



Governance Committee

Heart of Florida United Way
1940 Traylor Blvd.
Orlando, FL 32804
Universal Conference Room (right off lobby)

Wednesday, November 20, 2013
2:00 p.m. – 3:30 p.m.

Conference Call-in phone number: (866) 576-7975 / Participant Access Code: 299848

Welcome & Chair's Remarks Robert Brown

- Roll Call/Establishment of Quorum
- Public Comment

Approval of Minutes from Previous Meeting (9/17/13)

Information/Discussion Items

1. Board Governance Committee Description & Duties
2. Debrief on Board Retreat
3. Board Demographics and Characteristics
4. Discussion of Board Evaluation Process
5. Slate of Officers/Board Vacancies for PY 14-15

Chairman's Closing Remarks..... Robert Brown

Upcoming Meetings:

- Joint Meeting of the WCF Board & Consortium: 9:00am / WCF Admin Office, 707 Mendham Blvd., Suite 250, Orlando, FL

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Governance Committee Conference Call Meeting

Tuesday, September 17, 2013
8:15 a.m.

MINUTES

MEMBERS PRESENT: Robert Brown, Greg Beliveau, Eric Jackson and Thomas Katheder

MEMBERS ABSENT: Rick Walsh

STAFF PRESENT: Pam Nabors and Kaz Kasal

WELCOME & CHAIR'S REMARKS

Mr. Brown called the meeting to order at 8:15am and welcomed those in attendance.

- Roll Call/Establishment of Quorum
Ms. Kasal reported that there was a quorum present.
- Public Comment
None Offered.

APPROVAL OF MINUTES FROM PREVIOUS MEETING (8/14/13)

After review, Mr. Beliveau made a motion to approve minutes from 8/14/13 Governance Committee Meeting. Mr. Jackson seconded, motion passed.

INFORMATION/DISCUSSION ITEMS

Update on Board Retreat

Ms. Nabors stated that she has been working with Mr. Brewer and the other presenters on the content and flow of the agenda for the upcoming Board Retreat. The key focus will be on forward thinking: what to prioritize and how to effectively align ourselves in current economic environment within this community. Ms. Nabors indicated that Mr. Brewer will be attending the 9/24/13 Board Meeting to briefly speak about the retreat and encourage board members to attend. Currently, two-thirds of the board members indicated they will be attending the retreat. Mr. Jackson asked for the details as to the food and drinks that both he and Ms. Clements offered to sponsor. Ms. Nabors replied that Ms. Kasal will contact them once she obtains further information. Mr. Brown expressed his thanks for Mr. Jackson and Ms. Clements offering to sponsor the food and drinks.

Board and Officer Vacancies

Ms. Nabors stated there are 16 private sector seats on the WCF Board and two of the seats are or will be vacant. Leticia Diaz resigned and she held a private, non-profit seat from education sector. This seat is required by the State and can be represented by any county in our region. The other seat is a private sector seat from Orange County, which will be vacated by Mr. Katheder this fall. Ms. Nabors stated that she spoke

with Mayor Jacobs and the Mayor will be working on obtaining potential candidates to bring forward for appointment approval at the Joint Meeting of the Board and Consortium in December 2013.

Ms. Nabors announced that Ms. Brandon has agreed to serve as Board Chair for the remainder of the year, which will begin in October 2013, when Mr. Katheder leaves. Ms. Brandon also relayed that she will not want to continue as Board Chair after June 2014. The Governance Committee concurred to leaving Vice Chair seat vacant for the remainder of the year, and begin working this fall and spring on a slate of officers for the upcoming program year. Mr. Brown asked Ms. Kasal to add the slate of officers' discussion on the agenda for the next meeting. Ms. Nabors added that in the event the Board Chair is not able to attend a Board Meeting, one of the other officers will need to step in and preside over the meeting.

Mr. Brown expressed his thanks to Mr. Katheder for all his work on the board – his contributions helped to resolve a significant portion of the issues WCF faced. The rest of the committee concurred.

Review of Board Orientation Program - Committee

Mr. Katheder indicated that he would be available by phone and can provide his opening statements at the Board Orientation, and then turn it over to Mr. Brown and Ms. Nabors. Ms. Nabors indicated that she sent out a separate email encouraging board members to attend the orientation, even those who are not new members, as this will be a good refresher. A good turnout is expected. Mr. Wilkes, WCF's attorney, will provide an overview on the Sunshine Law and public records, and then WCF's senior management team will present a brief review of the programs, illustrated in a story format. IT and Finance will also provide an overview of their areas. The orientation manual is in final draft form and will be sent out via email to the Governance Committee, as well as the full board for review this week. Once the draft is finalized, the final version will be emailed out to the full board with an option of a hard copy, which will be furnished at the meeting upon request.

