

Executive Committee Meeting

December 8, 2022



12/8/22 EXECUTIVE COMMITTEE MEETING DETAILS

Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information / Discussion / Action Items

Other Business

Adjournment

What: Executive Committee Meeting

When: Thursday, December 8, 2022
2:00 p.m. – 3:30 p.m.

Where: Virtual via Zoom:

Link: <https://careersourcecf.zoom.us/j/89405840575?pwd=SzV4Nkt0dmxodjF5NWZFMG1YNkM3QT09>

Dial In: 1 (929) 205-6099 / Meeting ID: 894 0584 0575
Passcode: 721586

12/8/22 EXECUTIVE COMMITTEE MEETING AGENDA

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Agenda Item	Topic	Presenter	Action Item
1.	Welcome	Jody Wood	
2.	Roll Call / Establishment of Quorum	Kaz Kasal	
3.	Public Comment		
4.	Approval of Minutes	Jody Wood	
	A. 9/21/22 Executive Committee Meeting		X
5.	Information / Discussion / Action Items		
	A. Chair's Report	Jody Wood	
	B. President's Report	Pam Nabors	
	1) Change Assessment Report	Daniel Entwistle Director & US Co-Founder Curium	
	C. Action / Discussion Item		
	1) Executive Committee Charter	Jody Wood	
	2) Level Up Orange Education & Training Tools Management Consultant RFP	Lorri Shaban	X
	D. Committee Reports:		
	1) Audit (<i>no report</i>)	Sheri Olson	
	2) Career Services (<i>met on 11/17/22</i>)	Andrew Albu	
	3) Community Engagement (<i>no report</i>)	David Sprinkle	
	4) Facilities Ad Hoc (<i>met on 11/16/22</i>)	Matt Walton	
	5) Finance (<i>met on 10/19/22</i>)	Eric Ushkowitz	
	6) Governance (<i>no report</i>)	Richard Sweat	
	7) Revenue Diversity & New Markets (<i>met on 11/30/22</i>)	Eric Jackson	
	E. 12/15/22 Board Meeting Agenda		
6.	Other Business		
7.	Adjournment		

Meeting Details

Meeting Agenda

► Welcome

Roll Call

Public Comment

Approval of
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Adjournment

WELCOME



Meeting Details

Meeting Agenda

Welcome

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Adjournment

ROLL CALL



Meeting Details

Meeting Agenda

Welcome

Roll Call

► **Public Comment**

Approval of
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PUBLIC COMMENT



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APPROVAL OF MINUTES



**Draft
Executive Committee Meeting**

Thursday, September 21, 2022, 3:00 p.m.

MINUTES

MEMBERS PRESENT: Jody Wood, Andrew Albu, Jeff Hayward, Eric Jackson, Sheri Olson, David Sprinkle, Richard Sweat, Eric Ushkowitz and Matt Walton

MEMBERS ABSENT:

STAFF PRESENT: Mimi Coenen, Leo Alvarez, Dyana Burke, Becca Bides, Lorri Shaban, Ken Apana, and Kaz Kasal

GUEST PRESENT: Heather Ramos / GrayRobinson

Agenda Item	Topic	Action Item / Follow Up Item
1	Welcome Ms. Wood, CSCF Chair, called the meeting to order at 3:00 p.m.	
2	Roll Call / Establishment of Quorum Ms. Kasal, Executive Coordinator, reported a quorum present.	
3	Public Comment None offered.	
4	<u>Approval of Minutes – 7/21/22 Executive Committee Meeting</u> <ul style="list-style-type: none"> Reviewed minutes (attachment). 	Mr. Hayward made a motion to approve the draft minutes from the 7/21/22 Executive Committee meeting. Ms. Olson seconded; motion passed unanimously.
5	Information/Discussion / Action Items <u>Chair's Report</u> Ms. Wood reviewed the following: <ul style="list-style-type: none"> CSF System Realignment REACH update <ul style="list-style-type: none"> In Phase 2 Ms. Wood, Ms. Nabors and executive staff met with Ernst & Young to provide feedback on challenges and impactful accomplishments. Ms. Nabors and Team commissioned Curium for change readiness planning. Committee will meet to review results and determine right strategies to put in place. <u>President's Report</u> Ms. Coenen, COO, on behalf of Ms. Nabors, CEO, reviewed the following: <ul style="list-style-type: none"> Ms. Nabors attended: <ul style="list-style-type: none"> 2022 Executive Leadership Mission in Denver. The event, led by Orlando Economic Partnership, provides firsthand look at challenges and solutions in other major cities. US Conference of Mayors, Workforce Development Council of which Ms. Nabors is WDC President. 	

