



Governance Committee

Phone Meeting

Tuesday, November 4, 2014

2:00 p.m. – 3:00 p.m.

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

Strategic Goals developed by the Board:

- *CareerSource Central Florida will become business focused in all efforts*
- *CareerSource Central Florida will identify ways to measure progress and Return On Investment (ROI)*
- *CareerSource Central Florida will become the backbone organization for workforce development in Central Florida*

Welcome & Chair's RemarksRobert Brown

- Roll Call/Establishment of Quorum
- Public Comment

Approval of Minutes from Previous Meeting (8/20/14)

Information/Discussion Items

1. Board Members – Term Update
2. Review of Board of Directors Retreat – Review Notes / Next Steps
3. Consideration of Enterprise Risk Committee and Plan – Further Review
4. Preparation for Officer Slate - 2015
5. Implication of Workforce Innovation & Opportunity Act (WIOA) on Board Governance
Rochelle Daniels, presenter on November 6th

Upcoming Meetings:

- Board of Directors – 9:00am, Thursday, December 11, 2014 / The Melrose Center, 2nd Floor of Orlando Public Library, 101 E. Central Blvd., Orlando, FL 32801
- Governance Committee Meeting: 2:00 pm, February 11, 2015 / Heart of Florida United Way

DRAFT

Governance Committee Meeting
Heart of Florida United Way
1940 Traylor Blvd. Orlando, FL, 32084

Wednesday, August 20, 2014
2:00 p.m.

MINUTES

MEMBERS PRESENT: Robert Brown, Greg Beliveau, Wendy Brandon, Eric Jackson and Rick Walsh
MEMBERS ABSENT: Richard Sweat
STAFF PRESENT: Pam Nabors and Kaz Kasal

WELCOME & CHAIR'S REMARKS

Mr. Brown called the meeting to order at 2:03pm 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 (6/5/14)

After review, Mr. Jackson made a motion to approve minutes from 6/5/14 Governance Committee Meeting. Mr. Walsh seconded, motion passed.

INFORMATION/DISCUSSION ITEMS

1. Governance Work Plan
Mr. Brown stated that the Governance Work Plan will include: 1) revising bylaws, 2) implication of WIOA on board membership/re-structuring, 3) contributing to a strategic plan as the next step from the Board's strategic goals, and 4) consideration of having an Enterprise Risk Committee.
2. Review of Board of Directors Retreat
Ms. Nabors stated that she met with Mark Brewer, who will be facilitating this year's Board Retreat again. Ms. Nabors referred to the Board Retreat Agenda which she and Mr. Brewer drafted up to include a current snapshot of where we are and connecting past dots. The committee discussed and agreed that the board should begin discussion on how they would answer: what does Best mean to you? and what does Success look like? Answering these questions will help lay the foundation on how to move forward. A representative from Pegosa & Associates will be presenting at the Board meeting and reviewing data on CareerSource Central Florida's current position (the "where we are" information). It will be important for the Board to see this presentation from Pegosa & Associates in

preparation for the Board Retreat. The committee also agreed that bringing in outside experts to present at the Board Retreat would be very helpful. Ms. Brandon added that she will get with Ms. Nabors to send a message out to the Board to encourage them to attend the 9/26/14 Board Meeting and Continuing Education/Orientation session.

3. Consideration of Enterprise Risk Committee and Plan

As discussed at the Community Engagement Committee last month, Mr. Walsh brought forward his suggestion of having an Enterprise Risk Committee - this committee would review, sort through and prioritize internal and external risks, as identified by the other committees and by staff, as well as any missing risks. The main purpose of the committee is to take a proactive, strategically offensive approach (vs. defensive) approach on evaluating and handling risks. Many organizations across the nation are going with this model in order to most effectively respond to risks. Ms. Brandon stated that the Executive Committee should analyze this further in order to determine if an Enterprise Risk Committee would be of value to CareerSource Central Florida. The committee concurred and agreed that an expert in the field of risk should provide a presentation at an upcoming Executive Committee Meeting. Mr. Walsh indicated he will forward his resource materials on the subject to Mr. Brown and Ms. Nabors.

4. Review of Board Orientation Agenda

Ms. Nabors referenced the draft Board Orientation Agenda in the meeting packet and indicated this Agenda follows the same format as last year's orientation. This year the orientation session will occur after the board meeting on 9/26/14. Ms. Brandon advised the renaming this "Annual Continuing Education for Board Members" and encourage as many board members as possible to attend. The board is new and attending these sessions provides refresher training and opportunity to ask questions. The committee concurred and also agreed that Form 1 financial disclosure and an overview of WIOA should be included in this training session.

