

**CAREERSOURCE FLORIDA
BOARD OF DIRECTORS
MEETING MINUTES
May 17, 2017**

CALL TO ORDER

Chairman Britt Sikes called the meeting of the CareerSource Florida Board of Directors to order at approximately 8:30 a.m. ET on May 17, 2017, welcoming all board members and attendees to the meeting. After the Pledge of Allegiance was said, he requested a roll call.

ROLL CALL/QUORUM

A quorum was present with the following board members in attendance:

Chairman Britt Sikes	Rick Matthews,
Brittany Birken	Thomas McIntosh
Robert Campbell	W. Alexander Moseley
Steve Capehart	Michael Myhre
Timothy Center	Bryan Nelson
Rose Conry	James Nolan
Bryan da Frota	Cissy Proctor
Kevin Doyle	Todd Rebol
Arnie Girmun	Rod Duckworth*
Elisha Gonzalez	Ardian Zika
William Johnson	

Board members not in attendance were: Gov. Rick Scott, Stan Connally Jr., Duane De Freese, Elli Hurst, Sen. Bill Montford, Edwin Moore, Rep. Elizabeth Porter and Mike Tomas

*Designees

CHAIRMAN'S WELCOME & REMARKS

Chairman Sikes welcomed the board members, the CareerSource Florida professional team and local workforce development boards to the quarterly board meeting. Chairman Sikes thanked Ed Peachey, president and CEO of CareerSource Pinellas and CareerSource Tampa Bay for its' support of the professional team with the board meeting and for sponsoring the networking opportunity at The Dali Museum. Mr. Peachey partnered with several area businesses to sponsor the event, including Complete Technology Solutions, Florida Makes, Future Plans and the St. Petersburg Economic Development Corporation. Chairman Sikes welcomed John Ruby of Future Plans to say a few words. Mr. Ruby spoke briefly about his company and highlighted its' work with CareerSource Pinellas.

Chairman Sikes recognized one of the newest board members Michael Myhre, the CEO and state director for the Florida Small Business Development Centers Network. He welcomed Mr. Myhre to the board and asked him to say a few words about himself.

Chairman Sikes acknowledged and thanked the board sponsors:

- Platinum Sponsors:
 - Dex Imaging
 - Florida Chamber Foundation
 - Gulf Power Company
- Gold Sponsor:
 - Coldwell Banker Commercial AI Group
- Silver Sponsors:
 - Florida Vocational Institute
 - Independent Colleges & Universities of Florida
 - New Horizons
 - StaffTime
 - U.S. StemCell
 - Wexford Strategies

Chairman Sikes gave special thanks to John Wanamaker, the former chair of the Florida Workforce Chairs Alliance. He thanked Mr. Wanamaker for his years of service and noted he has been an outstanding partner and state board sponsor for many years. He welcomed Frank Horkey, a member of the CareerSource Broward Board of Directors, as the new chair of the Florida Workforce Chairs Alliance.

Mr. Sikes said he would provide opportunities for public comment after a motion and second have been made for any consent and action items and again toward the end of the meeting at the designated time. He recapped the work of the board during the February board meeting.

Refer to Feb. 8, 2017 Board Meeting Minutes on the CareerSource Florida [website](#).

Chairman Sikes informed the board that following the February board meeting, CareerSource Florida selected Andrew Collins as Chief Financial and Operating Officer. Mary Lazor was named CareerSource Florida Vice President of Strategic Policy and Performance and is the new professional team lead for this council. Pulling performance into the council's oversight duties, better aligns with the tenets of the Workforce Innovation and Opportunity Act, under which performance informs policy decisions, and policy decisions drive performance, Chairman Sikes said.

Chairman Sikes then moved to the next agenda item.

MISSION MOMENT

Chairman Sikes introduced Elizabeth Morris from SCC Soft Computer located in St. Petersburg for the Mission Moment. Ms. Morris is a recruitment coordinator for SCC Soft Computer, a supplier of comprehensive laboratory and clinical information systems for the healthcare industry. SCC has been a leading laboratory information systems vendor since 1979 and is considered one of the largest programming companies in this field in the world.