- September is Workforce Development Month to celebrate the awareness and progress of workforce development professionals.
- Workforce Summit occurred earlier this month. Ms. Yolanda Green, CSCF Business Consultant, received Workforce Champion award for 2022.
- Upcoming summit with Valencia College and University of Central Florida on 11/15/22 – to focus on initiatives to do with labor shortage, talent supply and data sharing

Committee Reports

Audit

Ms. Olson, Audit Committee Chair, stated Committee met on 9/7/22 and reviewed its charter, as well as audit planning to be performed by auditors Cherry Bekaert. Audit results will be presented at the 2/8/23 Audit Committee meeting.

Career Services

Mr. Albu, Career Services Committee Chair, stated Career Services Committee met on 9/15/22 and reviewed scorecard for PY 2021-2022. Committee also reviewed legislative updates and Summer Youth 2022 program, discussing some of the challenges and ways to improve for next year.

Community Engagement

Mr. Sprinkle, Community Engagement Committee Chair, stated Committee met on 8/24/22. Committee reviewed charter, progress metrics and community engagement priorities. Committee provided input on augmenting community awareness of CSCF, to include capturing more customer testimonials via video.

Facilities Ad Hoc

Mr. Walton, Facilities Ad Hoc Committee Chair, stated no meetings scheduled, nothing to report.

Finance Committee

Mr. Ushkowitz, Finance Committee Chair, reported the Committee will meet on 10/19/22.

Governance

Mr. Sweat, Governance Committee Chair, stated the Committee met on 8/10/22 and reviewed its charter, board engagement metrics for 2021-2022 and enterprise risk management update. The Committee discussed ways to increase board engagement and re-review metrics mid-year.

Revenue Diversity and New Markets

	<p>Mr. Jackson, Revenue Diversity Ad Hoc Committee Chair, stated the Committee met on 8/17/22 and reviewed its charter, FY 2021-2022 results and FY 2022-2023 goals and key performance metrics. The Committee also reviewed new organizational structure (for general “unrestricted funds”) timeline, as well as discussed strategic options which is still in discovery mode.</p> <p><u>9/29/22 Board Meeting Agenda (now revised to 10/6/22):</u></p> <ul style="list-style-type: none"> Reviewed agenda for upcoming Board Meeting. 	
6	<p>Other Business</p> <p>Ms. Coenen reviewed:</p> <ul style="list-style-type: none"> The upcoming “single mom” initiative from Governor’s office and First Lady. Focus group sessions have been underway to attain feedback on industry-specific workforce needs. 8/26/22 was the “Healthcare Focus Group” and 9/21/22 was the “Hospitality Focus Group” – “Thank You” Ms. Olson and Mr. Havard, respectively. This is an ongoing project. 	
7	<p>Adjournment</p> <p>Meeting adjourned at 3:49 pm.</p>	

Respectfully submitted,
Kaz Kasal, Executive Coordinator

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Adjournment

INFORMATION / DISCUSSION / ACTION ITEMS



CODE® Diagnostic Healthcheck

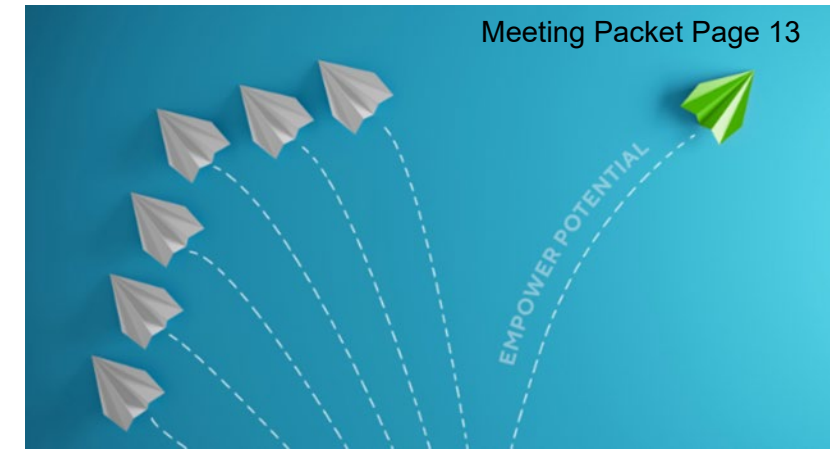
December 2022

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 **curium**

Agenda



- Our Approach – CODE® Diagnostic Healthcheck
- Executive Summary & Findings
- Priorities
- Next steps



