

**MINUTES OF THE
CAREERSOURCE FLAGLER VOLUSIA
CAREER PATHWAYS COMMITTEE
July 9, 2020**

A meeting of the CareerSource Flagler Volusia Career Pathways Committee was called to order via Microsoft Teams, at 9:00 a.m. on the 9th day of July 2020, pursuant to written Notice fixing said time and place; the same being filed and attached to these minutes.

Ms. Nancy Bradley Chaired the meeting and Ms. Jennifer Gosling served as the Recording Secretary. Ms. Bradley asked Ms. Gosling to call the roll.

The following members of the Career Pathways Committee were present:

Ms. Elizabeth Albert, President – Volusia United Educators
Ms. Nancy Bradley, Administrator – Daytona College, LLC
Ms. Courtney Edgcomb, President – United Way Volusia-Flagler Counties
Ms. Kim Houghton, Supervisor – Vocational Rehabilitation
Ms. D.J. Lebo, Chief Executive Officer – Early Learning Coalition of Flagler and Volusia
Mr. Arthur Loeffler, CEO/CFO – American Radionic
Mr. Matt Nelson, Business Manager – IBEW Local Union 756
Ms. Renee Stauffacher, Director – Flagler County Schools/Technical Institute
Ms. Cheryl Tanenbaum, Senior Vice President /CFO – Intracoastal Bank
Ms. Keri Wagner, Vice President – DaVita Labs
Mr. Chris Wimsatt, Vice President, Business Recruitment – Team Volusia

The following guests were also present:

Ms. Jenn Hale, Program & Monitoring Manager – CareerSource Flagler Volusia
Mr. Charlie Howell, Vice President of Business Development and Technology, CareerSource Flagler Volusia
Mr. Howard Johnson, Data/EF Manager – Eckerd Connects
Ms. Robin King, President & CEO – CareerSource Flagler Volusia
Ms. Velma Lowe, Managing Director of Operations – Career Steps, Inc.
Ms. Donna Runge, DEO Administrator – Department of Economic Opportunity
Ms. Christine Sikora, Vice President of Innovative Workforce Solutions – CareerSource Flagler Volusia
Mr. Aaron Smith, Chief Operating Officer – C2Global
Ms. Kathy Spencer, Director of Business and Career Services – Case Management, Inc.
Mr. Mack Thomas, Program Manager – Eckerd Connects
Ms. Jennifer Gosling, Executive Assistant – CareerSource Flagler Volusia

Ms. Nancy Bradley called the meeting to order and advised that the focus of the meeting was to review the proposals received in response to the Request for Proposals (RFP) for the Career Center Operator and Career and Training Services for Adults and Businesses and make recommendations to the Board. She stated that four proposals

had been sent to the Committee members in advance of the meeting. Ms. Bradley stated that the process would be similar to the Youth proposals the Committee had reviewed earlier this year; however, these proposals are in direct competition with each other, and the Youth proposals were not. She briefly reviewed the RFP timeline and explained that the review and selection of these proposals was pushed back due to the COVID-19 health crisis. Ms. Bradley explained that as a result, the Board voted to extend the current contracts for ninety days until the end of September 2020. She reminded the Committee that respondents were able to respond to either the Career Center Operator or Career and Training Services for Adults and Businesses, or they could respond to both pieces. Ms. Bradley advised that we received four proposals; two were from new respondents who opted to respond to both components, and our two current contractors who responded to just their respective pieces. She asked if Ms. Christine Sikora or Ms. Robin King had anything to say to the Committee before the proposals were reviewed individually.

Ms. Sikora clarified that while there are four proposals to review, there were essentially three options. She explained that the Committee could select one of the new respondents who would assume both roles as the Career Center Operator and the provider of Career and Training Services for Adults and Business, or they could select the two proposals received from our current contractors who responded to their individual pieces since they work in tandem with each other. Ms. Bradley asked if the Committee had any questions regarding Ms. Sikora's comments. With none being heard, she began the review.

C2Global

Ms. Bradley asked the Committee to share their thoughts and any issues or concerns. General questions were raised on whether we have ever operated with just one contractor, and whether there were any drawbacks to having an "all-in-one" approach. Ms. King replied that many years ago, we did have a contractor that provided all services. She stated that the organizational structure has changed over the years and for a long time, Business Services and One Stop Operator were included in CareerSource Flagler Volusia's operations. Ms. King explained that with the enactment of the Workforce Opportunity and Innovation Act (WIOA), the legislation wants us to be strictly administrative with all services outsourced to contractors. She stated that while we have had one contractor before, the way we did business back then is not the same as it is today. Ms. King advised that there are pros and cons with either option.

