



Broward Workforce Development Board  
**Ad Hoc Organizational Resources Committee**  
Wednesday October 9, 2024  
12:00 Noon – 12:30 p.m.

Zoom Meeting ID: 876 7490 4962  
Zoom Password: 608003  
Zoom Call-In: 1 646 876 9923

**CareerSource Broward**  
**2890 West Cypress Creek Road, Ft. Lauderdale, FL 33309**

**This meeting is being held via a Zoom video conference.**

**PROTOCOL FOR TELEPHONE/ZOOM MEETING**

1. Please state your name when making or seconding a motion. Such as “I move the item, and your name – “Jane Doe.” Please also identify yourself when asking a question.
2. Put your phone/microphone on mute when not speaking. Don’t forget to take it off when you wish to speak. Telephone users must press \*6 to mute or unmute yourself.
3. Votes in the affirmative should be “aye” and in opposition should be “no” (delays in responding sometimes make it difficult to determine the intent of the vote).
4. Please be in a quiet area free of background noise, so we may hear you clearly when you are speaking. When using Zoom, please make sure the background is appropriate or choose one of their virtual backgrounds.
5. If you are calling and must leave the call, please don’t put your phone on hold. In some cases, we will get music or recorded messages and we will not be able to conduct business.
6. If you are using your phone for audio, please identify yourself on the screen and state the last 4 digits of the number you are calling from.
7. Please note the chat function has been disabled.

**The Committee is reminded of the conflict-of-interest provisions. In declaring a conflict, please refrain from voting or discussion and declare the following information: 1) your name and position on the Board, 2) the nature of the conflict and 3) who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting.**

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## MEETING AGENDA

### IDENTIFICATION AND INTRODUCTION OF ANY UNIDENTIFIED CALLERS

### SELF-INTRODUCTIONS

### APPROVAL OF MINUTES

Approval of the Minutes of the 11/13/23 Ad Hoc Organizational Resources Committee meeting.

<b>RECOMM</b>	Approval
<b>ACTION</b>	Motion for Approval
<b>EXHIBIT</b>	Minutes of the Meeting

Pages 4 – 7

### NEW BUSINESS

#### 1. Compensation Study

Consideration to approve the 2024 Compensation Study recommendations which propose 1) a 3% adjustment to the salary ranges 2) an adjustment to the wages of twelve (12) CareerSource Broward (CSBD) and Integrative Staffing Group staff whose salaries are either below the starting salary for the range or per the study needed to be aligned to reflect the current market for the positions, at a cost of \$25,059 and 3) creation of an annual retirement benefit for senior management who have worked for CSBD or our staffing company for at least 7 years. Currently, 9 senior management staff will qualify at a cost of \$28,000. Based on an analysis of actual expenditures through the first quarter of this year sufficient budget in both program and administrative categories is available to fund the Study recommendations at a total of \$53,059.

<b>RECOMM</b>	Approval
<b>ACTION</b>	Motion for Approval
<b>EXHIBIT</b>	Memo #01 – 24 (HR)

Pages 8 – 12

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**MATTERS FROM THE ORGANIZATIONAL RESOURCES COMMITTEE CHAIR**

**MATTERS FROM THE ORGANIZATIONAL RESOURCES COMMITTEE**

**MATTERS FROM THE FLOOR**

**MATTERS FROM THE PRESIDENT/CEO**

**ADJOURNMENT**

**THE NEXT ORGANIZATIONAL RESOURCES COMMITTEE MEETING IS NOVEMBER 12, 2024.**



**Broward Workforce Development Board**  
**Ad Hoc Organizational Resources Committee**  
Monday, November 13, 2023  
12:00 p.m. – 1:30 p.m.

Zoom Meeting ID: 884 0606 3088  
Zoom Password: 050379  
Zoom Call-In: +1 646 876 9923

## MEETING MINUTES

**CareerSource Broward Main Conference Room**  
**2890 West Cypress Creek Road, Ft. Lauderdale, FL 33309**

The Committee was reminded of the conflict-of-interest provisions.