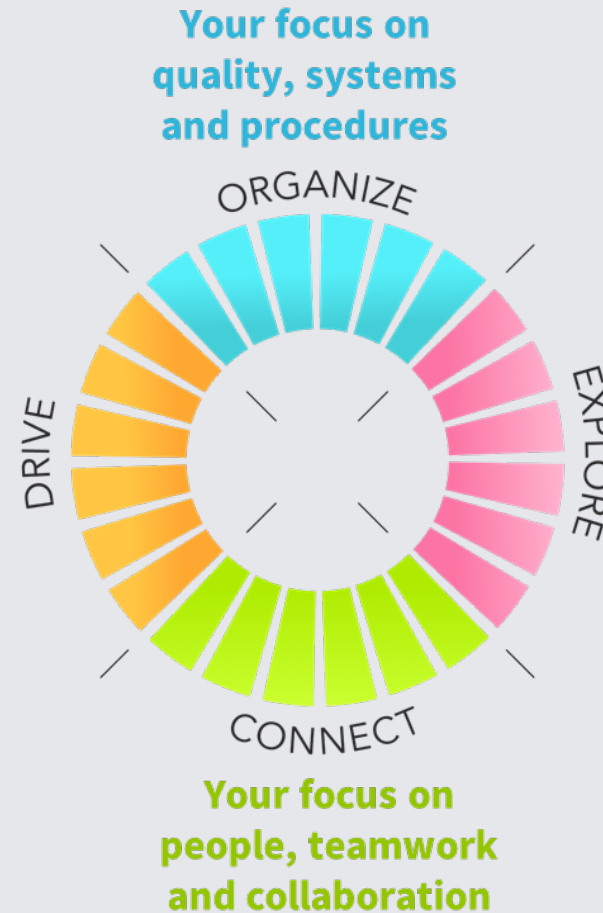
Our Approach – CODE Diagnostic Healthcheck

CODE Diagnostic Healthcheck

Using the CODE 'ecosystem' we mobilize a series of activities; then combine the findings with our extensive research and experience, to create a blueprint you can use to develop the culture and performance in your organization.



**Your focus on
results, actions
and outcomes**



**Your focus on
creativity,
inspiration and
the future**

CODE Diagnostic Healthcheck



OUR 5 STEP PROCESS

Desktop Analysis

Review and analysis of any key documents as part of the preparation for the Healthcheck.

Communications – People Readiness

Work with you on a communications approach that engages and readies people to participate, increasing the sense of ownership.

1 on 1 Interviews with Key Executives and Leaders

Questions asked and statistics gathered to establish both qualitative responses and quantitative data.

Group Engagement

Engage the team to ensure we have a broad range of views and input from across the different levels/roles in the team/business.

Key Findings and Recommendations Report

Schedule a playback session and share our recommendations/key data insights to enable the organization's future.

