations in the 5-county region to provide youth workforce services under new fiscal 13-14 funds for up to \$3 million. Staff is directed to host technical assistance workshops of community-based providers to increase knowledge of the requirements necessary to operate a WIA Youth Program. Motion passed unanimously.**

Commissioner Arrington asked if this would go as one lump sum to one organization or to different organizations. Ms. Clements replied she hopes to several organizations to help them gain knowledge of WIA requirements. Commissioner Arrington commented that this is a great way to go, by having more local organizations involved in the process.

G. Governance Committee

➤ Officer Elections

Mr. Shaughnessy stated that below is the proposed slate of officers as recommended by the Governance Committee. All of these individuals have agreed to serve in the capacity as indicated, if they are nominated and elected:

Position	Nomination
Chair	Thomas Katheder
Vice Chair	Wendy Brandon
Treasurer	Bill Merck
Secretary	Greg Beliveau

Mr. Shaughnessy added that Ms. Brandon has agreed to serve as Vice Chair with the understanding that this will not put her in line to be Chair. Mr. Shaughnessy commented that the above individuals have been very active, strong contributors to the board.

**A motion was made by Mr. Walsh and seconded by Mr. Walter to approve the above nominated individuals serve as the officers of the WCF Board. Motion passed unanimously.**

Mayor Jacobs thanked Mr. Katheder for stepping up and taking this very important role for the community.

Dr. Shugart asked how WCF plans to report out to the community and the community leaders on the status of the organization. Ms. Nabors replied that first they need to receive the official word that the high-risk designation has been lifted; then a press release will be issued. WCF will also be launching a communication plan in concert with new Community Engagement Committee. Commissioner Carey commented that there will be a report out to her board on the news – these are televised sessions, as in each of the counties, so word can also get out in this format. Mayor Jacobs concurred and also offered to include in their newsletter.

#### **10. OTHER BUSINESS**

Mr. Goss introduced himself from H&M and provided his thanks to the board for the opportunity to serve as provider for year-round youth services. He added that his 90% of the staff at his organization work in Central Florida. In their delivery of services they partner with the community-based organizations and they can provide technical support to broaden the outreach to youth.

#### **11. Adjourn**

Mayor Jacobs thanked all for attending today's meeting.

There being no other business, the meeting was adjourned at 9:51 a.m.

Respectfully submitted,

Kaz Kasal  
Sr. Administrative Assistant