

CareerSource Central Florida Board of Directors Retreat

National Entrepreneur Center
3201 E. Colonial Drive, Suite A-20
Orlando, FL 32803
Wednesday, October 14, 2015
1:00 p.m.

NOTES

BOARD MEMBERS PRESENT: Eric Jackson, Diana Bolivar, Robert Brown, Steven Brooks, Debbie Clements, William D’Aiuto, John Davis, Nicole Guillet, Leslie Hielema, Sheri Olson, Kathleen Plinske, Joseph Sarnovsky, Richard Sweat, Chuck Todd, Eric Ushkowitz, and Mark Wylie

MEMBERS ABSENT: Greg Beliveau, Paul Bough, Wendy Brandon, Melanie Cornell, Leland Madsen, William Merck, Brian Michaels, Jack Plettinck, Jody Sweet and Larry Walter

STAFF PRESENT: Pamela Nabors, Mimi Coenen, Leo Alvarez, Ann Beecham, Steven Nguyen, Nilda Blanco, Tonya Elliott-Moore, Robert Quinlan, Ike Powell, Casey Johnson and Kaz Kasal

GUESTS PRESENT: Glenda Hood, Shelley Lauten/triSect; Rick Weddle/Metro Orlando EDC, Dalton Hall/Taylor, Lombardi, Hall & Wydra

1. INTRODUCTIONS / PURPOSE FOR TODAY

Mr. Jackson and Ms. Nabors welcomed attendees to the 3rd Annual Board Retreat. Ms. Nabors introduced Ms. Glenda Hood and Ms. Shelley Lauten with triSect, the facilitators of this year’s Board Retreat.

After all attendees introduced themselves, Ms. Hood stated that the three key areas of focus at today’s meeting are: 1) honing in on the Board’s third strategic goal and clarifying what it means to become the backbone organization for workforce development in Central Florida; 2) determining the strategic actions required to move forward; and 3) agreeing on how to measure those actions.

2. CAREERSOURCE CENTRAL FLORIDA SNAPSHOT

a. Reflections of the Board Chair

Mr. Jackson greeted the attendees and stated over the last four years CareerSource Central Florida (CSCF) has stabilized into a reliable and compliant organization. Our focus should now turn to how CareerSource Central Florida can position itself as an organization of impact and further defining what it means to be a backbone agency.

b. CareerSource Central Florida Organization Profile

Ms. Nabors provided an overview on Workforce Innovation and Opportunity Act (WIOA) and

how CSCF continues preparing and aligning its infrastructure, programs and comprehensive (vs. siloed) services with WIOA. Programs will be closely monitored and held accountable for helping career seekers get back to work and connect to good paying, in-demand jobs. Ms. Nabors also reviewed where CSCF can lead by “uberizing” - by thinking innovatively on how the workforce system can best integrate its programs and services to meet the needs of local businesses and career seekers, such as diversified training models that closely align with in-demand jobs in growth sectors.

Ms. Coenen provided an overview on how CSCF’s business services and operations are effectively positioned with WIOA. The business services unit has shifted to a more customized focus, offering tailored solutions to meet the needs of each individual business. Operations has reorganized by transforming 21 job titles into 5 broader, more comprehensive roles to better and more effectively serve customers. Ms. Coenen provided an operations review of PY 2014-2015 and stated that business services has met/exceeded all milestones to include receiving \$72,483 State incentive award for exceeding all State business metrics. Ms. Coenen also reviewed activities and recruiting processes for adults and youth, which included an increased focus on work-based training and building career paths. For PY 2015-2016, staff will continue to fine tune the delivery of finding the right candidates for businesses via a concierge style service and establish metrics of success.

Mr. Alvarez provided fiscal historical overview from 2011, when this organization was placed under high-risk designation, to the strong, compliant and reliable organization it has become through the establishment of sound policies, procedures and best practices, as well as streamlining processes and reducing costs. As the economy continues to recover, federal and state funding will decrease, so there will be more focus to diversify revenues, such as applying for various grants and seeking private funding.