CHAIRMAN'S CLOSING REMARKS

Mr. Brown thanked those that attended today's meeting.

There being no other business, the meeting was adjourned at 8:54 a.m.

Respectfully submitted,

Kaz Kasal
Sr. Administrative Assistant

Workforce Central Florida Board Governance Committee Description & Duties

Purpose: The governance committee examines how the board is functioning, how board members communicate, and assesses whether the board is fulfilling its responsibilities. The committee keeps the board accountable to the mission and organization's goals. The governance committee articulates the board's vision for the board and finds board members who can put it into action.

Responsibilities:

- Understand the organization's mission and goals and ensure all board members do as well.
- Develop and update board members' responsibilities and job descriptions for officers and committee assignments.
- Review by-laws; recommend changes to full Board of Directors.
- Create a board profile of demographics, geographic representation, skills and expertise within the Board of Directors to ensure diversity and balance representative of the Central Florida Region.
- Identify a process to recruit potential board members linked to nominating organizations (chambers, associations, etc.) for submission to county officials and Local Elected Consortium.
- Assess and maintain individual board commitment, support, and participation in governance duties; annually evaluate the board's performance.
- Observe and nurture potential leaders on the board through rotation of committee assignments
- Create a board Orientation process for new board members.
- Work with the board to develop an annual board succession plan.

Skills/expertise:

- Experience as a board member desired
- Willingness to recruit and communicate with potential board members on a continuing basis
- Understanding of governance practices desired
- Commitment to developing board leadership

Structure:

- Membership: board members
- Agenda and minutes—minutes to be kept and supplied to board of directors in written form

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Workforce Central Florida
Board of Directors
Strategic Retreat

Valencia College
Collaborative Design Center
1800 S. Kirkman Road, Orlando, FL 32811

Thursday, October 10, 2013
1:00pm to 5:00pm

NOTES FROM RETREAT

BOARD MEMBERS PRESENT:

Wendy Brandon, Dr. Angela Adams, Greg Beliveau, Diana Bolivar, Paul Bough, Robert Brown, Deborah Clements, Melanie Cornell, William D'Aiuto, Eric Jackson, Leland Madsen, William Merck, Brian Michaels, Tirso Moreno, Sheri Olson, Dr. Joseph Sarnovsky, Chuck Todd, Eric Ushkowitz, Larry Walter, and Mark Wylie

MEMBERS ABSENT:

Steve Clelland, Lorna Garrow, Taylor Pancake, Jack Plettinck, Jovanna Sayan, Dr. Sanford Shugart, Dr. Robert Spooney, Richard Sweat and Larry Walter

STAFF PRESENT:

Pamela Nabors, Kevin Neal, Leo Alvarez, Kameel Abdurrahman, Tonya Elliott, Homer Boone, Joyce Hinton, Anika Holmes, Sherry Voss, Nilda Blanco, Susan Awad, Chad Kunerth, Jason Lietz, and Kaz Kasal

GUESTS PRESENT:

Mark Brewer/Community Foundation of Central Florida, Rick Beasley, S. Florida Workforce Investment Board, Tom Phillips, Capital Workforce Partners and Holly Wiedman, Metro Orlando EDC

Ms. Nabors welcomed board members to the retreat and announced her thanks and appreciation to Dr. Shugart for hosting this event at his location, as well as providing the food and beverage refreshments. Ms. Nabors also thanked Ms. Clements and Mr. Jackson for sponsoring the beverages and concierge at the close of the retreat.

Mr. Brewer, the main facilitator for this retreat, greeted the board and asked each of the board members to express what is important to them as WCF moves forward.

Dr. Adams: More focus to get the WCF brand name out in the community, so community knows about WCF and services provided.

Ms. Cornell: Collaboration between agencies and like organizations.

Mr. Brown: WCF should become the backbone for preparing people for jobs for future.

Ms. Brandon: "Connect" into the future.

Mr. Wylie: Lining up the community to its potential – what corporations are not located in Orlando? WCF has the opportunity to create and strengthen employment potential.

Ms. Bolivar: Focus on education – training and development; this is a big piece. There is a major skills gap – job vacancies not filled due to people lacking required skills. Need to train people on these required skills so they can fill job vacancies. Also effectively collaborate so efforts are not duplicated – have a collective impact and engage the community.

