



# EXECUTIVE COMMITTEE MEETING

CareerSource Central Florida | 5/29/25

[CareerSourceCentralFlorida.com](https://www.CareerSourceCentralFlorida.com)





# 5/29/25 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 Virtual Meeting

When: Thursday, May 29, 2025  
2:00 p.m. – 3:30 p.m.

Where: CSCF Administration Office  
390 N. Orange Ave., Suite 700 (7<sup>th</sup> Floor)  
Orlando, FL 32801

or

Virtual Option via Zoom:

Link: <https://careersourcecf.zoom.us/j/81685812572?pwd=oCLIdO5P8dCuhkJBB09jyI9laWcXWf.1>

Dial In: 1 (929) 205-6099 / Meeting ID: 816 8581 2572 / Passcode: 657334

## 5/29/25 EXECUTIVE COMMITTEE MEETING DETAILS

<b>Agenda Item #</b>	<b>Topic</b>	<b>Presenter</b>	<b>Action Item</b>
1.	Welcome	Richard Sweat	
2.	Roll Call / Establishment of Quorum	Kaz Kasal	
3.	Public Comment		
4.	Approval of Minutes <a href="#">A. 2/20/25 Executive Committee Meeting</a>	Richard Sweat	X
5.	Action Items / Information / Discussion A. Chair’s Report B. President’s Report C. Committee Reports 1) Executive ( <i>met on 5/29/25</i> ) 2) Audit ( <i>no meeting</i> ) 3) Finance ( <i>met on 4/10/25 &amp; 6/4/25</i> ) 4) Career Services ( <i>met on 4/22/25</i> ) 5) Community Engagement ( <i>met on 6/2/25</i> ) 6) Facilities Ad Hoc ( <i>no meeting</i> ) 7) Governance ( <i>met on 5/14/25</i> ) 8) Revenue Diversity & New Markets ( <i>met on 5/28/25</i> ) <a href="#">E. 6/12/25 Board Meeting Agenda</a> <a href="#">F. President &amp; CEO Performance Review</a>	Richard Sweat Pam Nabors  Richard Sweat Matt Walton Eric Ushkowitz Andrew Albu David Sprinkle Matt Walton Sheri Olson John Gill  Dyana Burke	X
6.	Other Business		
7.	Adjournment		



Meeting Details

Meeting Agenda

**Welcome**

Roll Call

Public Comment

Approval of Minutes

Information/  
Discussion/  
Action Items

Other Business

Adjournment

# WELCOME



Meeting Details

Meeting Agenda

Welcome

► Roll Call

Public Comment

Approval of Minutes

Information/  
Discussion/  
Action Items

Other Business

Adjournment

# ROLL CALL / ESTABLISHMENT OF QUORUM



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/  
Discussion/  
Action Items

Other Business

Adjournment

# PUBLIC COMMENT



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

► **Approval of Minutes**

Information/  
Discussion/  
Action Items

Other Business

Adjournment

# APPROVAL OF MINUTES



**DRAFT**  
**Executive Committee Meeting**

Thursday, February 20, 2025, 2:00 p.m.