3. MATCHING BUSINESS DEMAND AND TALENT SUPPLY

a. Meeting the Demand – What We’ve Heard

Ms. Hood stated that as CSCF implements WIOA, focus groups were organized last month to gain insight and feedback of key stakeholders to address the following: what are the new rules governed by WIOA; how will these rules change the way stakeholders align workforce programs and processes; what are the barriers and opportunities to alignment; and how this will impact business growth. The five focus groups were: Out of School Youth, Individuals with Disabilities, Individuals with Basic Skills Deficient and two business groups: public/private and construction.

Key feedback points from each group are as follows:

Out-of-School Youth:

- 5,866 did not graduate (drop-outs). This number is actually a lot bigger as it does not count those that graduated but do not have a job.
- There is no central, coordinated system – it is fragmented by county. This issue can be a big opportunity for CSCF to serve the role of convener/backbone agency.
- Soft skills training is needed alongside technical training.

Individuals with Disabilities:

- 32% individuals with disabilities are employed, compared to 72% employed without disabilities.
- Disjointed, no comprehensive way to identify individuals with disabilities and put in a career path to use their skills.
- Perception exists that they will lose social security disability if they work.
- Collaboration - there is caution and lack of trust to move forward.
- Businesses are not well-educated on capabilities of this population. CSCF can provide outreach and education to better connect this population to the workforce.
- Best practice companies – such as Pepsi and Publix do connect and hire this population – CSCF should learn from them and encourage other businesses to follow suit.
- Ticket-To Work – this program is very successful and should be marketed more.
- Once hired, retention rate is very high with this population.

Adult Education Providers:

- An adult without a diploma earns 42% less than one with diploma.
- There are multiple barriers to employment: childcare, transportation, learning disabilities, budget counseling.
- Great opportunity for expanding internships and apprenticeships with this population
- Great opportunity for CSCF to be the convener in the collaboration and data/resource inventory.
- It will be important to leverage resources and avoid duplication through effective partnerships.
- Board to board talk in partnership organizations is very important – boards need to lead in this effort.

Businesses:

- They need the right candidate - they need people who can do the job, they do not care what population group they are in.
- They do not want to be encumbered with details of the process of recruiting.
- Businesses were not aware of CareerSource Central Florida and its programs/services or under prior name Workforce Central Florida. This is to our advantage as we can start on a clean slate with businesses.
- Current strategies are not linked to the specified needs of high growth industries. CSCF does best in the manufacturing sector but need to better penetrate other growth sectors.

Ms. Lauten summarized that Central Florida needs a new business-driven system supported by all providers; an intentional system, focused and coordinated to help convene and engage providers and businesses. CSCF can be this convener.

b. Benchmarking and Competiveness of Central Florida

Mr. Rick Weddle greeted the Board and provided an overview on process, benchmarking framework, indicators used, and data outcomes of the economic condition in Central Florida. Mr. Weddle summarized the following key points from the data:

- This area is the creator of a lot of jobs, but fastest growing poor place.
- Percent of population ages 25-34 with bachelor degrees is 30.9% compared to other cities with a higher percentage (other cities are getting smarter).
- STEM workers – half the tech workers don't work in tech companies and 81% don't have bachelor degrees.
- We do well where cost is the primary determinate.
- We are not good at creating broader economic prosperity and opportunity for people.
- Information not good as far a labor data – no predictive model.
- Education – no incentive or funding to train for future jobs (that currently don't exist).
- Need a central repository of good economic and workforce data to help get on the same page - look for commonalities and reinforce this.

4. STRATEGIC DISCUSSIONS – DECISIONS FOR CAREERSOURCE CENTRAL FLORIDA

Ms. Lauten reviewed the potential role of CSCF as the regional backbone organization for providers and how to build a new system for businesses.

5. BREAKOUT SESSIONS' REPORT OUT

Ms. Lauten provided the below questions to the Board to be answered in the breakout sessions. The Board broke out into three groups to deliberate over the questions.