Ms. Morris presented to the board providing background on SCC and detailing how the company has worked closely with CareerSource Pinellas to recruit talent. She noted that SCC has benefitted from the partnership with CareerSource Pinellas as it provides up-to-date job postings, referrals, on-site hiring events, job fairs and professional mixers.

Ms. Morris concluded and offered to take questions from the board.

Refer to the May 17, 2017 board meeting agenda packet and PowerPoint for the full presentation.

Chairman Sikes thanked Ms. Morris. He then asked President & CEO Michelle Dennard to provide her President's Report.

PRESIDENT'S REPORT

President & CEO Michelle Dennard thanked Chairman Sikes. She said she was energized by the board, the CareerSource Florida team and local partners. President Dennard began by updating the board on the close of the legislative session in Tallahassee.

The Quick Response Training program was appropriated \$15 million – a \$3 million increase over last year. This will enable CareerSource Florida to continue to meet the talent needs of businesses, especially in a time where economic development in Florida is changing. CareerSource Florida looks forward to continuing to work with Enterprise Florida and VISIT Florida, who were appropriated operational funding, albeit at a reduced level, Ms. Dennard said.

President Dennard reported that 2017-18's year will continue to emphasize the importance of talent as a primary economic driver. The board and its' collective team stand ready to meet those opportunities, she added.

Ms. Dennard recapped the 2016-17 Corporate Goals, which included Sector Strategies, FloridaFlex and the Talent and Prosperity Dashboard.

Sector Strategies

President Dennard noted that the Workforce Innovation and Opportunity Act challenged CareerSource Florida to change the way it helps businesses and jobseekers. To change the way of thinking from transactional, or helping an individual person or jobseeker, to transformational, or system changes.

Sector strategies do just that. Driven by a \$7 million grant from the United States Department of Labor, and under the leadership of Senior Vice President of Business and Workforce Development Andra Cornelius, CareerSource Florida has engaged national experts, Maher & Maher, to build regional capacity through a series of territory workshops focused on sector strategies. CareerSource Florida served as the convener in this role, with more than 400

attendees from education, economic development, workforce development, colleges and universities, community partners, and industry, President Dennard reported.

FloridaFlex

For 2016-17, CareerSource Florida established the goal of positioning Florida as the top state for delivering talent solutions to meet the needs of businesses. To do that, CareerSource Florida focused on a statewide branding strategy that encompasses the recruiting, training, and hiring services provided by network under the name FloridaFlex, President Dennard explained. The goal is for Florida businesses to know that the network has a flexible toolkit that can be customized to meet specific needs.

This work has included refining the brand around FloridaFlex, outreach, social media, and lead generation response processes all surrounding businesses. CareerSource Florida has engaged in market research to judge the past year's progress, and learned that more than 50% of businesses in the market survey are aware of the available services or have utilized the services.

CareerSource Florida expects this success to continue to build as it continues our work of sharing the strong services available to businesses.

Talent and Prosperity Dashboard

President Dennard reported the Talent and Prosperity Dashboard has provided a grounding tool for decision making. Focusing on CareerSource Florida's aspirational goal of increasing the prosperity of workers and employers; reducing welfare dependency; increasing economic self-sufficiency; meeting employer needs; and enhancing productivity and competitiveness, this dashboard identifies metrics, at the macro level, of how the network is moving in that direction, she said.

2016-17's goal was to build the dashboard, tell others about it, gain feedback and to identify those metrics that align to the goal. Thanks to the work of the council, and to Vice President of Strategic Policy and Performance, Mary Lazor's partnership with Adriene Johnston, Chief of the Bureau of Labor Market Statistics, the dashboard is established. However, President Dennard noted that the work is not done. The continued goal is for CareerSource Florida to engage other partners, seek alignment to not only the system's measurement, but also to other tools and dashboards used by partners. In the long run, the dashboard is intended to align conversations and create a collective focus, she added.

President Dennard highlighted two additional CareerSource Florida successes:

Brand Recognition

President Dennard reported recognition of the CareerSource Florida network increased significantly among respondents to the 2017 survey over respondents to the 2013 survey done prior to the establishment of a statewide unified brand.