Executive Summary and Findings

Executive Summary

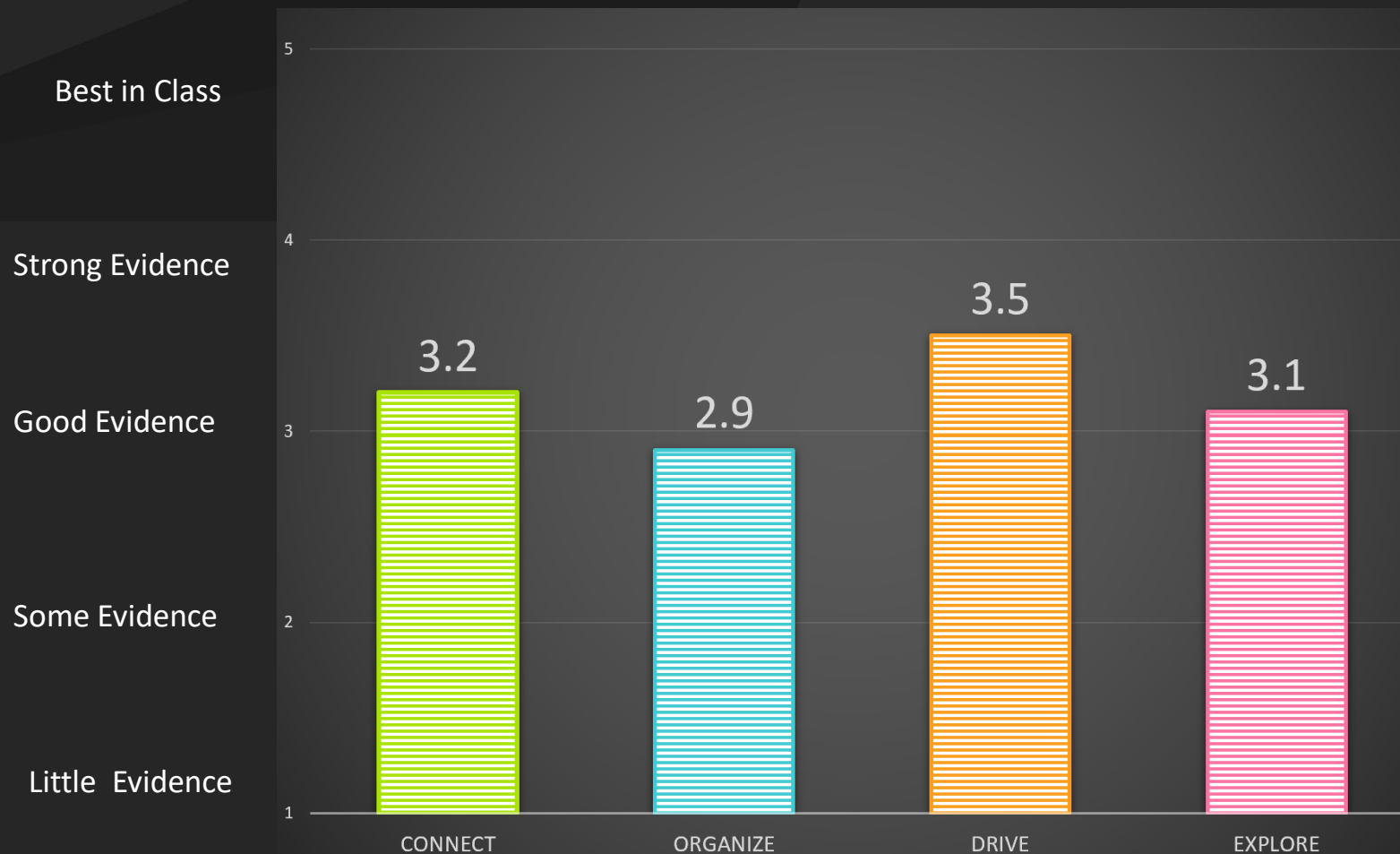


- Career Source Central Florida (CSCF) has a strong level of expertise, knowledge, services, and talented people that perform to a high standard.
- The Executive team is held in high regard across the organization.
- Following the Sterling Assessment, there is evidence that a number of initiatives have been implemented to further strengthen the organization.
- For the business to be more “relationship-driven” and less “transactional”, the leaders need to shift behaviors towards “relationship” by increasing the time spent leading and coaching and less on “transactional” managing. Some of the processes draw them into manager mode and limit them being leaders, but people would also benefit from some key skills development.
- Regulation could create a perception or mindset of “complexity” which can drip into all areas of the organization.
- While the organization performs to a high standard, there is an opportunity to create consistency and higher impact in execution.
- It is very clear to everyone across the business what good looks like when it comes to performance.
- There is a culture of continuous improvement, evidenced across the many improvements that have been made and continue to be made.
- This Diagnostic Healthcheck has identified areas that can be further improved which if acted upon, would accelerate the journey to realizing the full potential of this well-established organization.