**MINUTES**

**MEMBERS PRESENT:** Richard Sweat, Andrew Albu, John Gill, Jeff Hayward, Sheri Olson, Eric Ushkowitz, and Matt Walton

**MEMBERS ABSENT:** David Sprinkle

**STAFF PRESENT:** Pam Nabors, Tadar Muhammad, Leo Alvarez, Dyana Burke, Emily Kruszewski, Sean Masherella and Kaz Kasal

**GUESTS PRESENT:** Heather Ramos / GrayRobinson

Agenda Item	Topic	Action Item / Follow Up Item
1	<b>Welcome</b> Mr. Sweat, CSCF Chair, called the meeting to order at 2:02 p.m.	
2	<b>Roll Call / Establishment of Quorum</b> Ms. Kasal, Executive Coordinator, reported a quorum present.	
3	<b>Public Comment</b> None offered.	
4	<b><u>Approval of Minutes – 12/5/24 Executive Committee Meeting</u></b> <ul style="list-style-type: none"> <li>Reviewed minutes (attachment).</li> </ul>	Mr. Walton made a motion to approve the draft minutes from the 12/5/24 Executive Committee meeting. Mr. Gill seconded; motion passed unanimously.
5	<b>Information / Discussion / Action Items</b>  <b><u>Action Items:</u></b> <ul style="list-style-type: none"> <li>Reviewed action memo on Banking Services Recommendation (attachment). Mr. Alvarez, CFO, explained with CSCF now handling a diverse range of funding sources, it necessitated the need for more robust and reliable banking services. Mr. Alvarez reviewed action memo which outlined the request for proposals' process and timeline. A review team, which included board member Matt Walton, evaluated and ranked proposals received.</li> </ul>	Mr. Hayward made a motion to forward for Board's final approval to allow staff to negotiate with the highest-evaluated proposer, JP Morgan Chase Bank. Mr. Gill seconded; motion passed unanimously.





	<ul style="list-style-type: none"> <li>Reviewed action memo on "2025 Summer Youth Explore &amp; Engage Programs Contract Renewal Budget" (attachment), with request to renew contracts with vendors as listed on the memo. This action will need to be approved by two-thirds vote of <u>Board</u>, a quorum having been established.</li> </ul> <p><b>President's Report</b></p> <ul style="list-style-type: none"> <li>Ms. Nabors, CEO provided below highlights:             <ul style="list-style-type: none"> <li>Presented CSCF's proposed Value Proposition: "We deliver personalized career support and skill development to bridge success between people and business."</li> </ul> <p><u>Committee input:</u></p> <ul style="list-style-type: none"> <li>Liked the personalized approach and "bridge success" on helping both career seekers and businesses.</li> </ul> </li> <li>CSCF continues to receive A+ rating</li> <li>Programs/Partnerships update:             <ul style="list-style-type: none"> <li>High School Career Express – kicked off its spring program.</li> <li>Gearing up for Summer Youth 2025.</li> <li>Partnering with City of Altamonte Springs with Innovation Global Lab.</li> <li>CFHLA – 2<sup>nd</sup> annual event 2/6/25; Nilda presented on workforce outlook for hospitality &amp; tourism.</li> <li>Education &amp; Industry Consortium – ongoing innovation discussions.</li> <li>Chris Carmody to provide legislative updates at Board meeting.</li> </ul> </li> </ul> <p><b>Committee Reports</b></p> <p><u>Audit</u> Mr. Walton, Audit Committee Chair, stated the Committee met jointly with the Finance Committee on 1/15/25. The Committee approved the below items, which will be forwarded to Board's Consent Agenda for final approval:</p> <ul style="list-style-type: none"> <li>Acceptance of 2 CFR 200 Audit Report be performed by auditors Cherry Bekaert (clean audit, no findings on compliance, no significant deficiencies or materials weaknesses).</li> <li>Acceptance of 403(b) Retirement Plan Audit Report.</li> <li>Acceptance of Florida Commerce's financial monitoring results.</li> </ul> <p><u>Career Services</u> Mr. Albu, Career Services Committee Chair, stated Career Services Committee met on 11/14/24 and 2/13/25.</p>	<p>Ms. Olson made a motion to forward for Board's final approval to:</p> <ol style="list-style-type: none"> <li>1) Renew contracts with program provider vendors, as listed on memo under "Explore Program" chart with budget not to exceed \$455,000.</li> <li>2) Renew contracts with program provider vendors, as listed on memo under "Engage Program" chart with budget not to exceed \$653,000.</li> </ol> <p><b>Mr. Walton seconded; motion passed unanimously.</b></p> <p><i>Staff to provide data showing growth and reach with youth over the last 5 years. Career Services can look more in depth on this data, as well as plan moving forward to show value and build momentum at its next Committee meeting, then provide at next Board Meeting.</i></p>
--	--	---