President Dennard referenced the Statewide Advertising Performance Overview Report and a Communications Engagement Report as well as other information included in the board packets. She pointed out the following:

2013: 24% of employers were aware and knowledgeable of Workforce Florida, the state workforce board

2017: 48% of employers are aware and knowledgeable of CareerSource Florida

President Dennard said CareerSource Florida continues to be a national leader in this area.

Governor's Reemployment Challenge

President Dennard explained that last year the board invested in the Governor's Reemployment Challenge. President Dennard asked board member and Department of Economic Opportunity Executive Director Cissy Proctor to provide a brief update on the Governor's Reemployment Challenge. Ms. Proctor updated the board on the work to date.

PLANNING FOR 2017-18

In planning for fiscal year 2017-2018, President Dennard spoke about the core mission and said talent will continue to be an important piece to growing Florida's economy. She highlighted the following aspects:

- **Core Mission** — A state workforce board has essential core functions related to communicating vision, leveraging partnerships and measuring success.
- **Partner Engagement** — President Dennard assured the board and local partners that engagement will continue. CareerSource Florida cannot address Florida's talent needs alone. Local board partners, education partners, Florida chamber partners, and other stakeholders are needed. Just as CareerSource Florida engaged across the board with Workforce Innovation and Opportunity Act partners as we developed the first state plan, CareerSource Florida cannot cease seeking those partnerships, President Dennard said. A strong and sustainable talent pipeline for Florida businesses requires engagement at all levels.
- **Reporting and Feedback** — CareerSource Florida will continue to work to solidify reporting and feedback measures for the network to drive success.

President Dennard thanked Bruce Ferguson, as this is his last CareerSource Florida board meeting as the President of the Florida Workforce Development Association. She noted that Mr. Ferguson has been a wonderful and trusted sounding board and advisor for her since she joined CareerSource Florida. I, and the rest of the CareerSource Florida team, have appreciated his support and value his service to the Florida Workforce Development Association and Florida's Workforce System. Kim Bodine will be stepping in as President of Florida Workforce Development Association.

President Dennard concluded her report by stating that she is honored and humbled to be the leader of CareerSource Florida. Chairman Sikes thanked President Dennard. He then moved to the next agenda item.

CONSENT AGENDA

Chairman Sikes presented the Consent Agenda as follows:

- Approval of Feb. 8, 2017 Board of Directors Meeting Minutes
- Strategic Policy Review
- Local Area Designations
- Department of Economic Opportunity Designee
- Local Workforce Development Board Direct Service Provider Extensions

Chairman Sikes asked for a motion to approve the Consent Agenda as presented to include any modifications or changes noted by the board.

Motion: Todd Rebol

Second: Rick Matthews

Chairman Sikes opened the floor for discussion and corrections. Hearing none, Chairman Sikes opened the floor for public comment. Hearing none, he called for a vote. The motion passed. None were opposed.

President Dennard will sign and annotate the meeting minutes for the official record. Chairman Sikes moved to the next agenda item. He asked Strategic Policy Council Chairman Kevin Doyle to provide his report.

COUNCIL REPORTS

STRATEGIC POLICY & PERFORMANCE COUNCIL REPORT

Strategic Policy & Performance Council Chairman Kevin Doyle informed the board that the council priorities have been expanded to include statewide performance priorities. The council is excited to align future policy development and performance strategies, Mr. Doyle told the board.

The council launched a new component to the meeting: *Council Member Highlight*. Brittany Birken, Council Vice Chair, shared her organization's programs on "Two Generational Solutions." Ms. Birken reported on her collaboration with the Florida Chamber Foundation to help low-income individuals and families achieve economic self-sufficiency.

The council covered several, important ongoing projects during the meeting. The Department of Economic Opportunity Bureau of Labor Market Statistics Chief Adrienne Johnston presented significant enhancements to Florida's Talent and Prosperity Dashboard. As a CareerSource Florida initiative, Florida's Talent and Prosperity Dashboard is now a web-based interactive tool reflecting workforce and economic goals and results.

James Finch, workforce administrator for the Department of Economic Opportunity, updated the council on performance indicators of Florida's Workforce Innovation and Opportunity Act. Florida is performing well within the 2016-2017 negotiated standards. The department is continuing to work with local workforce development boards on performance goals.