5. Implication of Workforce Innovation & Opportunity Act (WIOA) on Board Governance

Ms. Nabors stated that the President signed the Workforce Innovation and Opportunity Act into law on 7/22/14 and will become effective on 7/1/15 or 7/1/16. Ms. Nabors reviewed the implications on this new legislation which includes flexibility with board size, possible restructuring regions to better align with the local economic development, higher focus on out-of-school youth and individuals with disabilities (to include veterans), streamlining service delivery for the job seeker and focusing more emphasis on meeting the talent needs of businesses, which is one of the board's strategic goals. Mr. Walsh advised that CareerSource Central Florida should be proactive and lead the effort - preparing as much as possible now; think about what the organization's footprint should look like 10-20 years from now.

There being no other business, the meeting was adjourned at 3:08 p.m.

Respectfully submitted,

Kaz Kasal
Administrative Supervisor

CareerSource Central Florida Board Members: Early Term and 6-30-15 Terms

Private Sector	Seat #	Name	Effective Date of Appointment	Term Ends
LAKE – 2 Seats				
	1	Sheri Olson, Director of Development, South Lake Hospital	7/1/2013	6/30/2015
ORANGE – 8 Seats				
	6	Deborah Clements, Government & Community Relations Manager, Duke Energy	10/5/2011	6/30/2015
	7	Dr. Robert Spooney, President/CEO, Robert M. Spooney & Associates	10/21/2011	6/30/2015
	9	Dr. Angela Adams, Executive Director, Central Florida Pharmacy Council	5/3/2012	6/30/2015
	10	Jovanna Heavener, Director of Philanthropy, Full Sail University	7/1/2013	12/31/2014
OSCEOLA – 2 Seats				
	11	Larry Walter, President, Hanson, Walter & Associates, Inc.	12/13/2012	6/30/2015
SEMINOLE – 3 Seats				
	14	Melanie Cornell, Principal, HKS Architects, Inc.	10/5/2011	6/30/2015
SUMTER – 2 Seats				
	17	Chuck Todd, Owner, Circle C Farms	5/3/2012	6/30/2015
Public Sector Seats Required per DEO (see letter dated July 2011)	Seat #	Name	Effective Date of Appointment	Term Ends
Education	1	Sanford Shugart, President/CEO, Valencia College	10/5/2011	6/30/2015
Economic Development	7	Eric Ushkowitz, Economic Development Administrator, Drange County Government	10/5/2011	6/30/2015
Labor	9	Jack Plettinck, International Union of Painters & Allied Trades (IUPAT)	10/21/2011	6/30/2015
CSBG, employment and training programs		(Eric Ushkowitz is fulfilling these requirements representing Orange County Government)		6/30/2015
Migrant and Seasonal Farmworker	13	Joseph A. Sarnovsky, Vice President & CFO, Seminole State College	10/5/2011	6/30/2015

CareerSource Central Florida Board of Directors Retreat

Second Harvest
411 Mercy Drive
Orlando, FL 32805
Thursday, October 16, 2014
1:00 p.m.

NOTES

BOARD MEMBERS PRESENT: Wendy Brandon, Angela Adams, Paul Bough, Robert Brown, Debbie Clements, Melanie Cornell, William D'Aiuto, Nicole Guillet, Eric Jackson, Leland Madsen, Tirso Moreno, Sheri Olson, Joseph Sarnovsky, Sanford Shugart, Robert Spooner, Richard Sweat, Jody Sweet, Chuck Todd, Eric Ushkowitz, and Larry Walter

MEMBERS ABSENT: Greg Beliveau, Diana Bolivar, David Brier, Lorna Garrow, Jovanna Heavener, Leslie Hielema, William Merck, Brian Michaels, Jack Plettinck, and Mark Wylie

STAFF PRESENT: Pamela Nabors, Mimi Coenen, Leo Alvarez, Kameel Abdurrahman, Joyce Hinton, Homer Boone, Ann Beecham, Nilda Blanco, Anika Holmes, Jason Lietz, Larry Krause, and Kaz Kasal

GUESTS PRESENT: Mark Brewer/Central Florida Foundation, Dave Krepcho/Second Harvest, Pat Gehant, Holly Wiedman/Metro Orlando EDC

1. INTRODUCTIONS / MISSION FOR TODAY

Ms. Nabors welcome attendees to the 2nd Annual Board Retreat and introduced Mr. Krepcho, President/CEO of Second Harvest, who welcomed everyone.

Mr. Brewer, the strategic facilitator, greeted attendees and delivered the mission for the day as a review of where we are and where we are going; and to begin planning from an insightful perspective.