Mr. Bough: 1) Focus on the jobs for future – manufacturing and high tech. Build a workforce supporting STEM (Science, Technology, Engineering and Math) jobs. 2) Focus on core functions: from services to job seekers, to constantly improve customer service – look at best practices.

Mr. Jackson: WCF should be the best practice leader in the business services – create a world class in business services.

Mr. D'Aiuto: Focus on leadership in business services for stable employment.

Mr. Madsen: Increase collaborative efforts between WCF and the state to attract new businesses to Florida. By 2030, Florida will be the third largest population in the nation.

Mr. Todd: Agriculture is now more high tech – it is important to train people in high tech and science based job skills as these are the skilled needed to fill the in-demand jobs. Make entrepreneurs and private industries aware of WCF services – WCF should be the backbone.

Ms. Olson: Increase services in Lake County – this is a diverse county. Make the business community aware of WCF and grow the high tech talent.

Mr. Sweat: Keeping score with the right metrics is important. We need to pick the right goals and the community will follow the leadership of this board.

Mr. Michaels: Focus on education and youth – dollars spent on youth - what is invested for youth now is worth 10 times more than when they become adults. Become the employment backbone through collaboration: unrestricted income, community-based support and "champions" to promote WCF.

Mr. Beliveau: 1) Collaborate – employers are using their own funds to train youth on basic job skills (soft skills) in order to effectively/successfully interact with the rest of the workforce. 2) employers need

employees, but no one to fill jobs – skill sets do not match. There is a big void between jobs and skills needed to fill these jobs.

Dr. Sarnovsky: Focus on bridging youth to workforce. Youth have the technical skills, but need to learn and adapt to work environment – “learn to learn.” 1) Should measure/report to business community the number of those in workforce that are prepared at certain ability levels and proficient in certain critical thinking areas. 2) Prepare/train for the right kind of jobs that are in demand.

Ms. Clements: Finding the right balance between the job seeker and the employer. Who is the customer: the employer or the job seeker?

Mr. Moreno: Need to focus on how to match people to actual jobs. How job seekers, who come from other places/countries, can successfully compete for jobs. How people can improve their jobs skills, make their jobs skills transferable and sell their job skills.

Mr. Ushkowitz: It is important that WCF, EDC, and chambers work together to continue to grow the workforce/talent in the region. Good jobs are vital to the health of our economy. The importance of WCF cannot be overstated.

Presentations at this retreat were provided by Mr. Brewer, Mr. Beasley, Mr. Phillips and Ms. Wiedman.

Mr. Brewer divided the board up into 5 groups and asked them to discuss and present on the following areas: 1) identify outcomes for a three-year window of how WCF should look, 2) how to measure and identify measures, and 3) who we should partner with to get things done and what resources?

The board reconvened and the lead from each group provided a presentation as follows:

Mr. Beliveau:

His group concurred with S. Florida: the customer is the employer and the product is the employee. This should be demand driven by the employer – need to increase job placements by 50%. Find out the exact needs of the employer – what are the jobs here and now, and customize training needs to fit this demand; need to create a greater pool to train. Need to leverage resources to become broader based and be the “backbone” agency – collaborate with other agencies. Need to understand the skills gap – what are the issues. Once in the job, what skills sets are needed to retain, enhance and promote employees?

Mr. Sarnovsky:

Need to focus on Return On Investment (ROI). Focus on two distinct populations: youth category and overall category. Need to focus on employers’ needs and what employability skills are needed, especially in demand soft skills. Concurred with “backbone agency” concept – need to “broker” partnerships and create dashboard to measure this. We should be the place employers come for job seekers with these employability/soft skill sets. Also need to follow-up after an individual is placed on the job to make sure they are successful on the job

Mr. D'Aiuto:

Focus on how to improve business services side and make WCF more attractive to employers to increase penetration. Data gather via satisfaction surveys from the business sectors we service. Three areas of focus: 1) survey employers who are not using our services and why, 2) market high demand jobs, broaden services on this and 3) leverage partnerships with chambers, economic development organizations in the region to make sure we are strategically aligned.

Mr. Michaels:

Focus on being an example of best practices (define, design and implement) in the state. Concurred with being the "backbone" agency – we need to be collaborative and increase partnerships and relationships with the business community – we need to be the resource in our community for answers and solutions. Increase our performance measures and our survey scores with a focus on increasing services and quality – with this comes the importance of following up after the individual is hired to increase job retention and also getting low skilled workers back into training. Communication support – be proactive and use the media to our advantage. Increase support/early intervention to youth population – what is done for youth now is worth 10 times more than when they become adults. Board members should be our "champions/ambassadors" in their outreach in the community. Also look at other resources: unrestricted income, fee for service.

