

Mission Moment

Partnerships Produce Results

Mr. Tobias Palmer is a true example of how partnerships foster life-changing opportunities, and build the talent needed in high-demand industries.

Tobias, 20, worked at a local pizza restaurant and came in contact with Ms. Liefke Meyer of the Orlando Economic Partnership (OEP), and began discussing career options. Knowing that advanced manufacturing is a growing industry, she encouraged him to look at Valencia College's program options within its Advanced Manufacturing Center. Tobias was drawn to the Electronic Board Assembly program, but didn't have the personal resources to cover the cost.

Ms. Meyer was familiar with CareerSource Central Florida's (CSCF) ability to offer training scholarships and directed him to the CSCF youth program for assistance. There, he met a Career Consultant that helped him not only obtain a scholarship for Valencia College but also received financial literacy, budgeting, resume development, and interviewing skills as a Career Conexions client.

Mr. Palmer didn't have to worry about how he would get to class because his enrollment came with a free Lynx bus pass for the duration of the training.

After successfully earning three key industry credentials, he was offered a new job with Lockheed making \$12 an hour. More importantly than the pay increase, over his position with the pizza restaurant, he now is setting down a career path with future growth and earning potential.

Thanks to the combined efforts of the Orlando Economic Partnership, Valencia College, Lynx, CareerSource Central Florida, and Tobias' dedication, Lockheed has found a valuable new member of their team.



Congratulations to Dr. Joseph A. Sarnovsky

Outstanding Service Recognition

Dr. Joseph A. Sarnovsky
CareerSource Central Florida
Board of Directors
October 5, 2011 – December 14, 2017

Draft
Board of Directors Meeting
Orlando Economic Partnership
301 W. Pine Street, Suite 900, Orlando, FL 32801

Friday, November 3, 2017
10:00 a.m.

MINUTES

MEMBERS PRESENT: Debbie Clements, Greg Beliveau, Paul Bough, Glen Casel, John Davis, Nicole Guillet, Jeff Hayward, Eric Jackson, Brian Michaels, John Pittman, Kathleen Plinske, Jody Sweet, Jane Trnka, Eric Ushkowitz, Larry Walter, and Mark Wylie

MEMBERS ABSENT: Steve Ball, Wendy Brandon, Melanie Cornell, William D’Aiuto, John Gill, Mark Havard, Leland Madsen, Sheri Olson, Joseph Sarnovsky, Jim Sullivan, Richard Sweat, Chuck Todd and Al Trombetta

STAFF PRESENT: Pam Nabors, Mimi Coenen, 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: Heather Ramos, Brock Magruder/GrayRobinson

Agenda Item	Topic	Action Item / Follow Up Item
1	<p>Welcome Mr. Wylie, Vice Chair, on behalf of Board Chair, called the meeting to order at 10:11 am and welcomed those in attendance. Mr. Wylie extended his thanks to Mr. Tim Giuliani, President/CEO with Orlando Economic Partnership for hosting the meeting.</p> <p>Mr. Wylie introduced the following new Board Members to the CSCF Board: Mr. Steve Ball with Holland & Knight, Mr. Jeff Hayward with Heart of Florida United Way, and Mr. Al Trombetta, with International Union of Painters & Allied Trades, Florida Finishing Trades.</p>	
2	<p>Mission Moment Ms. Mimi Coenen, Chief Operations Officer, stated CSCF is also continuing to provide support, services and, through “Project Restore,” temporary disaster recovery jobs to evacuees from Puerto Rico affected by Hurricane Maria and Floridians left jobless due to Hurricane Irma. Ms. Nilda Blanco, Director of Planning & Policy, referenced two displaced families (attachment) that CSCF connected to these positions. The long-term plan is to find permanent employment, should they decided to remain in Central Florida.</p>	
3	<p>Roll Call / Establishment of Quorum Ms. Kasal commenced with roll call and reported that there was a quorum present.</p>	
4	<p>Public Comment None offered.</p>	