**ATTENDEES IN-PERSON:** Zac Cassidy and Kevin Kornahrens, who chaired the meeting.

**ATTENDEES VIA ZOOM:** Pam Sands, Heiko Dobrikow.

**STAFF:** Carol Hylton, Ron Moffett, Rochelle Daniels, and Samantha Vazquez.

### APPROVAL OF MINUTES

Approval of the Minutes of the 3/24/23 Ad Hoc Organizational Resources Committee (ORC) meeting.

**On a motion made by Zac Cassidy and seconded by Heiko Dobrikow, the ORC unanimously approved the minutes of the 3/24 committee meeting.**

### NEW BUSINESS

#### 1. Membership Renewals

Considered the renewal of BWDB members whose terms will expire in January 2024 and who are eligible for renewal for an additional two years. The fourteen (14) members being recommended for renewal are 1) Dr. Ben Chen 2) Paul Farren 3) Cynthia Gaber 4) Michael Goldstein 5) Rufus James 6) Dr. Lisa Knowles 7) Kevin Kornahrens 8) Dawn Liberta 9) Felipe Pinzon 10) Jim Ryan 11) Mark Schaunaman 12) Cynthia Sheppard 13) Shane Strum and 14) Marjorie Walters. The CSBD Council of Elected Officials appoints board members following a recommendation from the Board.

Kevin Kornahrens presented the item.

Carol Hylton emphasized that Michael Goldstein, Felipe Pinzon, Mark Schaunaman, and Shane Strum were actually appointed in 2022, but at that time, they were appointed into the seat of the person they were replacing, so they are serving out the remainder of that person's term.

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For the record, Ms. Daniels explained that there is no conflict of interest needed for Kevin Kornahrens.

**On a motion made by Zac Cassidy and seconded by Heiko Dobrikow, the ORC unanimously approved the renewal of BWDB members whose terms will expire in January 2024 and who are eligible for renewal for an additional two years.**

## **2. Clarification of Match for the Employee Deferred Compensation Plan**

Considered approval of a clarification to the match for the employee deferred compensation plan. In 2021 as a part of the overall review of employee compensation and benefits, it was recommended that CSBD match employee contributions to the deferred compensation plan “dollar for dollar”. At that time the allowable match was \$10,250, and this figure was a part of the motion and reported as such in the minutes. Since then, the IRS has increased the cap for the allowable contribution, so now instead of employees receiving a “dollar for dollar” match, they are being matched at 82%. To fulfill the original intent of the governing boards a clarification that the intent was to match “dollar for dollar” is requested. In the future when the IRS raises the cap for contributions, we would be able to increase the match for CSBD and one-stop (ISG) staff.

Kevin Kornahrens presented the item and went over the recommendation.

Pam Sands asked if this was just in reference to full-time staff and not those that are employed through the temporary agency. Carol Hylton clarified that this includes all CSBD and ISG staff, with the exception of State staff.

Ms. Sands asked if it would be possible to forecast the impact of this increase and if the cost would go over administrative expenses. Ms. Hylton stated that the cost would not go over our cap for administration as not all staff are contributing to the deferred compensation plan.

**On a motion made by Heiko Dobrikow and seconded by Pam Sands, the ORC unanimously approved clarification that the intent was to match “dollar for dollar” to the match for the employee deferred compensation plan.**

## **3. 2024 Stop-Loss Coverage**

Considered approval of the purchase of Stop-Loss coverage for the CSBD self-insurance health policy from Sirius Point America at a cost of \$197,200 based on our current census. This insurance caps payouts in the event of claims in excess of \$75,000 per individual and includes a pharmacy cap for employees. A Request For Proposals was issued in October for 2024 coverage and allows for three (3) renewals depending upon the reasonableness of the increase if any. We received two quotes. One from Benecon Insurance who declined to quote and the other was from Sirius Point America Insurance Company, offering the same rates as our current carrier. American Fidelity, our current carrier is no longer offering Stop-Loss coverage.

Kevin Kornahrens presented the item.

Carol Hylton added that Sirius Point America provides the same coverage at no additional cost.