It was noted that this respondent also works with CareerSource Brevard, and staff were asked if they had reached out to CareerSource Brevard to determine their level of

satisfaction. Ms. Sikora replied that she did reach out to their Vice President. She advised that C2Global has provided services for them for about three years; however, some of C2Global's top leadership are based in Texas where their headquarters is located. Ms. Sikora stated that they do not provide Business Services to CareerSource Brevard, but that their proposal does include Business Services for our local area. She advised that the company is approximately ten years old and based predominately within Texas. Ms. Sikora explained that because Texas and Florida have similar workforce development strategies, they have begun to slowly expand their operations here.

Ms. Bradley asked Ms. Sikora to provide an overview of C2Global's budget. Ms. Sikora provided a side-by-side analysis of all the proposal budgets. She advised that the cost of C2Global's total proposal was for just under \$3.5 million dollars with \$2.9 million dedicated to staff salaries. Ms. Sikora advised that this amount is within an acceptable range and stated that training funds were not included in these budgets. Ms. Sikora stated that all training dollars for OJTs, Customized Trainings, ITAs and support services for job seekers do not come out of the contractors budget but are incorporated into Corporate's budget.

Ms. Sikora advised that since our current providers, Case Management, Inc. (CMI) and Career Services, Inc. (CSI) work together, she has combined their budgets. She stated that their combined staff budget would come to \$2.8 million dollars. Ms. Sikora advised that for the final respondent, ResCare, their total budget was \$2.1 million with only \$1 million dedicated to staff salaries. She stated that ResCare's proposal is almost half the cost of the other proposals, and that raised a concern for staff. Ms. Sikora stated that ResCare is proposing to have twenty-two employees. In contrast, C2Global is proposing fifty-four employees, and CMI and CSI together have planned for fifty-six employees. Mr. Arthur Leoffler stated that he noticed ResCare's fringe benefits were twenty percent compared to C2Global's fringe which was thirty-four percent. He asked about the average fringe percent. Ms. King responded that fringe is typically within twenty-eight to thirty-five percent.

Mr. Leoffler asked if ResCare could perform the work with half the staff. Ms. Sikora responded that their proposal seemed to be just for WIOA programs and the Career Center Operator. She stated that on page sixty-eight of their proposal, ResCare mentioned co-enrolling with other partner agencies to provide the Supplemental Nutrition Assistance Program (SNAP) and programs funded by Temporary Assistance for Needy Families (TANF). Ms. Sikora explained that we do not outsource these programs, and that ResCare's proposal should have included them. She advised that the low number of projected staff could be due to this outsourcing. Ms. Sikora stated that in some other states, SNAP and TANF are served by one entity and WIOA is provided through a

separate entity; however, in Florida, all of these programs are provided “under one roof”. After further discussion, the Committee agreed that if ResCare’s proposal does not encompass everything requested in the RFP, then it should not be considered.

Ms. Bradley asked if there were any other comments on C2Global’s proposal that the Committee would like to discuss. The Committee agreed that the technology in their proposal was very forward-thinking, and while C2Global is a large company, they understood what we were looking for locally. Additionally, strong electronic workflows and their commitment to staff were mentioned. The Committee noted a lack of community partnerships in the proposal and agreed that it would have been preferable if C2Global included more on this topic.

Career Steps, Inc. (CSI)

Ms. Bradley stated that CSI is our current Career Center Operator, and she opened the floor for questions and comments about their proposal. Ms. D.J. Lebo advised that she felt the proposal lacked innovation and did not envision for the future. The Committee asked about the change to the management structure discussed in the proposal. Ms. Sikora responded that in 2016 when WIOA went into effect, direct services and Career Center Operations became a responsibility of the contractors. She stated that the role of the Career Center Operator has evolved over the last four years, and that the RFP was written this year to include the management of all staff as part of the Operator’s responsibilities regardless of whether the staff work for them directly or not. Ms. Sikora advised that CSI’s proposal answers this by proposing to step into this role as a functional manager and ensuring the Career Centers have adequate staffing.

Ms. King stated that the model we have today cannot be found in any other region. She explained that if a local workforce board has two providers, the Career Center Operator’s role only negotiates with partners; the innovation is in how our region currently operates. Ms. King advised that she belongs to several national workforce development groups and has looked for other regions whose model is similar so that we could ask for their best practices. She stated that she discovered that our current model is virtually nonexistent. Ms. King noted that because of this, it may be difficult to compare the new proposals from C2Global and ResCare to that of our current providers.