	<p>At 11/14/24 meeting:</p> <ul style="list-style-type: none"><li>- Reviewed scorecard through 1<sup>st</sup> quarter vs. 1<sup>st</sup> quarter previous year.</li><li>- Reviewed Level Up Orange goal vs. actual.</li><li>- Discussed the challenges keeping the Temporary Assistance for Needy Families (TANF) participants engaged and understanding importance of gainful employment.</li><li>- Reviewed workforce operations updates.</li><li>- Received an update on Education &amp; Industry Consortium.</li></ul> <p>At 2/13/25 meeting:</p> <ul style="list-style-type: none"><li>- Reviewed scorecard through 2<sup>nd</sup> quarter (7/1/24 <a href="#">thru</a> 12/31/24.)</li><li>- Reviewed and provided input on proposed CSCF Value Proposition.</li><li>- Discussed: <i>"How do we get larger companies to support and help with workforce issues?"</i> and suggested ways CSCF can be more proactive and better engaged.</li><li>- Received legislative updates.</li><li>- Reviewed new "4-E" Service Delivery Model.</li><li>- Reviewed workforce operations and strategic initiatives updates.</li></ul> <p><u>Community Engagement</u></p> <p>Ms. Kruszewski, on behalf of Mr. Sprinkle, Community Engagement Committee Chair, stated committee met on 11/21/24 and 2/12/25.</p> <p>At 11/21/24 meeting:</p> <ul style="list-style-type: none"><li>- Received government affairs update.</li><li>- Reviewed updates on CSCF website refresh.</li><li>- Survey sent to Committee for their feedback on the development of the website.</li><li>- Reviewed importance of unified voice for CSCF messaging that resonates with customers.</li></ul> <p>At 2/12/25 meeting:</p> <ul style="list-style-type: none"><li>- Received government affairs update</li><li>- Reviewed and provided input on proposed CSCF Value Proposition.</li><li>- Reviewed strategies and goals on CSCF's "Unified and Integrated Communications Plan."</li><li>- Reviewed "Highlights &amp; Horizons" internal monthly communication to staff.</li><li>- Reminded Committee to take survey on website refresh.</li></ul>	
--	--	--



	<p><u>Facilities Ad Hoc</u> Mr. Walton, Facilities Ad Hoc Committee Chair, stated Committee will meet on 3/7/25.</p> <p><u>Finance Committee</u> Mr. Ushkowitz, Finance Committee Chair, reported the Committee met jointly with the Audit Committee on 1/15/25. The Committee reviewed update on CSCF's Retirement Plan and financials through 2<sup>nd</sup> quarter (7/1/24 thru 12/31/24). The Committee also approved the below items, which will be forwarded to Board's Consent Agenda for final approval:</p> <ul style="list-style-type: none"> <li>- Retirement Plan Recommendation – ability to set performance and company-wide goals in Top Hat Plan.</li> <li>- Transfer of Authority of WIOA Adult/DW Funding.</li> </ul> <p><u>Governance</u> Ms. Olson, Governance Committee Chair, stated Committee met on 2/5/25 and reviewed:</p> <ul style="list-style-type: none"> <li>- Proposed revisions to the Bylaws. These proposed revisions will be brought forth under Governance Committee report-out. Two-thirds of Board need to approve, a quorum having been established.</li> <li>- Board Demographics: from historical to current, all categories are moving in the right direction.</li> <li>- Board Engagement results through 2<sup>nd</sup> Quarter: Participation: 56% on track toward annual goal of 24 hours, Demonstration: 100% have engaged in at least one activity; Contribute: 47% through 12/31/24; however, it is now 57% to date.</li> <li>- Received Enterprise Risk update.</li> </ul> <p><u>Revenue Diversity and New Markets</u> Mr. Gill, Revenue Diversity and New Markets Committee Chair, stated the Committee met on 1/29/25 and reviewed:</p> <ul style="list-style-type: none"> <li>- Mid-Year results (7/1/24 thru 12/31/24) – currently at 84% of annual goal of \$6M.</li> <li>- Committee advised CSCF to make sure board understands annual contribution goal is by CSCF PY vs. calendar year.</li> <li>- Reviewed Development Plan to strategically diversify revenue and ensure long-term financial stability via three buckets: 1) public funding; 2) private funding and 3) revenue-generating</li> <li>- Reviewed strategic investment policy update.</li> </ul> <p><u>2/27/25 Board Meeting Agenda:</u></p> <ul style="list-style-type: none"> <li>- Reviewed agenda for upcoming Board Meeting (attachment).</li> </ul>	
--	--	--