**On a motion made by Zac Cassidy and seconded by Heiko Dobrikow, the ORC unanimously approved the purchase of Stop-Loss coverage for the CSBD self-insurance health policy from Sirius Point America at a cost of \$197,200 based on our current**

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**census. This insurance caps payouts in the event of claims in excess of \$75,000 per individual and includes a pharmacy cap for employees.**

## **REPORTS**

### **1. All BWDB Officers Will be Entering the 2nd Year of their Term in January 2024**

In the past, we would present a slate of Officers annually. The updated By-Laws approved by the governing boards align with the REACH Act, which provides for officers to serve 2-year terms. Our current officers will continue in their offices for the upcoming year, which will be the second year in their positions. A new slate will be presented next fall with the officers selected taking their seats in January of 2025.

Carol Hylton presented the item. There was no further discussion.

### **2. Compensation Study**

Pursuant to the Governing Board's approval in 2021, CSBD is to conduct a compensation study every other year. In early 2024, CSBD will procure a compensation study for the Board's consideration.

Carol Hylton informed the committee members that the study will only apply to CSBD and ISG staff and does not include State staff. Any recommendations will be presented to the Committee for their consideration in advance of preparing the budget for PY 24/25.

### **3. State Office Closure During the Holiday**

The State is closing its offices on 1) 11/22, Wednesday 2) 12/26, Tuesday 3) 12/29, Friday and 4) 1/2/24, Tuesday. This is in addition to the regular Holiday schedule approved by the governing boards. As two of our centers are state buildings and will be closed, we reached out to Council Chair, Commissioner Tim Ryan and Board Chair, Heiko Dobrikow and they approved closing all of our offices for those days. There is little to no traffic in the one-stop centers at those times and our major education partners are all off during that time of year. In accordance with the Master Agreement, we will notify the state of the office closures.

Carol Hylton presented the item.

## **MATTERS FROM THE ORGANIZATIONAL RESOURCES COMMITTEE CHAIR**

None

## **MATTERS FROM THE ORGANIZATIONAL RESOURCES COMMITTEE**

None

## **MATTERS FROM THE FLOOR**

None

## **MATTERS FROM THE PRESIDENT/CEO**

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Carol Hylton discussed the Annual State of the Workforce Breakfast scheduled for January 24<sup>th</sup>. President of CareerSource Florida, Adrienne Johnston, will be one of the keynote speakers. There will be preliminary meetings with the chamber presidents to discuss expanding the scope of the event. to showcase CSBD services, such as providing labor market information, OJT, and work-based training. Mr. Dobrikow added that the Broward Council of Chambers is partnering on the event.

Ms. Hylton discussed the success of the Paychecks for Patriots event which was held on 11/8 and had the largest attendee turnout to date. Over 100 employers, 15 to 20 community partners, and over 500 job seekers participated. Eight local elected officials were in attendance including Commissioner Steve Geller, Commissioner Michael Udine, Plantation Mayor Nick Sortal, Lauderhill Mayor Ken Thurston. Representative Lisa Dunkley's aide and US Senator Marco Rubio's aide were also in attendance and provided a welcome letter discussing the importance of the event. BWDB members attended as well, including Heiko Dobrikow, Zac Cassidy, and Rick Shawbell. Mr. Dobrikow expressed congratulations on the success of the event and particularly praised the CSBD staff that coordinated the event. She emphasized that there would have been even more representatives in attendance if it had not been for an emergency legislative session in Tallahassee.

Ms. Hylton informed the members that Commissioner Steve Geller will be presenting a proclamation on 11/14 at the Broward County Commission meeting to support Apprenticeship Week.

Ms. Hilton discussed the World of Work experiential event for 9<sup>th</sup> and 10<sup>th</sup> graders. She stated that she will be meeting with the President of Broward College to discuss their involvement in the event in addition to the School Board. She added that our Business Relations team is working with employers from 9 in-demand industries to showcase their occupations for the youth.

Ms. Hylton indicated that the summer youth employer portal went live a bit earlier than usual to ensure that we have sufficient employers to accommodate the additional youth we will enroll due to the \$1.4 million in funds we received from Children's Services Council.

