

## Board of Directors Meeting Agenda

FEBRUARY 8, 2017 • 9:00 A.M. – 11:30 A.M. ET

AUGUSTUS B. TURNBULL III FLORIDA STATE CONFERENCE CENTER  
555 W. PENSACOLA ST. TALLAHASSEE, FL 32301  
MEETING ROOM: 208

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<b>Welcome &amp; Introduction</b>	<i>Britt Sikes</i>
<b>Chairman's Remarks</b>	<i>Britt Sikes</i>
<b>Consent Item</b>	<i>Britt Sikes</i>
<ul style="list-style-type: none"><li>Approval of November 2016 Board Meeting Minutes</li></ul>	
<b>Action Items</b>	
<ul style="list-style-type: none"><li>Approval of Candidate for CareerSource Florida President &amp; CEO</li></ul>	<i>Britt Sikes</i>
<ul style="list-style-type: none"><li>Career and Professional Education (CAPE) Act 2017-2018 Industry Certifications</li></ul>	<i>Warren Davis</i>
<b>Business Highlight — Syntech</b>	<i>Dan Phillips</i>
<b>Legislative Update</b>	<i>April Money</i>
<b>Sunshine Law Overview</b>	<i>Jay Barber</i>
<b>Council Report</b>	<i>Kevin Doyle</i>
<ul style="list-style-type: none"><li>Strategic Policy Council</li></ul>	
<b>Enhance Business Competitiveness</b>	<i>Bruce Ferguson</i>
<b>Sector Strategies Update</b>	<i>Andra Cornelius, CEcD</i>
<b>Open Discussion/Public Comment</b>	
<b>Chairman's Closing Remarks</b>	<i>Britt Sikes</i>

### UPCOMING MEETINGS

Board of Directors & Related Meetings  
May 16-17, 2017 — St. Petersburg

Board of Directors & Related Meetings  
August 8-9, 2017 — Teleconferences

Workforce Professional Development Summit  
Board of Directors & Related Meetings  
Oct. 23-26, 2017 — Orlando

Complete 2017 Board & Related Meeting Calendar  
[www.careersourceflorida.com/boardroom](http://www.careersourceflorida.com/boardroom)

collaborate.  
innovate.  
lead.



**Consent Item 1**

Approved \_\_\_\_\_  
Disapproved \_\_\_\_\_

## **Consent Item 1**

### **APPROVAL OF MINUTES**

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In accordance with Article VII, Section 7.3, of the approved bylaws, the corporation is required to keep correct and complete books and records of account and shall keep minutes on the proceedings of the board of directors.

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### **NEEDED ACTION**

**Approve the draft minutes of the Nov. 10, 2016, meeting of the CareerSource Florida Board of Directors to include any modifications or changes noted by the board.**

**CAREERSOURCE FLORIDA  
BOARD OF DIRECTORS  
DRAFT MEETING MINUTES  
Nov. 10, 2016**

**CALL TO ORDER**

Chairman Britt Sikes called the meeting of the CareerSource Florida Board of Directors to order at approximately 10:05 a.m. ET on Nov. 10, 2016, by welcoming all participants and attendees to the teleconference meeting. Chairman Sikes began the meeting and requested a roll call.

**ROLL CALL/QUORUM**

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

Chairman Britt Sikes	Elli Hurst
Brittany O. Birken	William Johnson
Steve Capehart	Edwin Moore
Rose Conry	W. Alexander Moseley
Bryan da Frota	Bryan Nelson
Duane De Freese	Todd Rebol
Kevin Doyle	Chancellor Rod Duckworth*
Arnie Gimun	Ardian Zika

Board members not in attendance were: Gov. Rick Scott, Rep. Frank Artiles, Robert Campbell, Timothy Center, Elisha Gonzalez, Rick Matthews, Thomas McIntosh, Sen. Bill Montford, Cissy Proctor, Rep. Elizabeth Porter and Mike Tomas

\*Designees

**CHAIRMAN'S WELCOME & REMARKS**

Chairman Sikes welcomed the board members, the CareerSource Florida professional team, led by President and CEO Chris Hart IV, and local workforce development boards to the final board meeting of 2016.

Chairman Sikes acknowledged and thanked the 2016 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 noted 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 also recapped the work of the board during the September meeting (refer to Sept. 28, 2016, Board Meeting Minutes).

Chairman Sikes presented the *Let's Keep Working Awards* to representatives from CareerSource Tampa Bay for September and October. He congratulated the local boards on their success.

## **CONSENT ITEM**

Chairman Sikes explained the Consent Item: Approval of the Sept. 2016 Board of Directors meeting minutes.