One of the board's highest priorities is the implementation of the Performance Funding Model (PFM). Following the February meeting, local workforce development boards received funding awards of \$5.94 million for 2015-2016 performance. A milestone was reached during the council

meeting with the launch of the beta version of the Performance Funding Model web application. Telly Buckles, representing the PFM, CareerSource Florida and the Department of Economic Opportunity's seven-member implementation team demonstrated this robust tool. The PFM web application provides local workforce development board data on placement, exit and business metrics. A Technical Assistance Committee will be established to garner local board input for further web application enhancements and implementation of the Performance Funding Model.

CareerSource Florida Policy Analyst Warren Davis provided an overview of strategic policies included on the consent agenda.

Refer to the May 16, 2017 Strategic Policy & Performance Council meeting agenda packet.

Mr. Doyle concluded his report. Chairman Sikes asked if anyone had any questions or comments for Mr. Doyle. Hearing none, Chairman Sikes invited Finance Council Chairman Arnie Girnun to provide his report.

FINANCE COUNCIL REPORT

Finance Council Chairman Arnie Girnun recapped the council's work. He said the budget recommendations were developed based upon guidance provided by the executive committee during April's meeting. It was a productive meeting with valuable feedback from the executive committee members and local board partners, Mr. Girnun said.

Mr. Girnun told board members it was impressive to see the level of discussion, debate and collaboration that took place at the meeting. The format created a strategic planning meeting where local board partners were sitting side by side with board members sharing and brainstorming solutions to ensure CareerSource Florida and the local workforce development boards continue to be leaders in serving businesses and clients across a very diverse set of communities throughout the state.

Mr. Girnun thanked the local partners for their participation and candor at the April meeting as well as CareerSource Florida's partners at the Department of Economic Opportunity for their support as recommendations were developed. Mr. Girnun told the board that the consensus at the executive committee meeting was to focus resources toward fully funding several important initiatives including a sector strategies investment approach, a focus on career pathways to prosperity for low income Floridians as well as rural initiatives.

In addition to following the guidance received during the executive committee meeting, the recommendations were built with a focus on the network's strategic goals, values, mission, promise and pillars, as well as the vision of making Florida the global leader for talent.

Finance Council Chairman Arnie Girnun concluded and invited CareerSource Florida Chief Operating and Financial Officer Andrew Collins to present details of the proposed funding allocations.

FY 2017-2018 CAREERSOURCE FLORIDA NETWORK FUNDING ALLOCATIONS

CareerSource Florida Chief Operating and Financial Officer Andrew Collins presented the details of the budget.

Mr. Collins covered each of the major funding streams, the state-level discretionary funds, and other pertinent funding recommendations (much of the funding allocated is distributed through formulas and methodology established by federal and state laws).

Mr. Collins presented an overall picture of the CareerSource Florida network funding for the upcoming fiscal year. He noted the majority of CareerSource Florida funding is from three major funding streams: the Workforce Innovation and Opportunity Act, Temporary Assistance for Needy Families and the Wagner-Peyser Act. The total proposed budget is approximately \$289 million, almost a 3.5% decrease or \$10M decrease over last year's totals. The funding stream with the largest decrease this year is the Workforce Innovation and Opportunity Act. The Workforce Innovation and Opportunity Act, however, is the biggest source of funding. These funds are split into three separate streams focused on specific targeted populations: adults, youth and dislocated workers.

- Florida received \$47.2 M in funding for Adults — a decrease of 4.59% over last year
- Youth funding is \$47.3M — a decrease of 4.92% over last year
- Dislocated Worker funding is \$58.5M — a 10% decrease over last year's amount

The total Workforce Innovation and Opportunity Act funding is \$153.1M, which is an overall decrease of 6.84%, Mr. Collins informed the board.

The majority of the available funds are allocated to the local boards and CareerSource Florida has a good indicator of its' operational efficiency, Mr. Collins said. State level operations are again level funded for the next fiscal year.

Based on feedback from the Executive Committee meeting in April, CareerSource Florida prioritized several high-level board initiatives:

- Sector Strategies
- Pathways to Prosperity
- Additional Workforce Innovation and Opportunity Act Distribution

Other items included are continuation funding for the rural initiatives and reserve funding for any emerging initiatives that may be instituted to respond to changes in the economy or workforce landscape.