Lastly, Ms. Hylton highlighted the volunteer work done by CSBD staff in the community.

By way of example, she informed the Committee that CSBD staff participated in a Breast Cancer walk and will be at the 12th annual Thanksgiving Holiday Mobile-Food Distribution Event being held next weekend

**ADJOURNMENT:** 12:38 pm

**THE NEXT ORGANIZATIONAL RESOURCES COMMITTEE MEETING IS TO BE DETERMINED.**

## Memorandum #01 – 24 (HR)

**To:** Organizational Resources Committee

**From:** Carol Hylton, President/CEO

**Subject:** Compensation Study

**Date:** October 6, 2024

### SUMMARY

Consideration to approve the 2024 Compensation Study recommendations which propose 1) a 3% adjustment to the salary ranges 2) an adjustment to the wages of twelve (12) CSBD<sup>1</sup> and ISG staff whose salaries are either below the starting salary for the range or per the study needed to be aligned to reflect the current market for the positions, at a cost of \$25,059 and 3) creation of an annual retirement benefit for senior management who have worked for CSBD or our staffing company<sup>2</sup> for at least 7 years. Currently, 9 senior management staff will qualify at a cost of \$28,000. Based on an analysis of actual expenditures through the first quarter of this year sufficient budget in both program and administrative categories is available to fund the Study recommendations at a total of \$53,059.

### BACKGROUND

In accordance with Board policy to conduct a compensation study every 2 years so we can remain competitive with the market and to attract and retain staff, we released a Request for Quotes (RFQ) in March 2024 for the conduct of a compensation study. The study was also to include retirement benefits for leadership staff in accordance with information provided by Mission Square, our 457 Plan Administrators, and a comparison of benefits with public sector employers and other large workforce areas. We received four (4) quotes and selected Integrated Compensation Solutions (ICS) the lowest responsive quote and a Broward based company.

### DISCUSSION

The 2024 Compensation Study compared CSBD and one-stop staff salary ranges and wages with that of similar organizations and positions. As we are all aware inflation is slowing and unemployment has ticked up slightly. Accordingly, ICS found most of our salaries were competitive with the market. The recommendations are as follows:

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<sup>1</sup> CSBD = CareerSource Broward

ISG = Integrative Staffing Group our one-stop staff employer of record.

<sup>2</sup> Currently ISG previously EMPHIRE Staffing however the recommendation encompasses staff from the time of their original employment



**A. Move the ranges for CSBD and ISG staff forward 3% as well as adjust some salaries to reflect the current market.**

This will impact the wages of 12 staff at a cost of \$25,059 who 1) currently are below the recommended start of the range or 2) whose grades and wages need to be aligned to reflect the current market. The positions impacted have an asterisk next to them in the attached Tables 1 & 2 denoting a change in salary.

**B. Creation of a tiered retirement plan**

We currently have an elective \$1 for \$1 match for employees participating in the agency's retirement plan. Per IRS rules the employer match is capped at \$11,500. At the time of implementation of the \$1 to \$1 match Mission Square<sup>3</sup> inquired as to whether senior management would receive any supplemental retirement benefits as is the case with many of the public entities whose retirement benefits they manage. As this was not considered previously, when we released our RFQ, we asked the selected company to provide us with information in this regard along with the standard compensation information.

The consultant considered the Florida State FRS and also reviewed the 2020 Executive Benefit Survey sponsored by Newport Plan which includes a broad mix of governmental and non-governmental employers. It was noted that the FRS and many employers provide a mechanism that leverages additional retirement benefits targeted at retaining their senior management. *The Executive Benefit Survey* went on to say:

- Most plans are tiered to allow benefits to executives who have hit the statutory limits of their other plan and
- Lump sum dollar awards are the most common method for creating the benefit.

In reviewing benefits in Florida, the study found:

The County and City of Fort Lauderdale, as well as 3 of the big six workforce areas, 1) CareerSource Miami Dade 2) CareerSource Palm Beach and 3) CareerSource Northeast Florida, are members of the Florida Retirement System which recognizes senior leadership with an increased benefit based upon years of service.