5	<p>Chair's Report Ms. Clements extended her thanks to Ms. Nabors and staff for their efforts in supporting the workforce needs related to individuals and businesses affected by Hurricane Irma and evacuees from Puerto Rico and Virgin Islands affected by Hurricane Maria who have relocated to Central Florida.</p>	
6	<p>Consent Agenda: Ms. Clements, Board Chair, asked the Board if any item on the consent agenda, as listed below, needed to be moved to the action item portion of the agenda.</p> <p>Consent Agenda:</p> <ul style="list-style-type: none"> • Draft Minutes of 6/28/17 Board Meeting • Operations and Finance Report • President's Report 	<p>Mr. Hayward made a motion to approve all items on the consent agenda. Ms. Sweet seconded; motion passed unanimously.</p>
7	<p>Information:</p> <p>Department of Economic Opportunity (DEO) Region 12 Performance Report Mr. James Finch, Workforce Services Administrator with Department of Economic Opportunity (DEO) provided a PowerPoint presentation, via webinar, entitled "CareerSource Central Florida Performance Overview" (attachment). Mr. Finch stated that the purpose of this overview is to annually meet with the regional workforce board to review the board's performance; to certify that the Board is in compliance with applicable state and federal law; and to provide WIOA updates. Mr. Finch reviewed the following areas: Florida workforce system structure and service delivery model; 17-18 funding allocations (statewide and local); 16-17 local expenditures; 16-17 common measures; programmatic monitoring and oversight; and 16-17 summary of the small number of local findings, of which majority were from Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) and were minimal findings. Mr. Finch noted with regard to DEO's Common Measures, since Workforce Innovation Act (WIA) is still transitioning to Workforce Innovation and Opportunity Act (WIOA), the FY 17-18 WIOA outcome goals that DEO provided are not real goals but "practice goals." DEO projected these goals based on current performance in order to provide CSCF a gauge of the organization's standing per each common measure. Ms. Nabors added, from an operational perspective, Common Measure targets were unknown until 3rd and 4th quarter time period this past year.</p> <p>Mr. Finch stated CSCF's performance is very commendable for a region of its size and the diverse people it serves across its counties. Mr. Finch also commended CareerSource Central Florida for promptly stepping in to support those individuals applying for</p>	

disaster unemployment who were affected by the hurricane.

Committee Reports:

Executive Committee

Ms. Clements stated the Executive Committee met on 10/24/17 to review committee reports and the board meeting agenda. The Committee also received recommendation from Mr. Thomas Wilkes of GrayRobinson, CSCF's corporate attorney, regarding a litigation settlement with Continental Property, CSCF's former landlord; the Committee agreed to present the recommendation to the full board for their review and decision. Ms. Clements explained the lawsuit brought by CPLLC is a result of decisions made by the former CSCF administration. Ms. Heather Ramos of GrayRobinson, introduced Brock MacGruder, an associate at Gray Robinson. Mr. McGruder explained the details of the case and emphasized the law firm's position that the lease with CP LLC, which is the subject of the lawsuit, was poorly executed by the former administration. He also reiterated Mr. Wilkes' recommendation to accept a settlement from the plaintiff in the amount of \$20,000.

Revenue Diversity Ad Hoc Committee

Mr. Jackson, Committee Chair, stated the Committee met on 8/24/17, reviewed status of current revenue diversification strategies and discussed other opportunities. The Committee concurred honing in on one or two clearly defined, achievable revenue diversity goals that align to CSCF's strengths and would provide the greatest regional impact. The Committee meets again on 11/20/17 and an update will be provided at the December Board meeting. Mr. Jackson welcomed the Board to offer any further input.

Audit Committee:

Mr. Ushkowitz, Committee Chair, stated that the Audit Committee met jointly with the Finance Committee on 10/9/17. The Committee reviewed its charter and received an overview of the upcoming audit process from CSCF's new audit firm Grau & Associates. The Audit Committee is scheduled to meet on 11/28/17 to review the final results and financial statements of which a clean audit is anticipated. Mr. Ushkowitz also referenced DEO's monitoring report for FY 16-17 (attachment) which resulted in a clean audit with zero findings and no issues of non-compliance or observations.

Community Engagement Committee:

Ms. Sweet, Committee Chair, stated the Community Engagement Committee met on 9/26/17 and reviewed committee charter, outreach performance for FY 16-17 as

After Board review and discussion, Mr. Wylie made a motion to authorize and direct the President/CEO and CFO (i) to finalize and enter into the settlement agreement with Continental Property, LLC under which CareerSource Central Florida will receive \$20,000 and (ii) to take all other actions necessary or useful to complete the settlement. Mr. Jackson seconded; motion passed unanimously.

well as discussed hurricane outreach efforts. The Committee also had robust discussion on ways to continue with more intentional promotion. The intent is to optimize public outreach efforts and arm messaging with compelling metrics and success stories in order to best showcase the value and relevance of CSCF.