2. CAREERSOURCE CENTRAL FLORIDA SNAPSHOT

a. Reflections of the Board Chair

Ms. Brandon greeted the attendees and stated that as we take a step back and review the three goals implemented by the Board at the last Retreat we are challenged today to offer expertise and insight on how to move forward and build upon these goals which will assist the organization with continuing to evolve and grow. Ms. Brandon showed a video clip entitled "Stuck on an Escalator" that was designed to point out how critical it is to look for the obvious which is right in front of you and grab the opportunity.

b. CareerSource Central Florida in 2014 / '13-'14 Organizational Achievements

Ms. Nabors asked everyone to introduce themselves around the room. After introductions were made, Ms. Nabors provided an organizational snapshot.

Ms. Nabors also provided examples of the work driven by the three Board goals over this past year:

Regional collaboration to include Talent Gap Survey, Tri-Regional Business Summit (occurred on 9/24/14), as regions discussed collaboration opportunities across regional lines, grant initiatives and cross-regional sector strategies.

Organizational collaboration - a few examples of business-driven training focus:

CareerSource Central Florida partnered with Valencia College in FY 13-14 to address growing gap for skilled workers in the manufacturing sector through a joint manufacturing training/internship program. Board Member Richard Sweat, who is active in the program as an employer, provided his insight on the benefits of the program and commended Valencia College for stepping up and recognizing the value of manufacturing in this area.

Mr. Krepcho, President/CEO of Second Harvest reflected on the partnership his organization has with CareerSource Central Florida. Through a partnered internship program, job seekers with barriers to employment enroll into 14-week culinary training at Second Harvest, which includes an internship component and life skills training. Mr. Krepcho indicated that this partnership will be expanding to include those aging out of the foster care system.

Ms. Nabors stated that with the coming change in the new legislation, Workforce Innovation and Opportunity Act (WIOA), there will be more focus on career pathways vs. just getting a job and this involves intensive, valued-added services, which are already on the increase at CareerSource Central Florida.

3. CAREERSOURCE CENTRAL FLORIDA ENVIRONMENT

a. Value Study - implications for employment focus

Mr. Brewer reviewed three specific areas:

Marketplace for partnership - there are about 9,000 workforce preparedness organizations. Move focus on solutions to programs (process vs. business outcome).

Social capital - this is an issue in Florida - this is what happens when we get together to solve problems.

Personal values - the values study done in Central Florida, this was a study of people from various incomes where they provided their feelings and perceptions - what they think the reality is. Mr. Brewer reviewed the results of this study which included the need for community leadership and engaging people in the discussion/involvement - if not talking to rest of community on why this is important then we are missing a big tool to get things done.

b. Generations and Jobs

Mr. Brewer provided an overview of each of the living generations and key characteristics of each:

Silent Generation - 69-88 age

Baby Boomers - 50-68 age

- Most idealistic
- Can do anything - Education is key

- Cynical
- Strong work ethic – passionate about work

Generation X – 33-49 age

- Matrix – separate their activities/live and never overlap – balance work and family
- Postpone marriage/kids
- Cynicism
- Approaches life pragmatically
- Diversity
- Honesty / direct communication – wants feedback

Millennial – under 32

- Higher expectations
- Forward thinking
- Do it together / community with peers
- Starts workforce late 20's/early 30's
- Blender – communicates with multiple channels (not as much voicemail)
- Work/life blending – multi-tasking

c. **Talent Gap Survey Opportunities**

Ms. Gehant provided a recap of the Talent Gap Survey results to include the below highlights from the survey. Three areas of focus:

- Tech driven, need multi-skilled people with both soft and hard skills / also leadership/management skills – ability and hunger to learn, humble, and smart. It is important to keep learning new things – lifelong learner. Develop career pathway.
- Need to network with businesses – opportunity for partnerships and internships, which is key to getting a job. Career path to job is much different than the degree that was earned.
- Infrastructure is already set-up – need to focus on innovation and get businesses' buy-in to be involved in training and internships to help develop valuable skills for the interns – take the helm and lead the efforts.

4. STRATEGIC DISCUSSIONS – DECISIONS FOR CAREERSOURCE CENTRAL FLORIDA

- What does it mean to be the “Best”?

Ms. Nabors and Ms. Coenen provided the following review of successful business models from the business focused workforce boards where they previously worked.

- Excellence in Business Service Delivery

Ms. Coenen provided the following key stages of the business model from the West Palm Beach workforce.

1. Gain credibility – do the research of the business and speak their language
2. Education & Needs analysis – awareness of current terms
3. Demonstrating capability and defining the business solution – what skills are lacking and what can be done to improve.
4. Dealing with objections – speak with a business mentality.

5. Closing and next steps – growing businesses and being sector-focused will help move needle to quality. Relationship building and collaboration.