6	<b>Other Business</b> <ul style="list-style-type: none"><li>• None offered</li></ul>	
7	<b>Adjournment</b> Meeting adjourned at 3:13 pm	

Respectfully submitted,  
Kaz Kasal, Executive Coordinator





Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/  
Discussion/  
Action Items

Other Business

Adjournment

# INFORMATION / DISCUSSION / ACTION ITEMS



# **CHAIR'S REPORT**



# **PRESIDENT'S REPORT**

# REPORTS BY COMMITTEE CHAIR

**Audit**

**Matt Walton**

**Career Services**

**Andrew Albu**

**Community Engagement**

**David Sprinkle**

**Facilities Ad Hoc**

**Matt Walton**

**Finance**

**Eric Ushkowitz**

**Governance**

**Sheri Olson**

**Revenue Diversity & New Markets**


**John Gill**

[RETURN TO AGENDA](#)



# 6/12/25 BOARD OF DIRECTORS MEETING AGENDA **DRAFT**

	Agenda Item #”	Topic	Presenter	Action Item
<div>Meeting Details</div> <div>Meeting Agenda</div> <div>Welcome</div> <div>Roll Call</div> <div>Public Comment</div> <div>Spotlight Story</div> <div>Board Recognition</div> <div>Consent Agenda</div> <div>Information/ Discussion/ Action Items</div> <div>Other Business</div> <div>Adjournment</div> <div>Appendix</div>	1.	Welcome <ul style="list-style-type: none"><li>Pledge of Allegiance</li><li>Roll Call / Establishment of Quorum</li><li>Public Comment</li><li>Host Welcome</li></ul>	Richard Sweat	
	2.	Spotlight Story	Tadar Muhammad	
	3.	Recognition of Board Service	Pamela Nabors	
	4.	<a href="#">Consent Agenda</a> <ul style="list-style-type: none"><li>A. <a href="#">4/15/25 Board Meeting – Minutes</a></li><li>B. <a href="#">Proposed 2025-2026 Board-Committee Meeting Schedule</a></li><li>C. <a href="#">Finance Committee Charter (<i>Finance</i>)</a></li><li>D. <a href="#">Training Provider Recommendations to EPTL List (<i>Career Services</i>)</a></li></ul>	Richard Sweat	X
	5.	Information / Discussion / Action Items <ul style="list-style-type: none"><li>A. <a href="#">Chair’s Report</a></li><li>B. <a href="#">President’s Report</a></li><li>C. <a href="#">Finance Report</a></li><li>D. <a href="#">Committee Reports</a><ul style="list-style-type: none"><li>1) Executive (<i>met on 5/29/25</i>)</li><li>2) Audit (<i>no meeting</i>)</li><li>3) Career Services (<i>met on 4/22/25</i>)</li><li>4) Community Engagement Committee (<i>met on 6/2/25</i>)</li><li>5) Facilities Ad Hoc (<i>no meeting</i>)</li><li>6) Finance (<i>met on 4/10/25 &amp; 6/4/25</i>)<ul style="list-style-type: none"><li>a) <a href="#">Approval of FY 2025-2026 CSCF Budget</a></li></ul></li><li>5) Governance (<i>met on 5/14/25</i>)<ul style="list-style-type: none"><li>a) <a href="#">Slate of Officers</a></li><li>b) Board Contribution</li></ul></li><li>7) Revenue Diversity &amp; New Markets (<i>met 5/28/25</i>)</li></ul></li></ul>	Richard Sweat Pamela Nabors Eric Ushkowitz	
			Richard Sweat Matt Walton Andrew Albu David Sprinkle Matt Walton Eric Ushkowitz	
			Sheri Olson	X
				X
			John Gill	

<a href="#">Meeting Details</a>
 <a href="#">Meeting Agenda</a>
<a href="#">Roll Call</a>
<a href="#">Welcome</a>
<a href="#">Public Comment</a>
<a href="#">Spotlight Story</a>
<a href="#">Board Recognition</a>
<a href="#">Consent Agenda</a>
<a href="#">Information/ Discussion/ Action Items</a>
<a href="#">Other Business</a>
<a href="#">Adjournment</a>
<a href="#">Appendix</a>