Chairman Sikes asked for a motion to approve the Consent Item as presented.

**Motion:** Ardian Zika

**Second:** Steve Capehart

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 Hart will sign and annotate the meeting minutes for the official record.

## **PRESIDENT'S REPORT**

Chairman Sikes invited CareerSource Florida President and CEO Chris Hart IV to present his report. President Hart updated the board on the status of:

- Florida Talent and Prosperity Dashboard — the work continues to fine tune the dashboard.
- Department of Economic Opportunity fully unveiled the Governor's Reemployment Challenge which includes three new data points. DEO has a web site that addresses this challenge.
- Partnerships – Mr. Hart reported that we are always seeking new opportunities for collaboration. He had a recent meeting with Ted Ehrlichman and team at CareerSource Suncoast and the Argus Foundation. Karen Moore with Moore Communications Group serves on the board Tallahassee Community College
- Mr. Hart said he will be speaking at an economic development conference led by Richard Williams, executive director of CareerSource Chipola, who has created wonderful collaboration with Chipola College.
- Daily Job Placement Report – Increase in number: 37,000

President Hart announced he has submitted his name as a candidate for the position of President/CEO for Enterprise Florida, Inc. Mr. Hart told the board that we will continue to keep them informed during this process, which expects will move quickly. He also said the team at CareerSource Florida will not miss a beat during this process.

Mr. Hart then concluded his official report and asked if there were any comments or questions. Hearing none, Chairman Sikes requested Strategic Policy Council Chairman Kevin Doyle to provide his report.

## **STRATEGIC POLICY COUNCIL REPORT**

Strategic Policy Council Chairman Kevin Doyle informed the board that the council covered several, important ongoing projects during the teleconference meeting. The council addressed “The Goal”. Department of Economic Opportunity Bureau of Labor Market Statistics Chief Adrienne Johnston provided the council with an update on the Florida Talent and Prosperity Dashboard as the council works to continually fine tune the metric. At the conclusion of her report, CareerSource Florida Director of Research & Analytics Rob White presented an update on the Performance Funding Model development. The council discussed these items and had question and answers with the presenters (refer to the Nov. 9, 2016 Strategic Policy Council meeting [agenda packet](#)).

Chairman Doyle thanked the presenters for their contributions. He also asked the council to think about the metrics and how to make these tools even better.

Chairman Sikes then asked if anyone had any questions or comments for Mr. Doyle. Hearing none, Chairman Sikes asked Finance Council Chairman Arnie Girnun to provide an update on the Finance Council meeting.

## **FINANCE COUNCIL REPORT**

Finance Council Chairman Arnie Girnun reported on the Finance Council meeting teleconference held Nov. 9, 2016. Mr. Girnun reported that the finance council had a very productive meeting. The council heard from Ryan Tucker from CareerSource Florida’s independent auditor, Purvis Gray & Company. Mr. Tucker summarized the audit and highlighted that it was again, a spotless audit, the highest quality result from an audit. The council unanimously accepted the audit results of the 2016 Annual CareerSource Florida, Inc. Audit by Independent audit firm (refer to the Nov. 9, 2016 Finance Council meeting agenda packet at <https://careersourceflorida.com/board-and-related-meeting-schedule-2016> )

Mr. Girnun thanked CareerSource Florida CFO/COO Scott Fennell for leading the team in another successful audit and enabling the focus of the board to remain strategic. Mr. Girnun gave special thanks to CareerSource Florida Director Finance/Controller Lisa McClain. This marks seven years of successful audits that Lisa has overseen. He also thanked CareerSource Florida Director of Contracts Mary Lazor for her use of cutting edge technology in order to monitor contracts and

create more efficiencies. These systems and processes will drive successful audits in the future, Chairman Girnun noted.

Chairman Sikes then asked if anyone had any questions or comments for Mr. Girnun. Hearing none, Chairman Sikes thanked Mr. Girnun and then moved to the next agenda item.

## **ENHANCE BUSINESS COMPETITIVENESS**

CareerSource Capital Region CEO Jim McShane, CareerSource North Florida Executive Director Sheryl Rehberg and CareerSource Suncoast President and CEO Ted Ehrlichman presented to the board on enhanced business competitiveness.