Finance Committee

Mr. Wylie, on behalf of Dr. Sarnovsky who is Committee Chair, stated, as previously mentioned, the Finance Committee met jointly with the Audit Committee on 10/9/17 and reviewed finance charter, year-end financials for FY 16-17, and the financials for first two months in FY 17-18. Mr. Wylie remarked that FY16-17's financials were in line with the set budget and the current year's finances are on track for most line items. Mr. Wylie stated the Committee reviewed the wrap-up of the five year facilities plan which resulted in a 25% savings in lease costs through office consolidation. The Committee also reviewed and discussed the new five year facilities plan currently underway, of which CSCF's Lake County office is the first area of focus; the option of sharing space with Lake Sumter State College is being explored.

Governance Committee

Mr. Wylie, Committee Chair, stated the Governance Committee met on 8/16/17 and reviewed the Committee's charter, Board Member characteristics, the Board's evaluation process and received an Enterprise Risk update. The Committee also discussed adding another Board Retreat to the meeting schedule. The Committee concurred to review the Bylaws at the next meeting. The Committee directed staff to send out self-evaluation surveys to the Board. Ms. Nabors reported that the "CSCF Board Member Self-Evaluation" survey sent to the Board on 10/18/17 and, to date, 18 out of 29 Board members have responded. Staff will follow up with the Board and ask the remainder to respond. The Governance Committee will plan to meet in January 2018 to review and discuss the survey results.

Career Services:

Dr. Plinske, Committee Chair, stated the Career Services Committee met on 10/4/17 and reviewed the Committee's charter and CSCF's program performance for FY 16-17. The Committee reviewed and discussed the training matrix for FY 17-18, which significantly reduced in size due to: 1) aligning more to High Growth Industry (HGI) programs, 2) short term vs. long-term programs, and 3) training providers that did not meet established performance thresholds. The Committee also reviewed proposed revised metric recommendations for FY 17-18 (attachment) as highlighted in red and any new metrics

Mr. Hayward made a motion to approve "Revised Metrics Recommendations FY 17-18". Mr. Michaels seconded; motion passed unanimously.