A question was raised on whether the proposal included adequate staff for the job. Ms. Sikora stated that it did. The Committee asked if there were any issues with the current contracts. Ms. Sikora replied that there are no issues, and we have consistently met our federal performance measures. She stated that all of the proposals were written prior to the COVID-19 pandemic, and none of the respondents addressed how they would

respond to something of this magnitude. Ms. Sikora advised that when it came to the issues with the reemployment system as a result of COVID-19, both of our contractors transitioned their staff to remote telecommuting without any issues. Ms. Sikora stated that even with an increased number of customers, our contractors have ensured that services are delivered. Ms. King concurred and stated that in the last four months as we have dealt with the COVID-19 crises and the increased case load of SNAP, TANF, and individuals seeking unemployment assistance, she has not received a single complaint on the local level.

Case Management, Inc. (CMI)

Ms. Bradley stated that CMI is the current provider of Career and Training Services for Adults and Businesses, including Business Services. She opened the floor for discussion. A comment was made that of all the proposals received, CMI's proposal was the most difficult to follow and did not address each section of the RFP clearly or in the order in which it appeared. The Committee asked how long has CMI been a provider. Ms. King replied that they have been a provider for approximately twelve years, and their role has grown over the years. She explained that they took on Business Services four years ago when we moved away from providing direct services. Ms. Bradley asked if there have been any issues with CMI. Ms. King responded that there have not been any performance issues, they continue to meet the state and federal measures, and customer satisfaction has consistently exceeded the eighty percent threshold.

Ms. Bradley asked for a status update on our efforts to reopen to the public. Ms. King reported that we reopened our Orange City Career Center the first week of June, the Daytona Beach Career Center opened the next week, and the Palm Coast Career Center the following week. She advised that we are open by appointment only, and customers are screened first to ensure that their issues can be resolved at the local level. Ms. King stated that our case managers have been telecommuting and working with their customers virtually. She advised that we were going to start bringing staff back into the Career Centers this month; however, with the second spike in COVID-19 cases, the timeline has been extended. Ms. King reported that our IT team provided case managers with a signature software to use with customers, and staff have reported good results.

ResCare

Ms. Bradley advised that while ResCare was discussed when Ms. Sikora provided the side-by-side budget analysis, they should be considered individually. She stated that ResCare is a larger entity which currently is the One Stop Operator for twenty-seven

regions in fifteen states. Ms. Bradley asked if they also serve Florida. Ms. Sikora replied that they operate one Career Center in Miami-Dade County. Ms. Bradley stated that they have access to a lot of resources and technology due to their size, but she acknowledged some concerns which were brought up earlier. She asked the Committee for their thoughts. Ms. Courtney Edgcomb advised that the main concern was that ResCare did not respond to all of the needs of our local area, and there were several key populations that they did not propose serving directly. She recommended removing ResCare's proposal from consideration since it did not satisfy the requirements of the RFP. The Committee concurred.

Ms. Bradley asked if there was any further discussion before a motion was made. Ms. Edgcomb asked what disruptions could be anticipated if we were to select a new provider. Ms. King stated that several transitions would have to take place including staff, and we do not know how many current staff would be retained by the new provider. She advised that there would also be a transfer of files and business relationships. Ms. Bradley asked if the new contracts would be from October 2020 through June 2021. Ms. Sikora confirmed that they would.

Ms. Bradley asked for a motion. A motion to recommend retaining our current providers, CMI and CSI was made and seconded. Ms. Bradley asked for any further discussion. Ms. Edgcomb stated that due to the COVID-19 pandemic, it may not be a good time to transition to a new provider and agreed with the motion on the table. Ms. Edgcomb stated that she would encourage us to look at other opportunities in the future when we have the stability to do so. Ms. Bradley asked if there were any comments from the public. With none being heard, she called for a vote.

1. After discussion, upon motion duly made, seconded and unanimously carried, the Career Pathways Committee recommended approving the proposals from Career Steps, Inc as the Career Center Operator and Case Management, Inc. as the provider of Career and Training Services for Adults and Businesses to the Board.

Ms. Bradley thanked the Committee and advised that the last item on the agenda was to approve the minutes from the April 16, 2020 meeting. She called for a motion.

2. After discussion, upon motion duly made, seconded and unanimously carried, the Career Pathways Committee approved the April 16, 2020 minutes.

Ms. Bradley advised that she will be stepping down as the Chair of the Career Pathways Committee. As the Vice President of the Board of Directors and the Chair of the Finance

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Committee, she stated that new leadership is needed within this Committee. Ms. Bradley advised that if any Committee members are interested to please let Ms. Sikora know.

Ms. Sikora advised that she may be reaching out to several members about potential Co-Chair positions. She noted that one of the Co-Chairs must be a Board member, but the other can be solely a Committee member. With no other business being heard, the meeting was adjourned.

Recording Secretary