



Board of Directors
Strategic Retreat

Thursday, October 10, 2013
1:00 p.m. - 5:00 p.m.

Valencia College
1800 S. Kirkman Road, Orlando, FL 32811
Collaborative Design Center
(Building 10, 3rd Floor, Parking Lot G)

Welcome and Introductions	WCF Board Chair / Pam Nabors WCF President/CEO
Setting the Stage: WCF Now & Future	Mark Brewer President/CEO Community Foundation of Central Florida
Economic Environment of Central Florida	Holly Wiedman Executive Vice President/Business Development Metro Orlando EDC
Workforce Board Leadership Opportunities	Rick Beasley / Tom Phillips Executive Director President/CEO S. Florida Workforce Capital Workforce Partners Investment Board

Refreshment Break

Strategic Discussion / 3-Year Vision	Breakout Sessions
Strategic Alignment Metrics and Timeframes	Mark Brewer President/CEO Community Foundation of Central Florida
Closing Remarks	Pam Nabors WCF President/CEO

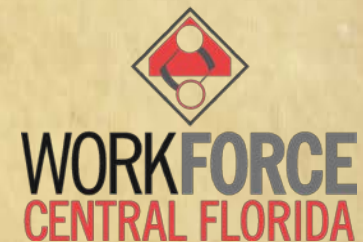
Post Retreat Social Mixer



WELCOME

Workforce Central Florida
Board of Directors
2013 Strategic Retreat

Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future. ~ *Clark Crouch*



A Story of Change...

On September 21, 2011 the governor of the State of Florida identified critical concerns with the organization. To rectify the issues Governor Rick Scott called for the resignation of Workforce Central Florida's executive staff and Board of Directors. In addition, the governor placed a high-risk designation on the organization that mandated additional state oversight. To address the issues, Workforce Central Florida was fortunate to have an entirely new Board appointed that immediately began working on the governor's concerns. In June 2013, the Department of Economic Opportunity acknowledged Workforce Central Florida's efforts and lifted the designation.

Pamela Nabors is selected as president and chief executive officer following a nationwide search, and a new senior management team is named.

A Youth Committee is formed with key members of the community. The creation of this committee brings the organization into compliance with federal requirements.

A Governance Committee is established to oversee board policy.

A compliance director is chosen to join the Workforce Central Florida team.

New comprehensive bylaws proposed by the governance committee are adopted by the Workforce Central Florida Board of Directors.

Workforce Central Florida resolves all outstanding issues with the United States Department of Labor with no impact to tax payers in the region.

A youth service provider is selected to conduct year round in-school and out-of-school programs based on the recommendation of the Youth Committee.

July 2012

Sept. 2012

Nov. 2012

Jan. 2013

Feb. 2013

Mar. 2013

Apr. 2013

May 2013

June 2013

July 2013

Public forums are held to gather input from the community and assist with the development of the organization's five-year plan.

Workforce Central Florida's five-year strategic plan is submitted and accepted by the Department of Economic Opportunity

Partnering with the Metro Orlando Economic Development Commission, Workforce Central Florida supports the efforts to attract Verizon Wireless to Central Florida

New financial practices that were put into place result in a clean audit from the Department of Economic Opportunity

Workforce Central Florida works with the Department of Economic Opportunity to successfully address all of the governor's concerns. The high-risk designation is lifted, thanks to the work of the organization's board and staff members.

Workforce Florida Vision: Florida will develop a globally competitive workforce

Workforce Florida Mission: Florida will develop the state’s business climate by designing and implementing strategies that help Floridians enter, remain and advance in workforce becoming more highly skilled and successful benefiting Florida business and the entire state

Workforce Central Florida Mission: Workforce Central Florida is dedicated to putting Central Florida residents to work, and finding and developing talent to help keep Central Florida businesses competitive

Goal 1	Goal 2	Goal 3	Goal 4
<p>Increase Workforce Central Florida’s involvement in addressing the competitive talent needs of Central Florida’s business sectors.</p>	<p>Provide innovative services in the community to job seekers that increase their skills, education and competitiveness to better meet the needs of Central Florida businesses through the One-Stop Service Center.</p>	<p>Provide information and financial assistance to special populations by addressing basic needs and building skills to become self-sufficient.</p>	<p>Continually improve Workforce Central Florida’s program performance and fiscal accountability and customer satisfaction.</p>
<p>Program</p>	<p>Program</p>	<p>Program</p>	<p>Program</p>
<ul style="list-style-type: none"> • Business Services 	<ul style="list-style-type: none"> • Wagner-Peyser • Veteran Program • Trade Adjustment Assistance 	<ul style="list-style-type: none"> • Workforce Investment Act • Youth Program • Welfare Transition/Temporary Assistance to Needy Families • Supplemental Nutrition Assistance Program 	<ul style="list-style-type: none"> • Quality Assurance/Finance



Workforce Board Innovation

Best Practices in Leadership Development

OCTOBER 2013



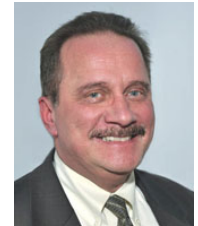
Your workshop leaders



Today's Speakers:

Thomas Phillips

President and CEO, Capital Workforce Partners (CT)



Rick Beasley

Executive Director, South Florida Workforce Investment Board



Workforce Investment Boards Grow Talent, Create Jobs & Contribute to Economic Development

You will learn to:



- ✓ **Identify** areas for improvement to maximize Board effectiveness and organizational performance
- ✓ **Improve** organizational growth and customer-based culture to impact performance
- ✓ **Evaluate** service delivery options to determine what is best for our region
- ✓ **Develop** an ongoing governance structure to best serve your Board and city/region
- ✓ **Innovate** with non-traditional ideas that work

First Guest Speaker



Thomas Phillips

President and CEO, Capital Workforce Partners (CT)

- Leads North Central CT Workforce Investment Board, including cities of Hartford, New Britain, Bristol, East Hartford and Manchester, since 2001
- 2012 President of the U.S. Conference of Mayors, Workforce Development Council; currently co-chair of its Future Workforce Committee
- Oversees approx. \$23 million in Federal State and other resources for workforce development initiatives
- National Workforce Association, Executive Director of the Year (2007)

Workforce Investment Boards Grow Talent, Create Jobs & Contribute to Economic Development

Background / History



A partner in **CTWORKS**
Your Workforce Connection

- Dysfunctional poor performing WIB in 2001
- State workforce board Action to reduce WIBs in 2003 -
re-branded from Capital Region Workforce Development Board to Capital Workforce Partners
- Undertook 3 year board governance restructure
- Compliant — but narrow focus; added innovative practices (*i.e. One Stop Redesign, Award winning Business Services Team, Jobs Funnel Replication, Library One-Stop Satellite, etc.*)
- Created first Integrated Budget and Business Plan / RBA driven
- Resource Development Strategic Plan



One Stop Service Delivery Model



A partner in **CTWORKS**
Your Workforce Connection

- ✓ RFP procured For-Profit Vendor
- ✓ CTWorks Career Center Brand – gaining strength due to consistency statewide
- ✓ Center Redesign encourages more interaction with customers
- ✓ Hartford Public Library satellite and partnership strengthens community reach, and expands work hours
(Evenings and Saturdays)



Resource Development



A partner in **CTWORKS**
THE WORKFORCE CONNECTION

- Ramp up research to identify and catalogue national and statewide philanthropic sources
- Consider other alternative funding sources (*CRA, SIBs*)
- Create Unrestricted Funds Policy and Plan



Board Restructuring Plan



A partner in **CTWORKS**
Your Workforce Connection

- Background and Purpose

Some strategies for consideration:

1. Governance structure

- Revise and adopt bylaws to reflect changes in board size, committee structure, etc
- Align committees with current strategic objectives, best practices
- Clarify Board Member roles



Board Restructure (cont.)



A partner in **CTWORKS**
Your Workforce Connection

2. Board Communications

Revise website to optimize board member access to information

Develop an acronym “cheat” sheet to help new Board Members better navigate communications

Bi-Annual survey of Board Members

3. Board Practices

- Develop consent agenda format
- Strengthen standing committees
- Modified executive committee
- Create ad hoc committees as needed



Board Restructuring cont.



A partner in **CTWORKS**
Your Workforce Connection

4. Board Effectiveness:

- Develop ROI model to measure organizational impact – Human Capital Indicators – share with local media
- Create a system to routinely measure labor market projections
- Enable the Board to serve as “Ambassadors” for the organization and provide communication opportunities for them



Other “Outside Thinking”



A partner in **CTWORKS**
Your Workforce Connection

- Align workforce development with economic development
- Create strategic and practical county / municipal partnerships
- Educate policy stakeholders – create legislative ambassadors and champions



Second Guest Speaker



Rick Beasley

Executive Director, South Florida Workforce Investment Board

- Leads the South Florida Workforce Investment Board, includes Miami-Dade and Monroe Counties, since 2005
- Served as Director Missouri Division of Workforce Development and Missouri Employment and Training Council
- 2013 2nd Vice-President of the U.S. Conference of Mayors, Workforce Development Council;
- Oversees approx. \$75 million in Federal State and other resources for workforce development initiatives
- National Association Workforce Development Professionals, H.G. Wiesman Award (2013)

Workforce Investment Boards Grow Talent, Create Jobs & Contribute to Economic Development

Background / History



- Dysfunctional poor performing WIB in 2003-5
 - Over \$8 million in disallowed costs
 - Significant Financial Non-compliance Issues
 - Last place in Statewide Performance Metrics
- State mandate to consolidate South Florida Employment & Training Council and South Florida Workforce Board
- Implemented New Board Governance Structure
- Redesigned Contract Structure with Service Providers
- Developed SFWIB 5-Yr Strategic Plan

One Stop Service Delivery Model



- ✓ SFWIB contracts out all workforce services
 - ✓ 14 Career Center Locations / 6 Career Center Providers
 - ✓ 9 Youth Service Providers
 - ✓ 9 Refugee Providers
- ✓ Expansion of Service Delivery Model
 - ✓ Development Access Points
 - ✓ Deployment of Mobile Workforce Assistance Centers
- ✓ Cost Reimbursement System
- ✓ Implementation of Performance Management System

Resource Development

- Resource development targeted to community/business foundations
- Creation of a Skills Development Fund
- Enhanced business services for a fee

Governance / Board Structure

- Beyond WIA – Key Components of an Effective Board
- WIB Evolution – Program/Traditional to Systemic
- Board and Staff Roles



Other “Outside Thinking”

- Creation of On-Line Balance Scorecard
- Development & Investment of Industry Initiatives
 - Digital Divide Project
 - Science, Technology, Engineering and Math (STEM) Initiative
- Strategic Alignment with Economic Initiatives – One Community One Goal



Workforce Board Innovation

Best Practices in Leadership Development

OCTOBER 2013

