

**Board of Directors Retreat  
Seminole State College  
1055 AAA Drive, Heathrow, FL 32746  
(Room 138)**

**Wednesday, April 26, 2017  
9:30 a.m.**

**NOTES**

**MEMBERS PRESENT:** Eric Jackson, Paul Bough, Wendy Brandon, Robert Brown, Glen Casel, Debbie Clements, Melanie Cornell, John Gill, Nicole Guillet, Mark Havard, Joseph Sarnovsky, Jody Sweet, Jane Trnka, Eric Ushkowitz, Larry Walter, and Mark Wylie

**STAFF PRESENT:** Pam Nabors, Mimi Coenen, Leo Alvarez, Ann Beecham, Nilda Blanco, Tonya Elliott-Moore, Steven Nguyen, Robert Quinlan, Bradley Collor, Larry Krause, Darlene Davis, Katherine Vega, Janet Saunders and Kaz Kasal

**GUESTS PRESENT:** Tony Carvajal/Florida Chamber Foundation; Shelley Lauten/Consultant; Jeff Hayward/Heart of Florida United Way; Stephen Ball/Holland & Knight; Al Trombetta/International Union of Painters & Allied Trades, Florida Finishing Trades; Commissioner Lee Constantine/Seminole County

Agenda Item	Topic
1	<p><b>Welcome</b> Mr. Jackson, Board Chair, welcomed attendees to the 4<sup>th</sup> Annual Board Retreat.</p> <p>Ms. Nabors provided a background overview of Mr. Carvajal, Executive Vice President with Florida Chamber Foundation and stated Mr. Carvajal’s presentation will help us to frame the next steps as a strategic board.</p>
2	<p><b>Florida Future Forecast</b> Mr. Carvajal greeted the attendees and provided a PowerPoint presentation reviewing the following.</p> <p>Mr. Carvajal stated that 6 million more people are expected in Florida by 2030 and it will be important to prepare now to best meet this growth. The underpinning statement that prevails: “did not get it right for the last 6 million people; need to figure out how to get it right with the next 6 million people.” Florida Chamber Foundation’s “Florida 2030” is a research program designed to help stimulate strategic thinking about Florida’s future and engage local business and community leaders to identify trends and factors that can help drive local economies; identify where Florida is today and where Florida needs to be in 2030.</p> <p>Mr. Carvajal advised that CSCF should focus on its drive towards the future and look at changes regionally from the prospective of population, industry and talent needs, and prosperity. It is also important to consider the “Six Pillars” which is the framework that identifies key factors that drives Florida future economy. Mr. Carvajal provided an interactive polling session for the Board’s input on various questions relating to the Florida demographics and economy. The polling included questions for personal demographics, viewpoints on the current and future economy, job opportunities, talent pipeline and quality of life/economic prosperity.</p> <p>Mr. Carvajal reviewed the following data and statistics:</p> <ul style="list-style-type: none"> <li>• 483,000 unemployed in Florida, 52,000 unemployed in this region</li> </ul>

- 242,000 open jobs
- If add 6 million more people, need 2 million net new jobs
- 7 billion on planet, 5 billion under age 65
- Satellite picture was displayed showing lights at night, the more lights in an area, the more robust the economy:
  - Developed economy = lit up
  - Emerging economy = dark - not as connected with global activities, infrastructure not stable, rule of law underdeveloped
- Youth and older population coming to Florida, but not a lot in the middle age (@50) range
- 54% average participation rate actively in the workforce (18 to 65 age range)
- Tool to access: FLScoreCard.com – shows Florida metrics. Can provide input/suggestions to this website
- Florida is the 16th largest economy in the world – that is 1% of all value across the globe
- 367,868 more jobs in Florida by 2030 or 2,358 jobs every month – this is considering a 5% unemployment rate between now and 2030
- 50% of all current jobs will be disrupted or disappear by 2030 (this is actually more likely closer to 100% of all current jobs)
- Significant percent of people “living on the edge” / “living paycheck by paycheck” - per ALICE (Asset Limited, Income Constrained, Employed) report. Poverty rate plus ALICE represents a significant percentage (nearly or towards 50%) in Central Florida area

**3 CareerSource Central Florida Strategic Initiatives**

Ms. Lauten asked the Board for any “Aha” moments that they got from Mr. Carvajal’s presentation. The Board provided following feedback:

- Majority of people not here yet – how do we capture incoming talent and bring to market and connect?
- 50% of jobs will change – how do we plan for that? How does CSCF get business intelligence?
- All jobs will change – now vs. future.
- Prepared to react and manage change? How to be proactive and nimble? How can we collect information from all systems we work with and then analyze it for competitive advantage? How can we better leverage data needed for improved operational performance and overall company improvement/brand awareness – value?
- In HGIs, are we “campaigning” strategically to those HGIs to fill specific jobs?
- How do we best connect to HGIs – build relationships? get data? listen and tell story?
- How does CSCF help build bridges – what type of community partnerships will help supply talent (transportation, childcare, affordable housing) – new mass transit (Uber, LYFT)
- Hospitality = training ground for all jobs – broaden industry impact for mining talent
- Regional perspective? – How to connect? How can we leverage the regional workforce network and collectively identify sectors/or occupations that we can market across systems for talent.
- Economic Prosperity has to include those who are barely making it – understanding poverty

Ms. Lauten asked the Board to provide their insights from their Career Center and/or Business Rep visits:

Mr. Havard – visited Southeast Orange:

- Overall – positive experience
- “Eye-opening – staff are proud of what they do to assist in the diversity of activities, including personal one-on-one assistance
- A lot of space to use for employers – observed an employer recruitment activity. We should maximize on this
- Diverse resources for the community
- Suggestion: keep primary focus on those looking for jobs vs. assisting with unemployment issues/questions

Mr. Brown – visited West Orange

- Very positive experience. Everyone he encountered was customer service driven.
- The center did not have the feeling of a government facility.
- Ms. Vivian Godwin is knowledgeable, enthusiastic and very proud of her work helping people
- Mr. Bradley Collor is very enthusiastic, energetic and impressive.
- The facility is immaculate.
- The center seems to run smoothly.
- When he asked about team morale, staff said it was great because of Pam.

Mr. Jackson – spent two days with Business Service Rep

- Business Service Rep did a fantastic job and was well versed in their craft
- Both employer meetings he observed were non-profit
- Focus more on for-profit, especially with the high growth industry employers

Other Activities:

Mr. Wylie – networked with construction contractors

- Took CSCF staff to visit contractors to provide information on CSCF services
- Only 6% spending for training opportunities in HGI – would like to see this increase. Would like to raise awareness to individuals on construction jobs

Mr. Bough stated he attended the NAWB in Washington D.C. in March and found this very informative and educational to see what other workforce boards are doing around the country. He also attended the regional Executive Committees’ meeting and commented this is a great opportunity to share ideas and learn how the other regions are doing. Ms. Sweet stated she attended the 2/28 regional Executive Committees’ meeting and the discussion was great – a great group of strategically collective thinkers, especially on high growth industries.

Ms. Sweet relayed that Disney and CSCF staff have met to find parallels and share best business practices. Ms. Sweet stated it is important to source and align services to meet clients’ needs and

	<p>offered some ideas on how to better align Business Service and continue to explore external marketing strategies.</p> <p>Mr. Jackson commented that a great next step for outreach would be to hold an event to bring together many businesses at once.</p>
4	<p><b>Evaluation to Evolution</b></p> <p>Ms. Lauten reviewed the current three Board Strategies and asked the Board to determine if each of these strategies is still relevant and what needs to be modified, stopped or continued, as well as anything new to be added. Ms. Lauten divided the Board into three groups, with each group to deliberate over one of the three Board Strategies.</p>
5	<p><b>Facilitated Discussion on Strategic Action and How We Measure Success</b></p> <p>After the group discussions, each of the group reported out their insights (in bold) per each Board Strategy (in italics) as listed below:</p> <p><u>GROUP 1</u></p> <p><u>Current Strategic Board Goal 1:</u>  <i>Raise the profile of CareerSource Central Florida by convening business for education and awareness.</i></p> <p><i>Implement an education and outreach plan to increase business' awareness on workforce development issues and talent development opportunities</i></p> <ul style="list-style-type: none"> <li>• <b>Each Board Member will provide a minimum of “x” (number to be determined) leads to CSCF staff for quality business referrals. Board Members may even accompany a Business Service Rep for the first visit to break the ice and open the door. Other times a phone call from the referring board member to the business prior to CSCF staff calling on them will be enough. The intent is the more leads that can be generated, the more opportunities for success and also help grow CSCF brand awareness.</b></li> <li>• <b>Develop a small ad hoc group that oversees above mentioned referral process and reviews with staff on number of Board Member referrals, which ones converted to job orders or other CSCF products (OJT, internships). This ad hoc group will report to the Career Services Committee.</b></li> </ul> <p><i>Validate assumptions about business needs through formal and informal processes, and analyze results to deliver market-defined services.</i></p> <ul style="list-style-type: none"> <li>• <b>Convene updated “academies of learning” to include a group of local businesses that come to CSCG for a single topic or purpose that is of value to them. The Board will help review an agenda of this type of meeting but will have elements of:</b> <ul style="list-style-type: none"> <li>○ Informing them of CSCF</li> <li>○ Delivering the information of the day – hiring tips, help with employee reviews, writing job descriptions etc.</li> <li>○ Clarify any next steps as a result of the information</li> <li>○ Ask for referrals from their network to get future new employers/business contacts</li> </ul> </li> </ul> <p><b>Business Services staff will run the meeting after having worked with Board staff on the agenda and definition of success for each meeting/academy.</b></p> <p><i>Seek opportunities to advocate for the workforce system as a valuable resource that can support</i></p>