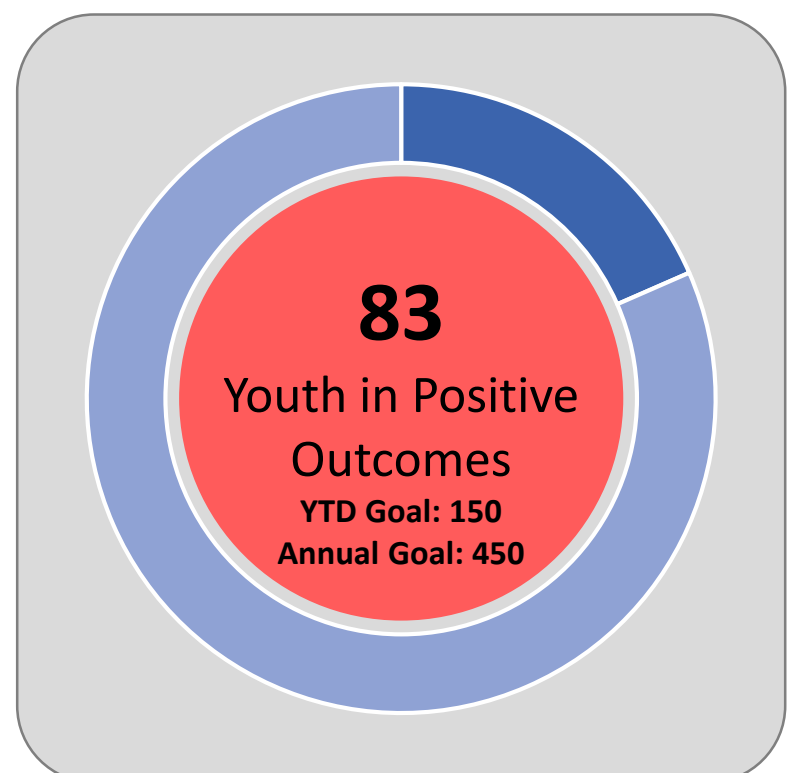
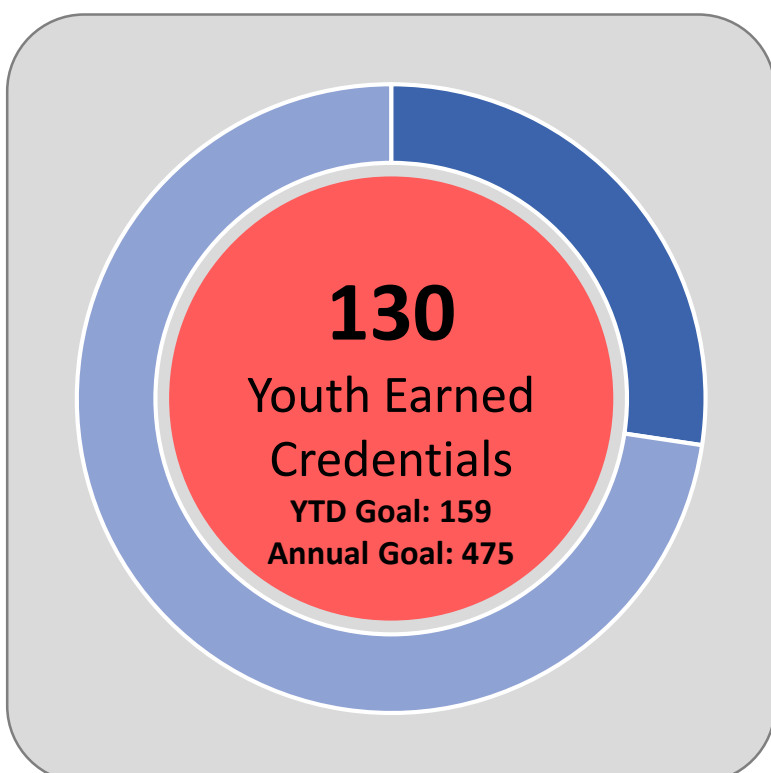
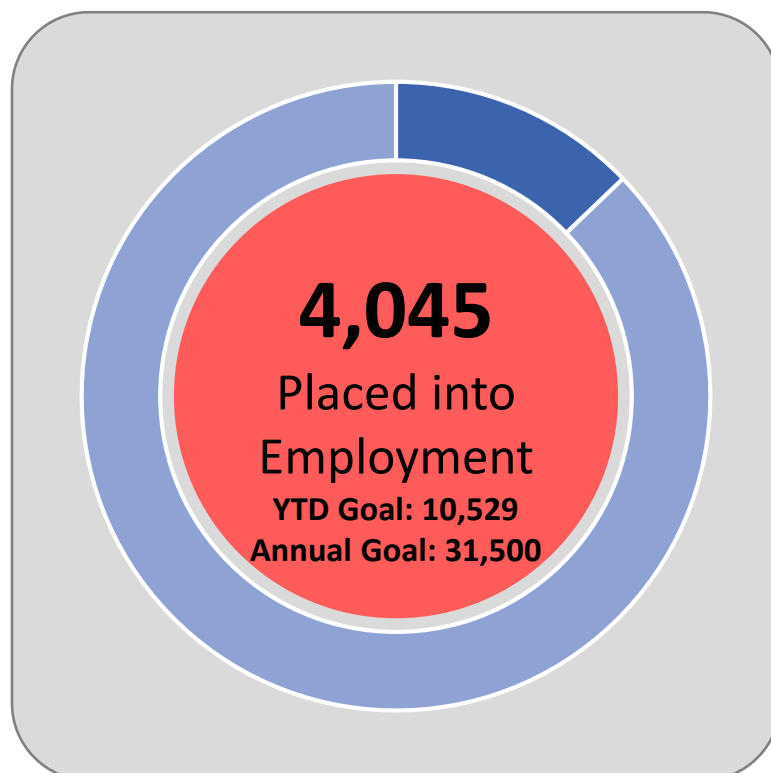
	<p>noted. To note: goals are redirected to HGI focus; added customer satisfaction survey for businesses using CSCF services; number of repeat customers goal reduced as many businesses not having a need to hire employees year after year. With regard to youth, capture all high-value programs that significantly help youth attain employable skills.</p>	
6	<p>Other Business Ms. Nabors referenced “Legislative Strategy – A Story of Impact in Central Florida” (attachment) and stated at the previous Board meeting it was requested staff prepare a “toolbox” which the Board could use to advocate and educate local officials with quick impactful messages. This strategic information delineates CSCF’s impact on the Central Florida community and the return on investment for every dollar CSCF spent.</p> <p>Ms. Nabors referenced an article entitled “Creating Talent Supply for the Future” (attachment).</p>	
7	<p>Adjournment There being no other business, the meeting was adjourned at 11:32 am.</p>	