The City of Hollywood's retirement formula includes years of service, and position classification that provides up to 81% of an individual's salary upon retirement.

CareerSource Tampa/Pinellas has a non-elective 5% contribution per employee wages to a retirement system. This automatically recognizes employees in leadership positions.

Based on the study we are recommending the creation of a tiered plan for senior management with an annual contribution to their retirement to begin 6/30 based on their tenure in a senior management position for a minimum of 7 years.<sup>4</sup> The contributions would be as follows:

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<sup>3</sup> Mission Square (the old ICMA) only manages public benefits.

<sup>4</sup> Plans that include tenure in the formula require between 6 and 8 years of service.

- Executive Vice President and General Counsel (3 staff) - \$4,000 annually.
- Senior Vice President and Vice President (4 staff) - \$3,000 annually.
- One Stop Manager and Senior One–Stop Manager (2 staff) - \$2,000 annually.

Nine of fourteen senior managers currently qualify for a cost of the retirement benefit of \$28,000.

Based on an analysis of actual expenditures through the first quarter of this year sufficient budget in both program and administrative categories is available to fund the Study recommendations at a total of \$53,059.

## **RECOMMENDATION**

Approve the Compensation Study recommendations.

### CSBD Current and Proposed Salary Ranges

Grade	Positions	Current Range		Proposed Range	
		Min	Max	Min	Max
3	Admin Assistant *	36,800	55,200	37,900	56,900
4	Accounts Payable Coordinator Administrative Asst./Receptionist Coordinated Services Admin Asst. Community Liaison * Purchasing Coordinator*	40,100	60,200	41,400	62,100
5	Computer Technician * Disability Program Employment Spec. Human Resources Asst. Multimedia Design & Marketing Spec.	44,100	66,200	45,500	68,300
6	Accountant 1 Assistant Program Manager Audit Compliance Coordinator Business Services Manager	48,400	75,000	50,000	77,500
7	Executive Secretary Paralegal Secretary * QA Analyst	54,200	84,000	55,900	86,600
8	Accountant 2 Program Manager Systems Analyst/ Programmer	60,700	94,100	62,700	97,200
9	Adult Programs Administrator Controller Network Administrator *	68,000	105,400	70,200	108,800
10	Senior Mgr. Career Center Services	76,200	118,100	78,600	121,800
11	Director of Strategic Innovation	85,300	132,200	88,000	136,400
12	VP, Business Relations VP, Communications VP, Human Resources VP, IT/ MIS VP, Quality Assurance	95,600	148,200	98,600	152,800
13	SVP, Operations	107,100	166,000	110,400	171,100
14	SVP, Finance	122,000	189,100	125,900	195,100
15	EVP, Operations	136,500	218,400	140,800	225,300
16	EVP, Administration *	155,500	248,800	160,500	256,800
17	General Counsel	177,300	283,700	182,900	292,600
18	President / CEO	202,200	323,500	208,500	333,600

\* Represents individual positions that were either moved up one pay grade or adjusted due to market analysis.

### Current and Proposed Salary Ranges

Grade	ISG Positions	Current Range		Proposed Range	
		Min	Max	Min	Max
C3	Customer Service Liaison * Resource Center Liaison	32,000	48,000	33,000	49,500
C4	Career Center Admin Asst. Operations Admin Asst. Business Services Assistant	35,200	52,800	36,200	54,300
C5	Business Services Consultant I Community Service/Contracts Developer Sr. Maintenance Technician	38,000	58,900	39,100	60,600
C6	Business Services Consultant II Success Coach* Workshop Facilitator	42,100	65,300	43,400	67,300
C7	Community Outreach Liaison HR Administrator	47,100	73,000	48,500	75,200
C8	Business Services Supervisor Program Supervisor Quality Assurance & Training Coordinator Regional Workshop & ITA Mgr.	53,300	82,600	54,800	84,900
C9	Assistant Center Mgr. Youth Programs & Services Mgr.	59,500	95,200	61,300	98,100
C10	Center Mgr.	68,500	109,600	70,500	112,800

\* There are 3 CSL's and 2 Success Coaches whose salaries will be adjusted as they were below the start of the proposed range.