*and enhance business growth.*

- **Continue to act as advocates within the community for CSCF**

## GROUP 2

### Current Strategic Board Goal 2:

*Create a business-driven system supported by all providers that is intentional, focused, and coordinated.*

*Support and champion the need for a comprehensive workforce system in Central Florida. Conduct a regional inventory of workforce programs and services to identify potential partners and areas of duplication. Research and inventory current programs and outcomes tied to high growth industries.*

- **Ongoing collaboration will take place to ensure coordination within the workforce system.**

*Convene a retreat of key regional non-profit organizations' Board Chairs and staff to discuss and create a shared vision and approach to the system.*

- **Have convened with individual non-profits, but should convene collectively. Once a vision has been established, share and implement.**

*Reshape current career centers to link to high growth industries through targeted strategies that connect business to needed talent.*

- **Continue to develop a culture of business as the primary customer. Small businesses are most apt to come to CSCF. Larger employers have other resources.**
- **Would a businesses pay for services? Is it possible to monetize and package the service?**
- **Add value to "supply chain"**
- **Leverage the Board as partners in professional development. Lengthen Board Retreat.**

*Create youth engagement centers that provide comprehensive services and support youth connections to high growth industries.*

- **Services to youth population – not business- not under this category. CSCF educate businesses to help young adults**

## GROUP 3

### Current Strategic Board Goal 3:

*Plan for ongoing board-level planning discussion to ensure a balance of board member responsibility*

	<p><i>to oversight and insight, and define what it will mean for the Board to be a “backbone” organization.</i></p> <p><i>Structure Board agendas and meetings to address oversight and include time for Board members to gain insight on industry needs / trends, economic factors, and talent supply needs.</i></p> <ul style="list-style-type: none"> <li>• <b>Board Meetings</b> - The board agreed they gained insight from our meetings, however, they need more time for discussion and input. Especially from those with expertise in the HGI that aligns with the conversation.</li> <li>• <b>CSCF could support these discussions with analytical data to forecast trends prior to the next meeting.</b></li> </ul> <p><i>Conduct an annual retreat to review and discuss the Board’s goals, strategies, and organizational performance.</i></p> <ul style="list-style-type: none"> <li>• <b>Annual Retreat</b> - all agree there is value and suggested doing an all-day meeting for more in-depth discussion. It’s a best practice and solid framework.       <ul style="list-style-type: none"> <li>– Continue to engage the board with this retreat and possible a mini (2 hour) retreat to follow up.</li> </ul> </li> <li>• <b>“Backbone” organization</b> – should think of a more active word to replace “Backbone” – a more active, forward moving word.</li> </ul>
6	<p><b>Closing Remarks</b></p> <p>Ms. Lauten thanked the Board for their valuable input and commented on the amazing work they are doing as a Board in their commitment to regional workforce board outcomes.</p> <p>Ms. Nabors stated, based on Board input, the following steps will be taken:</p> <ol style="list-style-type: none"> <li>1. Modify Mission Statement to reflect business needs as first priority and then talent to opportunities. Board will vote on modified Mission Statement at the 6/28/17 Board Meeting:</li> <li>2. The Governance Committee at their 5/11/17 meeting will review Board input and bring forward for Board vote at the 6/28/17 Board Meeting proposed Board Performance Metrics for Consideration.</li> </ol> <p>Ms. Nabors stated she will have the meeting notes from today’s Retreat forwarded to the Board prior to the 5/11 Governance Committee meeting.</p> <p>Ms. Nabors thanked the Board for their very engaged involvement on this Board. She extended to the Board an invitation to the CSCF Southeast Orange County Open House on 6/6/17 and the All Staff Meeting on 6/9/17.</p> <p>The Board Retreat was adjourned at 1:10 pm.</p>

Respectfully submitted,  
 Kaz Kasal  
 Executive Coordinator