Mr. Sweat:

Need to be impactful and effective in the community. We need to measure our effectiveness through education, employment and economic environment – dollars spent and Return On Investment. Have a 3 year plan – using effective performance metrics that drives accountability, continued improvement and ROI.

Mr. Brewer closed with the following points:

- 1) Thanks for the hard work today.
- 2) Data collection (i.e. survey) – replace this with human interaction, bringing people together to share their information and measures.
- 3) Strategic partnerships - let third parties put WCF on their stages and vice versa.
- 4) General trend in America – non-profit sector does not need board members, we need volunteer leadership to solve problems. Focus on the mission – talk on each other's stages.

WCF BOARD OF DIRECTORS STRATEGIC RETREAT
October 10, 2013

Feedback from Breakout Groups

Group A

Outcomes

- ROI
- Improve # of jobs for investment
 - Youth
- WCF to be the go-to place
- Focus on employer – survey, form B2B advisory committee
- Build partnerships/enhance business – Partnerships/Contracting Services
- Assessing jobseekers skill gap
- Employer to tell us what are the skill gaps

Measurements

- Commission a survey
- Assessing potential jobseekers on hard/soft skills
- Assessment tool that gauges success of partnership
- # of partnerships

Resources

- Board Members
- Community engagement
- Chambers
- Educational partners
- Nonprofits
- Dashboards
- EDC
- Overall Marketing

Group B

- Metrics
- Linking youth to jobs
- Importing workers
- Holding training providers accountable
- Develop performance metrics system that drives accountability, continuous improvement and return on investment for organization and community

Group C

STEM

- Interest for grade school/middle school (outside of our focus)

Business Services

- Talent matters now
- Is the employer our customer and the jobseeker is the product? (we need to make that distinction)
- Most take care of the “product”
 - How do we make ourselves attractive to businesses?
 - How well do we understand our market?
 - What do businesses need specific to our region

If we focus on businesses:

- Biggest employers (self-sufficient recruitment)
- Need to reach out to mid-size employers
- Economic development alignment (expanding businesses, new businesses, incumbent workers)

Goal

Make ourselves more attractive to businesses

Plan

- Market our services
- Work with EDCs/Chambers

Business Services Outcomes

1. How many businesses are using WCF to recruit, train (measures)
2. Major employers and sectors (drill down to top 10 occupational areas) (plan)
3. Increased penetration of new employers (measures)
4. Satisfaction survey of sectors to improve service models (measures)
5. Skills improvement of skilled workers
6. Measure what are the key sectors looking for (plan)
7. Training ↑, retention(existing vs. new) ↑ (measures)
8. EDC, chambers ↑, marketing WCF services (strategic partnership)

Group D

Get out in front of the media (control the media)

- Best Practice: Define / Identity Steal, Design, Implement
- Business Services
- Job Services

Programmatic Measures

- Entered employment
- Retention
- Credential

Important

- Collaboration * Champions
- Unrestricted income
- Fee for service
- Ambassadors of the Board

Obstacles

- Still have negative Publicity – get out in front of media
- Relationship with business community
 - o Don't know us
 - o Had bad experience
- How to connect low skilled back to training, etc.

Outcome

Change the conversation – [Employment Backbone Organization] – What does this mean?

- > Collaboration
 - > Unrestricted income
 - > Community based support
 - > Champion middle skilled jobs, parents, etc. (big picture)
 - Training, credentials (stackables)

Group E

Create a demand-driven “system” to develop the skills of workers to meet the needs of employers.

Goal is to increase job placement by 50%? How to measure?

- Understand skills gap:
 - Literacy/numeracy skills an issue
 - Computer literacy
 - Workplace skills
- Target (gender) specific training / education opportunities to meet needs of employers
- Develop program to enhance job retention
- Measure against “need” (backbone)
- Leverage community resources
 - Staff
 - Facility
 - \$\$
 - Resource development – not just WCF going after \$\$

Career Competencies

- Employer Needs (not just technical, but soft skills (business ethics, etc), customer service)
 - OJT
 - EWT
 - Customized(need to get above listed out)

- Skills Gap
- Unrestrictive \$\$ - Resource Development
- Innovation
- Collaborate with other agencies
- Common goal with EDCs, chambers
- Demand-driven system
- Focused industries
 - # of trained
 - # of jobs
- Increase in skills

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