Agenda Item #	Topic	Presenter	Action Item
6.	Insight	Adrienne Johnston	
7.	Other Business		
8.	Adjournment		

**Upcoming Meetings:**  
See proposed 2025-2026 Consortium & Board Master Calendar (under Consent Agenda)

**CSCF YEAR-END REVIEW – PY 2024-25****Year-End Review Instructions:**

Please complete the employee performance information below and hold a performance coaching discussion with each employee to:

- Provide feedback on goal achievement and expected outcomes
- Discuss future professional development and career growth
- Establish overall performance rating

Program Year:	July 1, 2024 – June 30, 2025
Leader's Name:	Richard Sweat, CSCF Board Chair
Employee being evaluated:	Pam Nabors, CEO/President
Date:	May 19, 2025

**Part A: Goal & Job Priorities Assessment:****Goals & Job Priorities:**

- 1. Achieve an unqualified audit for CSCF in 2024-25**
- 2. Meet diversified revenue goal of \$6 million**
- 3. Meet performance targets**
- 4. Drive organizational change readiness by leading BOLD initiatives**

**Employee's Self Evaluation:** (please describe your accomplishments, what has worked, what has not, challenges, any action items for improvement, etc.)

The Program Year 2024-2025 has been one of continued growth but also that of positioning for organizational change. **(1)** CSCF again received an unqualified audit from our external auditors and no fiscal findings from Florida Commerce. **(2)** We also exceeded our diversified revenue goal as of May by over \$600K. Of note is that in this past year, the revenue diversity effort yielded just under \$1 million in awards from corporate partners

such as JP Morgan Chase and Advent health. I am enormously proud that CSCF has received these private investments which further enhance organizational resilience. **(3)** Regarding the Board performance targets, as of May we have exceeded all but the “Hired” goal- we are at approximately 50% of the 6000 hired target. Our business account relationships are well over the target of 4,000, so I anticipate the actual hired attainment will be closer to the target. Our average wage at placement for individuals who were trained and placed is \$21 per hour -\$2 greater than the previous year. Our Board has also consistently been awarded an A+ from CareerSource FL this year, for achievement on multiple measures of performance across the federal grants. **(4)** All BOLD priority initiatives for organizational change have been implemented including standing up a PMO system to be utilized across the organization; creating a value proposition to guide CSCF work moving forward; defining the customer experience to ensure excellence –this definition will now be used in 2025-2026 for all staff training and performance assessment. I have also initiated a leadership development process for potential internal candidates who are interested in succession into greater executive roles. One final goal achieved this year is the implementation of a continuous customer satisfaction survey process. Our career service customers rate CSCF services at a “9” on a 10-point scale, with candid feedback that helps us to continue service improvement.

As CSCF approaches the next program year, many changes are pending in how we deliver workforce services. Internally, we are “DOGE-ing” our policies and practices to ensure that we utilize our public funds with a high standard of efficiency and effectiveness. We also anticipate further reductions in federal funds, and therefore, are consolidating operations into four broad functions (Explore, Engage, Experience, Employ) and integrating what was previously stand-alone functions of business services and career services. CSCF will let go of two career center leases in 25-26 and integrate smaller functional “hubs” of professional staff into existing community locations such as the state colleges (Seminole, Valencia) and other key partners such as Boys and Girls Club, county community centers and adult education. I am proud that the executive leadership team is using and deploying AI techniques to create solutions to streamline the organization. During the first two quarters of 25-26 I anticipate we will reduce our FTE by 20% or 30 positions.

I am also proud of our Board engagement. We are the envy of many of my colleagues who support workforce boards and not-for-profit's. We have excellent participation from all 37 Board members – always have quorum and exceeding the target of 80%; we have 80% contribution (100% by 6/30!?) and over 100% of Board members demonstrate their



commitment to CSCF through volunteering or advocating for us in other settings. I am grateful for your support Richard in your role as Chair and as executive coach over the past 13 years. Thank you very much for your leadership, vision, and friendship.