Respectfully submitted,

Kaz Kasal
Executive Coordinator

PY 17-18 Operations Report

Through 10.31.2017



PY 17-18 Target



On track to meet goal



PY 17-18 YTD Actual



Behind on goal

Data Source: Employ Florida

CareerSource Central Florida
Budget Versus Actual Report
As of 09/30/17

CSCF Budget FY 2017 - 2018		INDIRECT COST	RESEA	WIOA Adult	Youth	WIOA DW	WT	TAA	SNAP	WP	DVOP	UC	LVER	NEG	Inc \$'s (WIA/WP)	TACCCT	TRANCOM	YOUTHBUILD	AMERICAS PROMISE	UNRESTRICTED	NEG HURRICANE IRMA	Actual Expenditures	% of Expenditures	
Funding Sources	Total Revenue		119	20	22	30	60	81	85	90	94	96	98			129	130	133	132					
Carry In Funds From FY 16 - 17	5,657,409		-	2,027,565	3,346,853	-	-	-	-	282,991	-	-	-	-	-	-	-	-	-	-	-	-		
FY 17 - 18 Award	25,991,131		475,351	4,534,780	4,230,190	5,769,572	6,682,917	100,523	675,000	2,244,318	188,976	138,936	118,414	150,000	217,874	55,000	60,000	152,127	197,153	-	-			
Award Total - Available Funds	31,648,540		475,351	6,562,345	7,577,043	5,769,572	6,682,917	100,523	675,000	2,527,309	188,976	138,936	118,414	150,000	217,874	55,000	60,000	152,127	197,153	-	-			
LESS planned Carryover For FY 18 - 19	(3,773,541)		-	(1,324,725)	(846,038)	(1,153,914)	-	-	-	(448,864)	-	-	-	-	-	-	-	-	-	-	-	-		
Total Available Funds Budgeted	27,875,000		475,351	5,237,620	6,731,005	4,615,658	6,682,917	100,523	675,000	2,078,445	188,976	138,936	118,414	150,000	217,874	55,000	60,000	152,127	197,153	-	-			
PROGRAM	Authorized Budget																							
Salaries/Benefits	12,220,500	377,011	45,531	777,699	474,848	75,329	592,287	2,547	140,592	80,360	49,149	51,565	17,080	11,514	-	23,093	24,617	20,935	22,631	-	6,279	2,793,068	22.9%	
Program Services	10,500,000	-	-	149,931	375,602	40,817	432,661	68,947	-	-	-	-	-	1,741	-	-	-	-	-	-	-	-	1,069,698	10.2%
Professional Services	870,000	23,372	1,858	27,661	14,709	2,880	20,562	739	5,830	9,472	3,496	2,696	2,349	712	448	1,261	1,266	1,149	1,263	448	904	123,073	14.1%	
Outreach	232,500	206	583	12,947	14,253	1,368	16,500	299	2,785	7,526	2,262	1,508	1,571	156	12,158	472	482	5,463	1,377	2,500	39	84,454	36.3%	
Infrastructure/Maintenance & Related Cost	2,622,000	42,392	3,588	61,246	47,755	5,202	46,717	1,044	11,793	374,972	10,555	4,904	7,218	798	-	1,686	1,756	1,296	1,534	121	531	625,108	23.8%	
IT Cost/Network Expenses	1,125,000	30,428	2,289	50,219	27,996	4,521	38,058	703	9,469	33,478	9,071	3,806	4,538	566	44,674	1,312	1,495	1,495	1,495	1,495	1,495	268,603	23.9%	
Staff Development & Capacity Building	305,000	8,027	62	9,163	2,614	107	927	16	247	1,278	605	86	824	11	-	37	126	24	39	7,923	27	32,144	10.5%	
Indirect Cost (10.36%)		(435,124)	5,541	132,531	100,501	13,508	118,066	7,646	17,662	16,532	7,696	6,620	3,406	2,235	1,260	8	3	-	-	1,103	806	(0)		
EXPENDITURES	27,875,000	46,313	59,451	1,221,397	1,058,277	143,732	1,265,778	81,941	188,378	523,618	82,834	71,184	36,985	17,733	58,540	27,869	29,745	30,362	28,339	13,590	10,081	4,996,148	17.9%	
FUNDING DECISIONS	-	-	-	59,222	-	-	-	-	-	-	-	(20,094)	-	-	-	(18,746)	(20,382)	-	-	-	-	0		
TOTAL BUDGET/EXPENDITURES	4,996,148	46,313	59,451	1,280,620	1,058,277	143,732	1,265,778	81,941	188,378	523,618	82,834	51,090	36,985	17,733	58,540	9,123	9,363	30,362	28,339	13,590		4,996,148	17.9%	
TOTAL AVAILABLE FUNDS	22,878,852	(46,313)	415,900	3,957,000	5,672,728	4,471,926	5,417,139	18,582	486,622	1,554,828	106,142	87,846	81,429	132,267	159,334	45,877	50,636	121,764	168,813					
% OF FUNDS EXPENDED BY GRANT	17.9%		12.5%	24.5%	15.7%	3.1%	18.9%	81.5%	27.9%	25.2%	43.8%	36.8%	31.2%	11.8%	26.9%	16.6%	15.6%	20.0%	14.4%					
	ACTUAL	TARGET																						
ITA %	19.9%	50.0%																						
ADMINISTRATIVE COST %	9.1%	8.0%																						