Summary

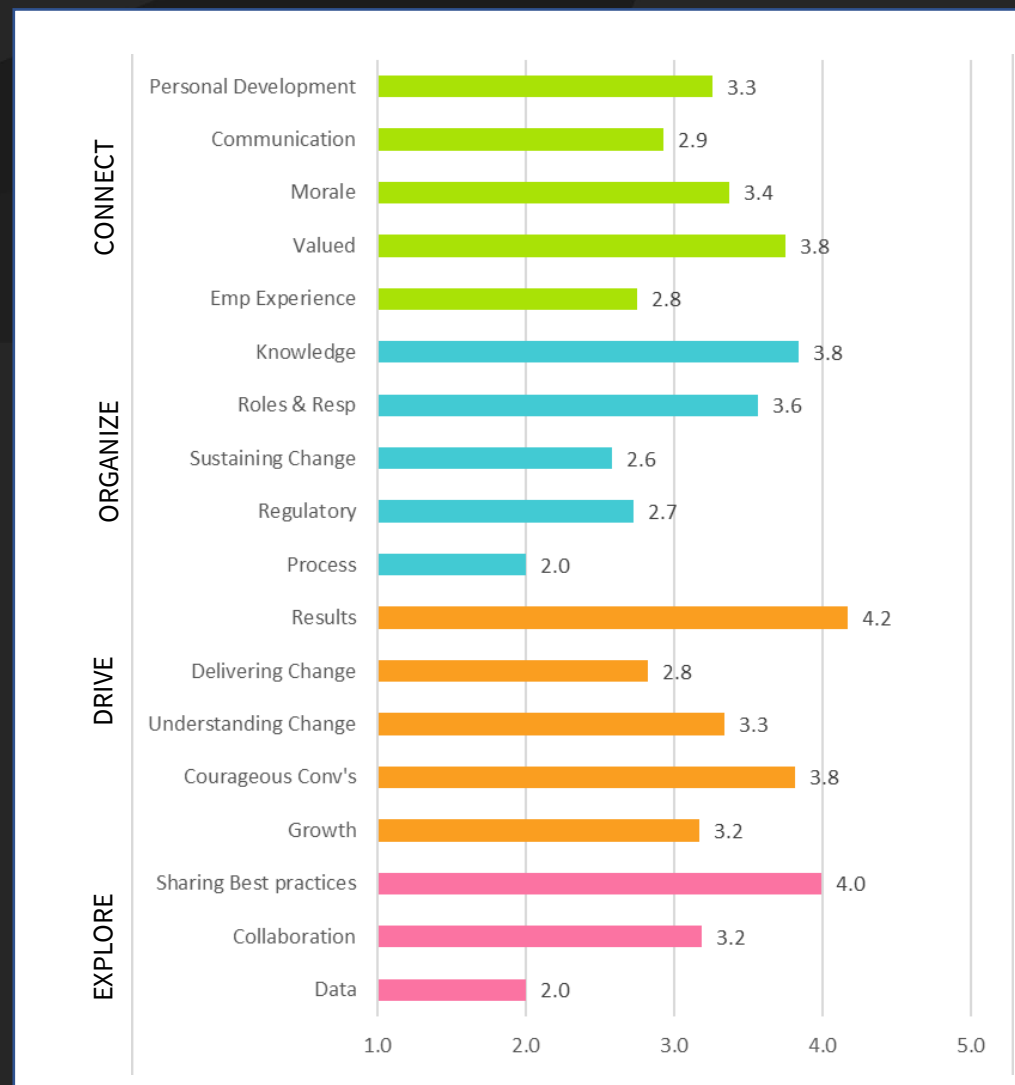
The below shows the overall combined scores from the data we gathered. CSCF scores are above average in comparison to typical findings in other organizations.





Breakdown by Question Data

The below shows the difference between the categories.