- 1) What does it mean for CSCF to be the backbone organization? Define role and how it's measured
What is CSCF's role in a business-driven system that is intentional, focused and coordinated.
- 2) Why haven't we already tried this?
 - a) Barriers for providers?
 - b) Barriers for businesses?
 - c) How to overcome barriers?
- 3) What are the Key Priorities for Board Members over the next 6 months?

After the breakout groups reconvened, below is the report out per each group.

What does it mean to be backbone organization?

Green Group

Mr. Jackson

- Expertise and engage executive feedback – customer satisfaction surveys
- Assist with navigating through the workforce system

Blue Group

Ms. Hielema

- Convener/connector
- Need to show/earn the definition as being a strong backbone
- Clearly defined targets / markets

Orange Group

Mr. Sarnovsky

- The group discussed if “backbone” was the right term.
- Earn the reputation as being a go-to source, similar to an “air traffic controller” - connector/information conveyor and data sharing. Like a 411 for all – directly assisting with workforce related/targeted growth industries and referring out to other agencies (partners) on non-workforce related matters. Perhaps pilot and see if this works.
- Intentions of services - focus on high growth industry – increase % overall talent pool

What were the barriers as to why we haven't already tried this?

Green Group

Mr. Jackson

- Started to do well but partners change in direction and who provides funding. There are different philosophies; start collaborating but not all on same page.

Ms. Bolivar

- Not utilizing partnerships properly.
- Who in community can serve the needs, but not duplicate efforts. Need to identify partnership roles and responsibilities, which will entail giving some power away.

Ms. Plinske

- There is a lot of data but not as much meaning. CSCF can sort through on what the data means and help other understand it – a flow chart of processes

Blue Group

Ms. Hielema

- Need a common vocabulary, universally defined terms – so all understand and are communicating about the same thing.

Ms. Sweat

- Need to be mindful on the cost of research and development with a shortage of funds – it

takes money for a data system. Ms. Lauten added it will be important to leverage funds and other opportunities through effective collaboration with partners. Money is in siloes; need to share across siloes with partners. Ms. Hood stated organizations need to give up some power and work together; siloes are a barrier

Key priorities over the next six months:

Green Group

Mr. Jackson

- Identify and convene stakeholders
- Board Members should visit a center to understand what CSCF does
- Understand performance metrics better - some drive / some not - i.e. employer survey

Mr. D'Aiuto

- Sales pitch - need a common strategy and marketing to public – show we are making a difference to increase credibility

Blue Group

Ms. Hielema

- Better champion and advertise a better articulate message – need to pitch /present elevator speech
- Name “CSCF” is very employee focused vs. employer focused
- Active listening outposts and feedback to committees to determine where the gaps and opportunities are

Mr. Davis

- Should happen simultaneously: message on point, product intact and know who is responsible for what

Mr. Wylie

- Mission moments – bring employers to Board meetings so Board can listen and understand employers' needs. Refine what can do / what can't d and connect/form partnerships

Orange Group

Mr. Sarnovsky

- Review inventory and services
- Assess the needs of high growth industries
- Assess our capacity - what expectations we have
- Retool if needed

What would you like to see happen after today/ where to continue focus?

Green Group

Ms. Clements

- Need follow up sessions to drill down more. At Board meetings just reporting out – should also include sharing opportunities on the agenda; so it is oversight and insight. Ms. Lauten suggested including high growth industry sectors and education sessions in board meetings.

Mr. Jackson

- Have more meetings / more collaboration
- Start implementing and putting things in place
- Speak with staff – let them know we support and get staff buy-in

Ms. Lauten commented that the information gained today is a good start for framing some of the key issues. Ms. Nabors stated staff will work on the plan and include Board input and priorities and bring back to Board for review. The plan is due in March 2016.

Ms. Nabors and Mr. Jackson thanked everyone for attending today's Board Retreat. There being no further business, the Board Retreat adjourned at 5:00pm

Respectfully submitted,

Kaz Kasal
Executive Coordinator