A - The states mandates that 50% of total WIOA adult and dislocated worker funds are spent in client intensive training activities.

B - The state mandates that total administrative cost are not to exceed 10% of total cost.

**CareerSource Central Florida
President/CEO Report
December 14, 2017**

Highlights

Board Development and Strategic Initiatives

- The Revenue Diversity committee has met twice and identified two specific areas of focus to generate revenue. Efforts will include maximizing the current Ticket-to-Work program, which is a state program that provides incentive funds to workforce boards when those with disabilities re-enter employment. Committee work also includes developing strategies to increase community investment into our youth service delivery.
- The Board held the first part of its annual retreat and focused its discussion on repositioning the organization to meet the needs of its key customers and deliver on the core competencies that make the organization uniquely positioned in the community to address current and emerging workforce needs.

Internal Process and Systems

- Completed the Fiscal Year 2016-17 2CFR200 Audit with no findings and no areas of internal control weaknesses. The result of the audit is an unmodified opinion (highest level a company can attain).
- CSCF successfully deployed a Contact Center after six months of research and analysis. The new Contact Center answered 4,420 calls in the month of October. The average hold time was less than two minutes. Data collection and reporting processes have been established through the Contact Center software, allowing more complex calls to be routed directly to staff who can personally respond. The Contact Center team has worked with the IT and Communications teams to craft “Frequently Asked Questions” to help our customers access services and resources.
- As a result of damages caused by Hurricane Irma, the Osceola Career Services Center has a new roof courtesy of our landlord. The Osceola Career Services Center has also undergone some minor interior changes designed to increase the efficiency and effectiveness of serving customers.
- Implemented an organization-wide printing solution with monitoring tools that has resulted in a \$3,000/month average savings.
- Chepenik Financial, CareerSource Central Florida’s retirement broker, presented to the Finance Committee on November 16, 2017, an update of the staff retirement plan. The plan has nearly \$5M in investments, which represents a 60%, or \$2M, increase in two years. Staff participation is at 95% percent, up from 70% two years ago. Loans against the plan are less than 4% of total plan assets.

Programs and Performance Outcomes

- Through November 20, 2017, CSCF has focused its effort to fill employers’ job orders, resulting in directly placing 2,369 career seekers into employment opportunities. The number of job orders filled to-date continues to exceed the year-to-date goal of 1,667, and is also well above last year’s 1,282 direct placements at the same time.

- To replicate a success model currently in place at Lake-Sumter State College, CSCF has imbedded a staff member in Valencia College's Poinciana campus to offer resources for both training and placement services in November. Services will be offered to students and the general public.