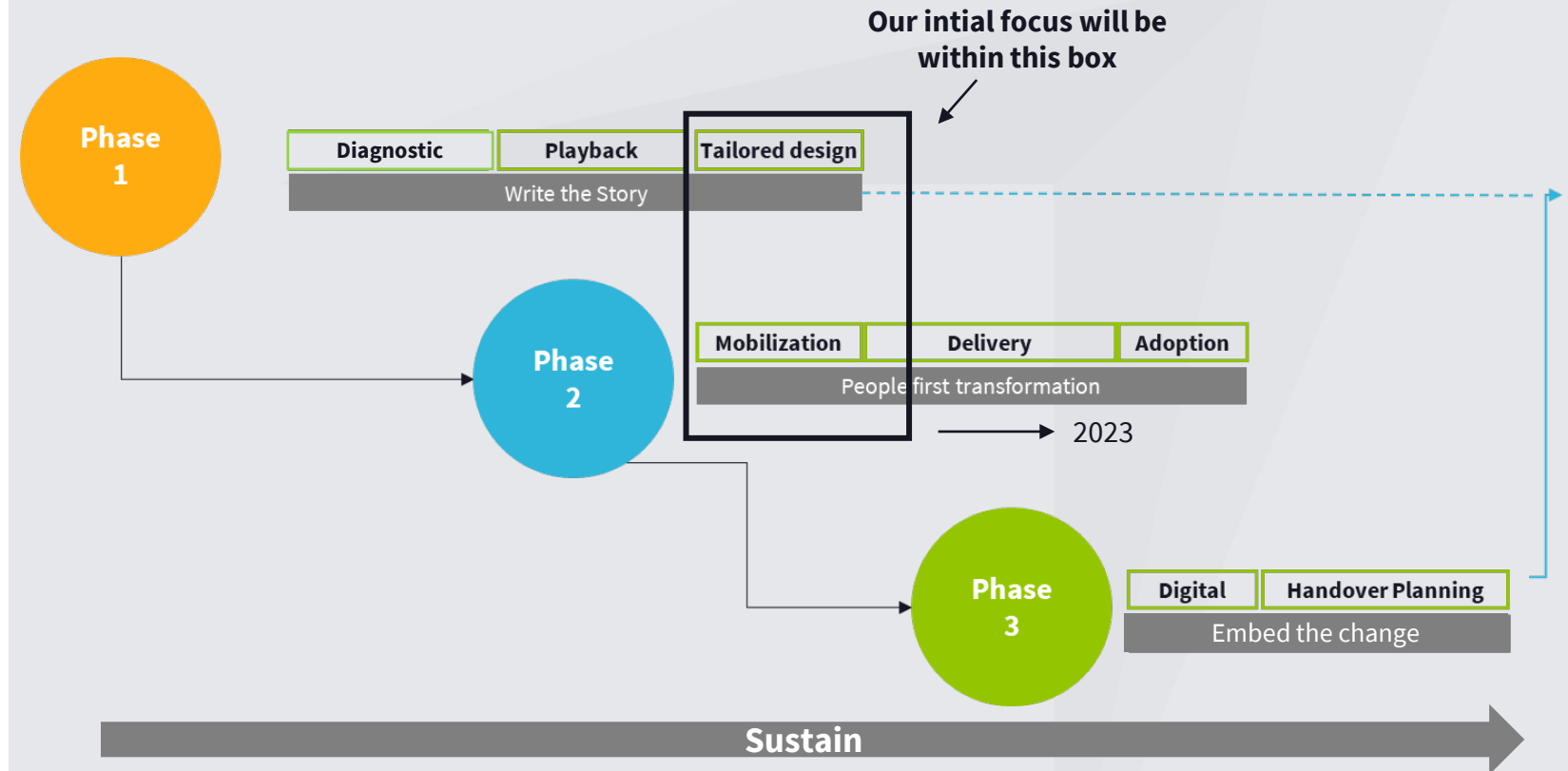
Priorities

Initial Team Priorities

	Recommendations	Effort	Impact	Ranking
BRILLIANT AT THE BASICS	<ul style="list-style-type: none"> Invest in developing the business consultants to be fit for the future direction. Reset expectations around the role, how to build relationships, increase confidence, think about good “account management” and clearer processes for them to follow. (Links back to part of the need to improve the customer experience). Merged in here recommendation number 5 as similar outcomes 	4.5	4.8	1
BRILLIANT AT THE BASICS	<ul style="list-style-type: none"> Customer experience needs process mapping end to end. Recommend this is done with the staff, not to them. To also include in review: simplification of customer language/ language guide, SLAs, business acumen i.e., having partnership conversations. Clear on who owns what stage and where improvements can be made to attract, deepen, retain and create advocacy from our clients 	4	5	2
BRILLIANT AT THE BASICS	<ul style="list-style-type: none"> Accelerate the middle managers development – ensure it’s a clearly defined and cohesive program that equips them to perform their role and the role you need of them in the future 	3.8	4.8	3
RESILIENCY	<ul style="list-style-type: none"> Creating the LLC – Setting this up and dealing with the REACH Act changes in parallel, could cause overload of the business: <ol style="list-style-type: none"> 1. Need more experience in how to size the change than the organization currently has. Cannot be a “side project”. 2. Next step would be to fully conduct an analysis and planning phase (include scenarios) so you can make an informed decision around it. 3. This would cover costs, skills gap, TOM, roadmap, risk assessment, how it generates revenue, how to split the resources that are paid for by the government vs the LLC. 4. People want to know what might this journey ahead look like. Need a strong story internally and externally. 	4.6	4.8	4
BUILDING CHANGE & INNOVATION	<ul style="list-style-type: none"> Lift PMO up to the next level – conduct a review and relaunch, increase quality of approach, increase internal expertise on this team and improve organizational understanding 	3.1	4.3	5
BRILLIANT AT THE BASICS	<ul style="list-style-type: none"> Data mapping workshop - Every person raised their hand that consistency is an issue, integration of all departments data - better data sharing between depts. We need to be effective and efficient today before we start adding new changes 	3.6	4.4	6
BUILDING CHANGE & INNOVATION	<ul style="list-style-type: none"> Increase understanding on change management. More focus on the why and clearer on go/no go decision making to help with prioritizing 			7
BUILDING CHANGE & INNOVATION	<ul style="list-style-type: none"> The organization could be well placed to consider 4DWW which may also serve as a retention and recruitment strategy 	2	4.5	8
RESILIENCY	<ul style="list-style-type: none"> Scale up the contact center - An opportunity to turn it into a full operational support center to support the future growth strategy. Will need to consider costs and required Target Operating Model, impacts from the REACH Act, run forecast and demand modeling etc. Need to map out the desired state then work through a fit gap analysis between now and future. 	4	4.7	9
BUILDING CHANGE & INNOVATION	<ul style="list-style-type: none"> Assessment tools. Pain point on customers dropping out - should we use a tool like CODE for recruitment? 	3	5	10
BUILDING CHANGE & INNOVATION	<ul style="list-style-type: none"> People want to be involved in the change sooner: create a Change Ambassadors' program - selected at grassroots and involved in the longer-term growth opportunities 	2.6	4.3	11
BUILDING CHANGE & INNOVATION	<ul style="list-style-type: none"> Change management training and toolkit 	3	4	12