CareerSource North Florida Executive Director Sheryl Rehberg began by explaining how she has crossed the state line into Georgia, only 13 miles away, in order to collaborate. She shared her experience with helping create the Florida-Georgia Workforce Alliance which includes CareerSource North Florida, CareerSource Capital Region and WorkSource Georgia. The alliance brings many players together from both Florida and Georgia for training and to share data and best practices. She said she has found a way to work with many groups including economic developers and career services partners. She shared that she has had strong support from economic developers and legislators in Florida and Georgia. Ms. Rehberg concluded by saying that she does not own any of this and she will freely share any information because she believes it belongs to all of us. Our business leaders don't care about service area boundaries or complicated funding streams. They want the bottom line and to see results, she added. Our bottom line is to be sure we are creating an environment where communities can be economically sound while maintaining compliance with this complicated system we work within.

CareerSource Capital Region CEO Jim McShane began his presentation by sharing that this is the third time he has worked in an area that borders a state line. He shared that all four counties in Georgia on the state line are feeders for people coming into the workforce system and inversely, Florida feeds into the Georgia system as well. He examined the labor shed and said there is a lot of interaction that should not be ignored. To meet the objectives of the business community and the requirements of the Workforce Innovation and Opportunity Act (WIOA), we have to broaden our approach and offer the best talent. Opportunities should not be ignored because of state lines.

The Georgia Department of Labor has visited the career center in Tallahassee four times. Mr. McShane mentioned one way to collaborate is in buying television advertisements in shared areas. This region has a lot of similarities and there is a commonality in the area. He looks forward to having more discussions about collaborating with local boards.

Chairman Sikes thanked Mr. McShane and Ms. Rehberg for the work they are doing.

Ted Ehrlichman informed the board that CareerSource Suncoast has teamed up with Stacy Campbell-Domineck from CareerSource Polk, Donna Doubleday from CareerSource Heartland and Joe Paterno from CareerSource Southwest Florida. Mr. Ehrlichman shared that the collaborative approach to enhancing business competitiveness is focused on relationships built on local focus and regional collaboration. He said that it is essential to have both components. Mr. Ehrlichman said he appreciates the opportunity to speak to the board and for President Hart

visiting CareerSource Suncoast. He also thanked the state board members for their hard work and support.

He mentioned that this group in Southwest Florida services 12 diverse counties and underscores the need for local focus as well as looking beyond their borders. Mr. Ehrlichman said WIOA specifies three areas the network should be collaborating on: planning, information sharing and coordination of services. He noted that the Florida Workforce Development Association has been demonstrating collaboration. He also noted that the team of four regions have had ad hoc regional meetings. Now with WIOA, they have regularly scheduled meetings and have joint planning meetings for 2015-2020 Strategic Plans. The group has also increased its focus on information sharing and best practices. He also addressed:

- Fiscal challenges and opportunities
- Employer-focused discussions
- Joint Economic Development Opportunities
- Customer-centered design
- Coordinating educational and community partners
- Joint hiring events

Mr. Ehrlichman stated that local boards must be engaged and have vision beyond political boundaries. He shared that leaders must be opportunistic and nimble across planning area, leverage branding and resources. He concluded by saying that enhancing alignment and market responsiveness needs to be the highest priority.

Chairman Sikes thanked Mr. Ehrlichman and all the presenters (*refer to the agenda packet and PowerPoint for the full presentation*). He asked if anyone had any questions or comments. Hearing none, he moved to Public Comment.

## **PUBLIC COMMENT/OPEN DISCUSSION**

Chairman Sikes asked if anyone would like to make a public comment including board members who have visited local boards. Several board members on the call shared feedback from their recent visits to their local workforce development boards. Chairman Sikes thanked them for their work. Chairman Sikes moved to his closing remarks.

## **CHAIRMAN'S CLOSING REMARKS**

Chairman Sikes thanked the board and local partners for their engagement. He thanked Ms. Rehberg, Mr. McShane and Mr. Ehrlichman for their presentations. In closing, he reminded the board members of his Chairman's Challenge:

No. 1: If you have not already done so, between now and February, please reach out to the local workforce development board in your home county. Go visit the local career center or set up a call with the local workforce development board chair or chief executive. Ask how they are

developing and working through their economic regions with the goal of recommending Regional Planning Areas as required by WIOA.

At our February 2017 board meeting, we anticipate an update from Florida Workforce Development Association President Bruce Ferguson on how the evaluation process for Regional Planning Areas is going statewide.

No. 2: We need your recommendations as business leaders and leaders in your communities to inform the further development of our Talent & Prosperity Dashboard project with DEO. He asked the board to think about what the Dashboard will do, ask questions, and be prepared to help us prioritize how we invest funding, direct research and prioritize the time spent developing this tool? He requested that members reach out to Michelle Dennard, our Vice President of Policy, ask questions and provide your input.