Community Engagement and Outreach

- HURRICANE IRMA & MARIA EFFORTS: CSCF partnered with WKMG Channel 6, City of Orlando, the Hispanic Chamber, the Puerto Rican Chamber, and Univision to host a community hiring event on November 16, 2017, to primarily support Hurricane Maria evacuees. More than 550 career seekers attended the job fair at the Osceola Career Services Center that featured 42 local business interested in hiring this newly-arrived talent. CSCF hosted two additional hiring events – one at the Southeast Orange Career Services Center, and another at the Osceola Career Services Center – each attended by more than 400 career seekers and approximately 30 businesses. As a result of these events, 175 career seekers received on-the-spot offers and many more interviews were scheduled for further consideration to hire.

Efforts continue through Project Restore, a temporary work experience effort to assist unemployed workers prior to, or as a result of Hurricane Irma, with approximately 200 individuals placed in non-profit or public service locations. Through this project, 17 Maria Evacuees and 16 veterans were hired.

CareerSource Central Florida Audit Wrap Up Fiscal Year End 6/30/2017

Racquel McIntosh, CPA
Partner



Grau & Associates
CERTIFIED PUBLIC ACCOUNTANTS

Agenda

- Role of External Auditor
- Opinion on Financial Statements and Statement of Expenditures of Federal Awards (SEFA)
- Financial Statements
- Compliance Reports
- Questions
- Audit Committee Charter Comments

Role of the External Auditor

- Performs Single Audit
 - Financial Statement
 - Compliance
- Performs audit under Government Auditing Standards and Uniform Guidance
- Issues an opinion on the following;
 - financial statements and the schedule of expenditures of federal awards (SEFA) in relation to the financial statements
 - compliance of each major program



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Role of the External Auditor

- Does not issue an opinion on;
 - Effectiveness of internal controls (financial reporting and compliance)



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Opinion

- Financial Statements
 - Unmodified Opinion
- Statement of Expenditures of Federal Awards
 - Unmodified Opinion



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CERTIFIED PUBLIC ACCOUNTANTS

Statement of Financial Position 6/30/2017

ASSETS

Current assets:

Cash	1,730,922
Grant receivable	1,729,545
Other receivables	69,422
Prepaid expenses and other current assets	<u>393,763</u>
Total current assets	<u>3,923,652</u>

Property and equipment:

Leasehold improvements	2,797,058
Software	1,340,164
Data processing equipment	1,089,107
Vehicles	418,089
Office furniture and fixtures	<u>7,068</u>
Total Property and equipment	5,651,486
Less accumulated depreciation	<u>(5,414,305)</u>
Property and equipment, net	<u>237,181</u>

Deposits	<u>361,456</u>
Total assets	<u>\$ 4,522,289</u>

LIABILITIES AND NET ASSETS

Current liabilities:

Accounts payable and accrued expenses	954,029
Accrued compensation	1,033,809
Grant advances	234,730
Deferred rent	<u>111,427</u>
Total current liabilities	2,333,995

Unrestricted net assets	2,188,294
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Total liabilities and net assets	<u>\$ 4,522,289</u>
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Statement of Activities for the Fiscal Year Ended 6/30/2017

Revenues:	
Government Grants	<u>\$ 27,714,560</u>
Total revenues	<u>27,714,560</u>
Expenses:	
Direct program costs - training, retraining and readjustment	25,580,115
General and administrative	<u>2,301,198</u>
Total expenses	<u>27,881,313</u>
Change in net assets	(166,753)
Net assets, beginning of year	2,355,047
Net assets, end of year	<u><u>\$ 2,188,294</u></u>

Compliance Reports

- Yellow Book
 - No instances of noncompliance noted
 - No material weaknesses or significant deficiencies
 - No other findings
- Uniform Guidance
 - Major Program = WIOA cluster
 - Unmodified opinion on compliance
 - No material weaknesses or significant deficiencies
 - No other findings



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Committee Questions



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Board Retreat Debrief

Pam Nabors, President & CEO
December 14, 2017

collaborate ◀
innovate ◀
lead ◀

CareerSourceCentralFlorida.com ◀

Board Retreat Summary:

1. **Board Received Introduction to Orlando Economic Partnership (OEP)**
 - Tim Guiliani, President/CEO of OEP discussed strategic purpose of merger to create one business advocate voice