**Leader's Comments:** (please respond to the employee's self-evaluation comments in the above section.)

From: Richard Sweat, Board Chair

Hey Pam,

You've led CSCF with brilliance in 2024-2025, delivering big wins while steering us through a transformative year. Here's a snapshot of your performance:

**Financial Wins:** You nailed the financials—clean audit (!!), no issues from Florida Commerce, and you exceeded the revenue goal by \$600K, landing nearly \$1M from partners like JP Morgan Chase and AdventHealth. Those donations set a game-changing precedent for CSCF's stability as federal funding tightens. You were ahead of the curve with the creation of the Revenue Diversity committee and it's gratifying to see your vision for sustainability paying off.

**Performance Metrics:** Despite challenges from a new federal administration, DOGE initiatives, and trade war uncertainties slowing hiring, CSCF hit nearly all board targets. Job placements averaged an impressive \$21/hour, up a jaw-dropping \$2 from just last year, and we earned an A+ from CareerSource Florida. That's outstanding!

**BOLD Moves:** Your BOLD initiatives continue to shine. Consolidating operations into community hubs with partners like Seminole and Valencia Colleges, while cutting leases and headcount, reflects the DOGE mindset we need. It's another testament to your sharp, forward-thinking leadership.

**Board Engagement:** Your knack for recruiting top-tier board members is impressive. We've got consistent quorum, contributions nearing 100%, and every member volunteering or advocating. CSCF sets the statewide benchmark for workforce boards, thanks to you.

**Looking Ahead:** As you approach semi-retirement and/or retirement, succession planning is critical. Your hard-earned success has set a high bar, and maintaining CSCF's excellence will be a considerable challenge for your successor. CSCF's success under your leadership should not be taken for granted.

Pam, your leadership has been a masterclass in vision, integrity, and leadership. Over 13 years, I've been honored to witness your professionalism and commitment to excellence. Thank you very much for the privilege of being on your board and for your friendship.

Thanks again,

Richard

## **Part B: Employee Overall Performance Assessment**

Leaders, please assess the employee's current overall performance by selecting the category below that best describes the employee's performance this program year.

Select one:

- **Exceptional/Exceeds Performance Expectations:** The staff member is an exceptional performer. You can **always** count on them. The staff member goes out of their way to **exceed** expectations.
- **Solid/Meets Performance Expectations:** The staff member is a solid performer. They **deliver** on expectations **consistently**.
- **Fails to meet expectations/Needs Improvement:** The staff member has performance improvement opportunities. They are **failing to meet** expectations. **Improvement is needed immediately.**

**Leader's Assessment of Overall Performance – Enter an “X” in the selected category**

☒ Exceptional/Exceeds Performance Expectations

☐ Solid/Meets Performance Expectations

☐ Fails to Meet Expectations/Needs Improvement

**Manager: By adding my name below, I attest I have provided the staff member accurate information regarding their end-of-year performance.**

Leader's Name: Richard Sweat

Title: Board Chair

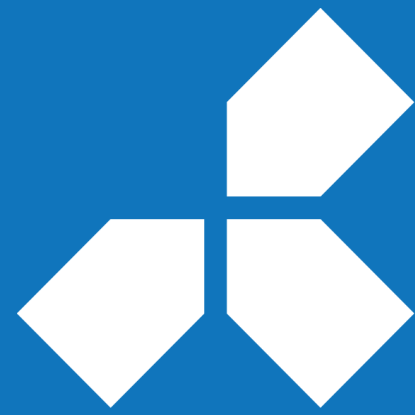
Date: 5-22-25

Employee Acknowledgement:

Date: 5-22-25

Additional Employee Comments, if applicable:

RETURN TO AGENDA



CareerSource  
CENTRAL FLORIDA

Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/  
Discussion/  
Action Items

► Other Business

Adjournment

# OTHER BUSINESS





Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/  
Discussion/  
Action Items

Other Business

▶ **Adjournment**

# ADJOURNMENT





# CONNECT WITH US



or in person by appointment, in your place of business or at one of our Career Centers.





# THANK YOU

Phone: 800.757.4598

Website: [www.CareerSourceCentralFlorida.com](http://www.CareerSourceCentralFlorida.com)

[RETURN TO AGENDA](#)