Mr. Collins continued highlighting the following budget items:

Rapid Response Funding — The level of rapid response funding is set at 25% of the total allocation for dislocated workers.

There are two requirements with this funding. The network is required by statute to maintain a reserve amount and to operate a rapid response unit. The reserve amount has historically been \$3M. Mr. Collins said the finance council recommends continuation funding for the rapid response unit at the Department of Economic Opportunity.

At the recommendation of local partners, the proposed budget included a distribution of \$11.1M in rapid response to the local workforce areas to be used for assisting dislocated workers.

Wagner Peyser Grant Funds — Wagner Peyser is broken into two sections, 90% of the total funds must be spent on providing labor exchange services and 10% are to be spent at the state level on statewide activities. These sections are typically referred to by their sections within the law itself — 7a and 7b funds.

Most Wagner Peyser 7a funds are allocated to pay for staff at the local workforce areas or are distributed directly to the regions for their employer/employee matching services. Approximately \$4M of the 7a funds are spent at the state level on our statewide labor exchange system. This is funding that helps pay for Employ Florida Marketplace.

The remainder of the funding provides for the proportionate share of state-level administration.

Total WP 7a Funding	\$35,230,414
• LWDB Salaries and Pass-Through	\$27,916,151
• Labor Exchange System (EFM)	\$4,128,705
• State-Level Administration	\$2,818,672
• LWDB Insurance and HR Fees	\$366,886

Wagner Peyser 7b funds are used at the state level for performance incentives, communications outreach and ensuring that the business community and job seekers understand what the CareerSource Florida network does.

Total WP 7b Funding	\$4,467,152
• Regional Performance Incentives	\$750,000
• Integrated Communications and Statewide Outreach	\$1,750,000
• Military Spouses Program	\$850,000
• Other Business Outreach	\$500,000
• Salesforce Licenses	\$350,000
• Budget Reserve	\$250,000

Temporary Assistance for Needy Families(TANF) — These funds are used to provide employment services for individuals who are eligible or receiving cash assistance. The majority

of the funds are distributed to the local workforce areas, with the remaining funds being used to cover the relative share of the state administration and operation of the state board.

Total TANF Funding **\$58,084,001**

- **LWDBs** **\$53,930,907**
- **State Program Support** **\$4,153,094**

Total Other Programs **\$38,478,936**

- **Quick Response Training and State**

Program Support **\$15,644,508**

- **Veteran Programs** **\$11,707,664**
- **Supplemental Nutrition Assistance** **\$10,126,764**
- **Reemployment Assistance** **\$1,000,000**

Mr. Collins told the board the proposed budget action item consolidated all the various actions being presented to the board. He summarized this consolidated action, asking for approval of the funding allocations, the ITA waiver policy and the Quick Response Training grant.

Refer to the May 16, 2017 board meeting agenda packet and presentation for the complete budget numbers presented.

Chairman Sikes thanked Mr. Collins for his presentation. He asked if there were any questions. Some discussion occurred. Chairman Sikes then moved to the Action Item.

ACTION ITEM 1

Consolidated Action Item: FY 2017-2018 CareerSource Florida Network Funding Allocations

Approval of the recommended 2017 program year federal funding allocations, the fiscal year 2017-18 ITA Waiver policy and the fiscal year 2017-18 state funding allocations.

Needed Action

Approve the FY 2017-2018 CareerSource Florida network funding allocations and implementation as presented.

Chairman Sikes asked for a motion and second.

Motion: Arnie Girnun

Second: Rose Conry

Chairman Sikes opened the floor for discussion and corrections. Some board members discussed rural funding. Chairman Sikes opened the floor for public comment. Several local board executive directors thanked the board members for their thoughtful deliberation on the budget priorities. Chairman Sikes called for a vote. The motion passed. None were opposed.

SECTOR STRATEGIES SOLUTIONS

Chairman Sikes invited CareerSource Florida Senior Vice President Business & Workforce Development Andra Cornelius, CECD to share the activities and outcomes from the CareerSource Florida sector strategies engagement with Maher & Maher. Ms. Cornelius introduced Rick Maher, president & CEO of Maher & Maher.

Mr. Maher began with a brief look at national trends in workforce development. He categorized the national trend as a time for transformational change.