– Vision of Business Service Model

Ms. Nabors reviewed the multi-tier approach of the business model from Capital Workforce Partners in Connecticut, where all businesses receive consistent, quality core services and a subset of businesses (target: specific sectors and small/mid-size companies) received enhanced/value-added services to include screening/matching, OJT/customized training and customized labor market information. Account reps sit at the table with the EDCs to research business needs.

• Brainstorming Activities

The Board broke out into three groups to brainstorm on ideas for business engagement.

5. REPORT OUT – ACTION PLAN

Mr. Brewer asked each group to report out from their group discussions.

Ms. Nabors indicated their group discussed the importance of being mindful of the past as we move forward with a process.

Ms. Wiedman indicated their group discussed two themes: 1) business is customer and customer is business – what do we deliver to customer? 2) move away from average and get a whole lot better.

Ms. Beecham indicated their group discussed four areas: 1) connect business with CareerSource Central Florida – most forward thinking ready with talent pipeline, 2) reputation in community with partnerships – having unique/different partnerships, 3) individuals see us about their career path and 4) a relation so organic that it is not episodic/ad hoc – a partnership where we are the “go to” people for the community.

Mr. Brewer closed with the following points: figure out ways to move people out of social service environment to work environment. Once the vision is defined how do we become that trusted, industry leader? How do we drive our business model intel vs. product deliverables? Connect what credibility is this year and develop credibility measures/vision. What credibility is – leader/credibility behind business model vs. supply/demand based response.

Next Steps: Define Key Responsibility Indicators

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

Respectfully submitted,

Kaz Kasal
Administrative Supervisor

1) CareerSource Reputation/Credibility

- CareerSource should be the “Go to” Resource for the entire Community
- The Community knows and understands the Mission, Vision, and Values of CareerSource Central Florida
- Widely known brand
- Reference
- Resource
- Better define business values as it relates to the Product and Service (demonstrates credibility)
- Business to Business testimony – Tell the story
- Elevate reputation of CareerSource Central Florida
- CSCF Industry leaders (organic vs. ad hoc or episodic)

2) Industry Liaison Focus –Communicated Regularly

- Define emerging industries
 - Construction, Manufacturing, Medical
- Trends and pathways
 - Wages
 - Promote market that aligns with business needs
 - Job seekers –Career pathways
- Industry engaged experts
- Intelligence Catalyst
- Look at industries separately to provide different services to different industries – What works for one may not work for another

3) Enhanced business engagement through partnerships and collaboration

- Public and Private Education partners- includes Tech centers
- Substantially expand the network – Increase business awareness
- Educated on the needs of the business community
- Not only a seat but an impact at the table for the region
 - Government Agencies
 - Economic Development –partnership for business entry
 - Engage trade associations and chambers
 - Leverage resources for outreach with educational partners

4) CareerSource measures outcomes

- Become Sterling Certified as an Organization
- State and Federal outcomes

- Problem + Answers= RESULTS
- Number of business reached
- Shared Results- from services
- Feedback from employers
- Proven solutions
- Business Satisfaction
- Exceed State business penetration goal
- Go from average to BEST in class
- Successfully targeting businesses-proven results- Performance measures

5) CareerSource Central Florida ensures Transparent using the website

- Leadership Activities
- Funding and spending
- Board Activities

6) Regional Workforce Conveyor

- Knowing what our Sweet spot is...focusing on being the lead at Workforce Development
- Interpreter of systems – education, business, law
- Forecasters of Talent that will be required not only now, but in the future. Having the jobseekers prepared for the jobs or a Career

7) Diversified funding (address different needs- outside of WIOA)

- Entrepreneurship – Conveyor/Navigator
- Targeted needs of businesses
- Real World Tool Box – Services that appear to the business community and jobseekers i.e. apprenticeships and entrepreneurial programs

8) Learning lessons from the past

- Be mindful of tactics used by previous management. One of their goals was to be the expert in serving the business community. If CSCF is going to be the backbone...what does that mean and how is that different from the past
- What's different (telling the story from the business services prospective)

9) Leadership

- Knowledgeable (expert)
- Confidential
- Business Demeanor
- Leaders in knowing the issues by industry

- Consultative
- Sales
- Real world application
- Futuristic Thinking
- Effective
- Not wasting time
- Informative
- Pointed
- Integrated Team
- Forward Thinking

10) Knowing the Customer

- Meeting needs and understanding business needs
- Clearly differentiate services from others
- Understanding what skills are needed by the businesses
- Real information – Hard facts
- Delivery of products, services, and information – know background on the business and the limitations of the jobseeker (jobseeker being the product)
- Timely Delivery of services
- Utilize regional data/statistics to prove the product
- Industry & Geographic location
- Trainings that meet the business needs
- Talent Pipeline