2. **State of the Region Presentation**
 - Leadership Team showed that talent is driving regional economic development
 - Snapshot of the Central Florida economy
 - CSCF's financial resources and expenditures since 2014
 - Analysis of Talent Pipeline
 - CSCF Board goals and visual overview of CSCF's organizational process

3. **CareerSource Central Florida Strategies Breakout Sessions**
 - Gert Garman, owner for Board Perspective, LLC, presented guidance and tips and led discussion of 4 questions to support CSCF's process and strategies
 - Group exercises promoted creative, "divergent thinking"

Board Retreat Summary:

A. What career seeker customer does CSCF attract and serve successfully? How can CSCF develop a unique market niche?

- ***“Seeking a long-term relationships, not a one-night stand”*** - CSCF already has an attractive talent pool for existing and new employers coming to the area. They are employable, with work experience, high school diplomas, and some college education.
- ***Create a system that quickly assesses talent and matches it to the appropriate opportunity*** - Help them not just get a job, but focus on a career. Match talent to the right positions. Create a system that quickly assesses talent and matches it to the appropriate opportunity.

Board Retreat Summary:

- B. With a population increasing and diversifying in Central Florida, what workforce services will yield the best talent pipeline?
- *Targeted Services to support specific needs for high-growth industries*
 - *“Bullcrap & Bullseye” – Focused and targeted – CSCF’s role is the “translator” and “conduit;” the “catalyst” that understands business needs, where the gaps are, and exponential growth.*
 - *CSCF works with educational and government partners to ensure the right skills training occurs, and skilled workers are placed in most needed positions.*
 - *Create Business Advisory Groups*
 - *Organize Educational Partners*

Board Retreat Summary:

- C. **Businesses continue to struggle with finding talent that meets their needs. In 2015, CSCF selected 6 sectors: Business & Professional Services, Construction, Healthcare, Hospitality & Tourism, Manufacturing, and Trade & Logistics. Can CSCF support the talent needs of six industries? Given previous year outcomes, what sectors yield the best results?**
- ***“Pick Our Playground”*** - *In which industries can CSCF make a mark? What is the specialized niche that CSCF could be known for and does best? Focus to build our brand on less than six industries.*
 - ***“Everyone Wants to be a Nurse”*** - *Focus on industries that don't naturally draw potential employees, that require some training, and that yield long-term careers. Partner with other resources. Staff understands industry needs. Do we need to drive demand in healthcare careers?*

Board Retreat Summary:

- C. **Businesses continue to struggle with finding talent that meets their needs. In 2015, CSCF selected 6 sectors: Business & Professional Services, Construction, Healthcare, Hospitality & Tourism, Manufacturing, and Trade & Logistics. Can CSCF support the talent needs of six industries? Given previous year outcomes, what sectors yield the best results?**
- *“Focus on the Front Door” – Focus on entry-level jobs that have growth opportunities within the targeted industries – add greater focus within identified targeted industries and those entry-level jobs that go unfilled.*
 - *“Pam Said, ‘Actually...’” - How do we measure success? Percent of completers placed? Wages of those placed? Employers finding skilled employees? How can we identify the sector that yielded the best result when we’re not sure of the metric?*
 - *Data analysis/data definitions*
 - *Create marketing plans/communication plans*
 - *Evaluate on a regular basis*

Board Retreat Summary:

CSCF Board Feedback

- D. Looking into the future, CareerSource Central Florida will have fewer federal resources for training and talent development. How do we attract revenue and/or investment to support ongoing talent development?
- *“CSCF Rebrand” - Push what CSCF does well – demonstrate impact, then new, expanded programs. Identify and develop partnerships, seek corporate grants, and sell services to the business community.*
 - *“CareerSource Central Florida Rebrands in Revenue Diversity Initiative to Demonstrate That Success Breeds Success” - Better articulate the core strengths of CSCF; this leads to increased confidence in the business and donor community, which leads to increased investment, which leads to further opportunity for expansion and innovation. Our continuous improvement and expansion feeds creativity and community solutions that effectively rebrand and refine our value add to the community both for employers and employees.*
 - *Role to identify, develop and seed partnerships*
 - *Seek and apply for private and corporate foundation and grant support*
 - *Identify and implement customized and innovative solutions*

CSCF Board Feedback