Next Steps

Our Execution Strategy





Q1

Q2

Q3

Q4

Mobilize “Simplification Program” aka Brilliant at the Basics

Implementation (Future Integration Readiness)

Commission official **Analysis and Planning Review** for LLC

Brilliant at the Basics Executed:

- Improved Customer Experience
- Improved Data
- Contact Center scale up plan ready
- Shared Services Model evaluated

REACH Act Outcome

REACH Act Integration

New Entity(s) Go Live
(with all the above infrastructure setting it up for success in place)

Disclaimer

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Executive Committee Charter

Purpose:

The Executive Committee reports to the Board of Directors, and is authorized to exercise full authority of the Board of Directors:

1. In the management of the Board's business between meetings of the Board of Directors, except where full board has authority as required by state or federal statute.

Responsibilities:

- Provide support and oversight to the President in overall governance of CareerSource Central Florida.
- Evaluate executive performance and recommend compensation.
- Review and present to the full Board for approval procurements for contracts equal to or in excess of \$150,000.
- Review and approve the full Board meeting agendas.

Skills/Expertise:

- Member of the Board.
- Interest in Board leadership.
- Previous service leading a CareerSource Central Florida committee desired.
- Willingness to engage monthly with CareerSource Central Florida activities.

Structure:

- The Executive Committee will have a minimum of five members, consisting of the officers and the chairs of the standing committees, and additional members to ensure that there is representation across the five counties.
- Agenda and minutes are kept and published on the CareerSource Central Florida website and supplied to committee in written form via email one week prior to meetings.
- The Chair of the Board appoints other members of the Committee who are not committee chairs or officers.
- The Chair of the Board of Directors serves as the Chair of the Executive Committee and may choose to appoint another member of the Executive Committee to serve in such capacity.

To: Executive Committee
From: Lorri Shaban, Vice President – Strategic Partnerships + Development
Subject: RFP for Management Consultant to lead Level Up Orange Education and Training Tools Initiative
Date: December 8, 2022

PURPOSE

Select a management consultant to support a learning sciences initiative as part of CSCF's \$15.3 million Level Up Orange (LUO) grant. The consultant will work with CSCF over the next 24 months to develop and oversee a number of pilot projects that leverage best-in-class learning sciences to increase trainee engagement, motivation and skills acquisition.

BACKGROUND

A request for proposal (RFP) was issued on November 4, 2022, seeking proposals to identify an expert partner to co-develop a number of pilot projects in state-of-the-art education and training tools that supplement curriculum and skill acquisition across a number of local career clusters.

This partner is sought for their subject-matter expertise in educational technologies/learning sciences to help employers better assess new hires; improve entry-level skill acquisition; upskill existing employees most efficiently; and/or showcase their careers to youth in the most engaging manner.

An initial list of pilot projects includes:

1. A report on current state-of-the-art tools that assess aptitude, career preferences and transferable skills for both youth and transitioning adult career-seekers
2. Development of a virtual cybersecurity training range with real-world applicable exercises to most effectively train high school and post-secondary students in less than 12 months
3. Development of mixed reality and/or other state-of-the-art technological mobile and/or web-based applications for upskilling existing workers within 90 days
4. Development of a mobile application with cloud-based storage in which a student/trainee can capture and chronicle the application of new skills via photos, video and document hosting
5. Development of a mobile and/or web-based application to support "power skills" training via avatar, real-time biofeedback capture, or other enabling technologies to accelerate practice/learning in skill areas
6. A comprehensive report detailing best-in-class job simulators to encourage young people to learn about field jobs/careers that are difficult to visit and interact with in real life, e.g. emergency healthcare, semiconductor/cleanroom manufacturing, etc.