Mr. Maher presented recommendations for next steps to further sector strategies implementation in Florida:

Objective #1: Baseline Understanding of Sector Strategies and State Expectations

- Development of statewide sector strategies policy (and framework) that:
 - Articulates consistent components and steps
 - Requires regions to establish and report on metrics for sector partnership work
 - Removes any real or perceived state policy barriers (ex. data sharing, performance measurement or restrictive scheduling)
 - Is signed off on and distributed by all state-level partners to their local systems
 - Aligns monitoring practices to policy
- Inclusion of sector strategies into state's career center certification standards to define baseline standards and expectations

Objective #2: Build Capacity of State and Local Workforce System

- Establish CareerSource Florida territory directors as sector strategy coaches to support local partnerships through regular meetings and identification of challenges/solutions
 - Meet each local workforce development board "where they are" with a targeted technical assistance approach led by the territory director and their counterparts from other state agencies
 - Technical assistance plans provided as starting points
 - Annual completion of self-assessments with each local workforce development board
- Sector strategies online community of practice to house resources, highlight best practices and provide forum for peer discussion and engagement

Objective #3: Support Operationalization of Sector Strategies into Design/Delivery of Services

- Augment the CareerSource Florida Enhancing Business Engagement Toolkit to provide guidance regarding:
 - Coordination of business services across partners
 - Sector-based business service delivery
 - How to support operationalizing sector partnerships
- Include key indicators of operationalized sector strategies in one-stop certification standards, such as:
 - Unified business services
 - Protocol for data sharing
 - Targeting resources (ITAs, OJT, Supportive Services, etc.) to identified sectors

Objective #4: Empower Local System to Use Sector Partnerships to Develop Career Pathways

- CareerSource Florida and the Florida Department of Education partner to educate and encourage local sector partnerships to map competencies and design pathways in targeted sectors that include key features:
 - Integrated training models (Registered Apprenticeship, Earn & Learn, etc.)
 - Open entry/open exit (flexible scheduling)
 - Prior learning assessments
 - Stackable credentials
- Save resources and time by sharing competency work and curricula across education providers

Refer to the agenda packet and PowerPoint on the CareerSource Florida [website](#) for the full presentation.

Chairman Sikes thanked Mr. Maher for his presentation. He asked if there were any questions from the board. Hearing none, he moved to the next agenda item.

OPEN DISCUSSION/ PUBLIC COMMENT

Chairman Sikes asked if any board member would like to make a comment. Hearing none, he asked if any member of the public would like to make a public comment. Several local workforce partners thanked the professional team members for their work on the budget and for listening to the concerns of the local boards. They also thanked the state board members for their work. Chairman Sikes moved to his closing remarks.

CHAIRMAN'S CLOSING REMARKS

Chairman Sikes said the first half of 2017 had been a remarkable time for workforce and economic development in Florida. As the state workforce investment and policy board, the approval of the budget for the coming fiscal year marks the culmination of a lot of hard work, and signifies an exciting start to the fiscal year ahead, he said.

Working closely with state and local partners, the network is well-positioned to continue as leaders and conveners of the collaboration between industry and education to help meet the needs of Florida businesses, today and tomorrow, Chairman Sikes added.

Chairman Sikes noted that the board is not scheduled to meet person again until the Workforce Professional Development Summit and the fall board meeting in October.

Chairman Sikes then highlighted upcoming meetings.

- August 8-9, 2017 — Teleconferences
Board of Directors & Related Meetings
- Oct. 23-26, 2017 — Orlando
Workforce Professional Development Summit
Board of Directors & Related Meetings
- Complete 2017 Board & Related Meeting Calendar
www.careersourceflorida.com/boardroom

The meeting adjourned at approximately 10:45 a.m. ET.

Refer to the CareerSource Florida May 2017 meeting agenda packet and PowerPoint presentation on the CareerSource Florida website at <http://careersourceflorida.com/boardroom>.

BOARD SECRETARY CERTIFICATION

In accordance with Article VII, Section 7.3, I hereby certify that these minutes reflect the proceedings by the Board of Directors of CareerSource Florida, have been reviewed by the Board, and approved or approved with modifications which have been incorporated herein.

Michelle Dennard
Board Secretary

Date