Staff set a budget of \$300,000 for a management consultant only; pilot projects will be funded with additional LUO grant funding.

Advance notification of legal notice publication was provided to seventeen (17) organizations deemed capable of providing consulting services. Proposals were submitted by the following: (1) Global Business Solutions, LLC, (2) Quantum Improvements Consulting LLC, (3) Soar Technology, Inc., and (4) Pivot Business Consulting.

RECOMMENDATION

The Review Team reviewed submitted proposals, provided individual scores for each Proposer, then met to discuss. The submitted averaged scores representing the team's recommended scores and rankings are shown in the matrix below:

SUMMARY OF EVALUATED AVERAGE POINTS & RANK BY PROPOSER				
	<i>Proposer Name</i>			
	Quantum Improvements Consulting LLC	Soar Technology, Inc.	Global Business Solutions, LLC	Pivot Business Consulting
	\$299,989.25	\$299,746.79	\$300,00.48	\$1,550,000.00
	94.3	86.7	79.3	30.7
Ranking	1	2	3	4

ACTION

Based on the final averaged scores, the review team recommends staff be granted approval to begin negotiations with the top proposer: Quantum Improvements Consulting LLC.

12/15/22 CONSORTIUM & BOARD MEETING AGENDA

DRAFT

Agenda Item	Topic	Presenter	Action Item
1.	Welcome <ul style="list-style-type: none"> • Pledge of Allegiance 	Mayor Demings	
2.	Recognition of Board Services – Departing Board Member	Jody Wood	
3.	Roll Call: Consortium / Establishment of Quorum Roll Call: Board / Establishment of Quorum	Kaz Kasal	
4.	Public Comment		
5.	Consortium Consent Agenda <ul style="list-style-type: none"> A. Approval of Minutes: 6/23/22 Consortium-Board Meeting B. WIOA Plan 	Mayor Demings	X
6.	Consortium Discussion / Action Items <ul style="list-style-type: none"> A. Vice Chair Nomination B. Approval of Board Appointments C. Grievance 	Mayor Demings	X X
7.	President's Report <ul style="list-style-type: none"> A. Finance Report 	Pam Nabors Leo Alvarez	
8.	Other Business		
9.	Adjournment of Consortium	Mayor Demings	

12/15/22 BOARD OF DIRECTORS MEETING AGENDA

Agenda Item	Topic	Presenter	Action Item
10.	Spotlight Story	Mimi Coenen	
11.	Board Consent Agenda	Jody Wood	X
	A. 10/6/22 Board Meeting Draft Minutes		
	B. FY 2022-2023 Budget Adjustments (Finance)		
	C. CSCF New Training Providers (Career Services)		
	D. Amendment to Accounting Policy – Check Signature Authority (Finance)		
12.	Information / Discussion / Action Items		
	A. Chair's Report	Jody Wood	
	B. Committee Reports		
	1) Executive (<i>met on 12/8/22</i>)	Jody Wood	
	a) Level Up Orange Education & Training Tools Management Consultant RFP		X
	2) Audit (<i>no report</i>)	Sheri Olson	
	3) Career Services (<i>met on 11/17/22</i>)	Andrew Albu	
	a) 2023 Summer Youth Programs RFP		
	➤ Engage		X
	➤ Explore		X
	4) Community Engagement (<i>no report</i>)	David Sprinkle	
	5) Facilities Ad Hoc (<i>met on 11/16/22</i>)	Matt Walton	
	6) Finance (<i>met on 10/19/22</i>)	Eric Ushkowitz	
	7) Governance (<i>no report</i>)	Richard Sweat	
	8) Revenue Diversity & New Markets (<i>met on 11/30/22</i>)	Eric Jackson	

12/15/22 BOARD OF DIRECTORS MEETING AGENDA

Agenda Item	Topic	Presenter	Action Item
13.	Insights A. Legislative Update	Chris Carmody GrayRobinson	
14.	Other Business		
15.	Adjournment		

Upcoming Meetings:

Board 2/23/23 9:00 a.m. - 10:30 a.m.

Committee Meetings:

- **Governance** 1/11/23 3:00 p.m. – 4:30 p.m.
- **Audit & Finance** 1/18/23 1:30 p.m. – 3:00 p.m.
- **Career Services** 1/26/23 3:00 p.m. – 4:30 p.m.
- **Community Engagement** 2/2/23 3:00 p.m. – 4:30 p.m.
- **Executive** 2/16/23 2:00 p.m. – 3:30 p.m.

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OTHER BUSINESS



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► **Adjournment**

ADJOURNMENT



THANK YOU!



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