Chairman Sikes then highlighted upcoming meetings. He stressed the importance of the CareerSource Florida Day at the Capitol and requested 100 percent participation.

- Feb. 6-8, 2017  
Day at the Capitol Board & Related Meetings  
*Tallahassee*
- Complete 2017 Board & Related Meeting dates and locations coming soon!

The meeting adjourned at approximately 11:35 a.m. ET. Refer to the CareerSource Florida Nov. 2016, meeting agenda packet and PowerPoint presentation on the CareerSource Florida website for more information at <http://careersourceflorida.com/boardroom>.

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## **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.

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Chris Hart IV  
Board Secretary

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Date

Approved \_\_\_\_\_  
Disapproved \_\_\_\_\_

## **Action Item 1**

### **APPROVAL OF CANDIDATE FOR CAREERSOURCE FLORIDA INC. PRESIDENT AND CEO**

Culminating a search and selection recommendation process for a new President and CEO of CareerSource Florida, Chairman Britt Sikes recommends the appointment of Michelle Dennard to assume the chief executive leadership role of the state workforce development board.

Ms. Dennard was the unanimous selection, among three finalists, of the three-member Board of Directors President & CEO Search Committee led by Kevin Doyle, Strategic Policy Council Chair, and including Arnie Girnan, Finance Council Chair, and Elli Hurst, Executive Committee Member.

There were 126 applicants for the executive leadership position. The list of candidates was narrowed to the finalists whom the committee individually interviewed on Jan. 20, 2017, in a publicly noticed meeting.

Currently, Ms. Dennard serves as Vice President of Policy for CareerSource Florida and the professional team leader for support of the Strategic Policy Council. She also led Florida's implementation of the federal Workforce Innovation and Opportunity Act on behalf of the CareerSource Florida network working with a range of federal, state and local partners. Ms. Dennard has previously held leadership positions at the Florida Department of Economic Opportunity and the Governor's Office of Tourism Trade and Economic Development. (Her bio is attached.)

The action before the board is to consider the recommendation of Ms. Dennard for the position President and CEO and to vote. If it is the board's pleasure to hire Ms. Dennard for the position by a majority vote of the quorum, then the board should delegate to her the authority reasonable and necessary to fulfill the duties of the office of CareerSource Florida Inc. President, Executive Director and Secretary according to the Bylaws of

CareerSource Florida Inc., all pursuant to Section 445.004(4)(a)<sup>1</sup> and (g)<sup>2</sup> ), Florida Statutes, 2016.

Chairman Sikes has the authority to negotiate and execute an employment agreement with the new President as outlined in the Bylaws.

## **NEEDED ACTION**

- **Vote on the recommendation to hire Michelle Dennard as the new President and CEO of CareerSource Florida.**
- **Delegate the reasonable and necessary authority to fulfill the duties of the office of President of CareerSource Florida Inc. to the new President and CEO.**

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<sup>1</sup> Section 445.004(a), Florida Statutes, 2016, states: The president of CareerSource Florida, Inc. shall be hired by the board of directors of CareerSource Florida, Inc., and shall serve at the pleasure of the Governor in the capacity of an executive director and secretary of CareerSource Florida, Inc.

<sup>2</sup> Section 445.004(g), Florida Statutes, 2016, states, in part: ...The executive committee and the president shall have such authority as the board delegates to it, except that the board of directors may not delegate to the executive committee authority to take action that requires approval by a majority of the entire board of directors.



## Michelle Dennard

Vice President, Policy

Michelle Dennard is Vice President of Policy for CareerSource Florida Inc., the nonprofit, public-private policy and investment board of business and government leaders charged with guiding workforce development for the state of Florida.

Ms. Dennard joined the organization in November 2014. She provides workforce policy guidance to the CareerSource Florida Board of Directors and, on behalf of CareerSource Florida, leads the implementation of the federal Workforce Innovation and Opportunity Act by engaging and convening workforce and education partners throughout the state.



Ms. Dennard, an attorney and member of the Florida Bar, has more than 10 years of experience in workforce and economic development. Prior to joining CareerSource Florida, she served as the Director for the Division of Strategic Business Development at the Florida Department of Economic Opportunity. She previously served as Deputy Director of the Governor's Office of Tourism, Trade and Economic Development, providing legal counsel and managing legislative affairs.

Ms. Dennard lives in Tallahassee with her husband and son. She is a graduate of the Florida State University College of Business and earned her Juris Doctor degree from the Florida State University College of Law.



## **Action Item 2**

### **CAREER AND PROFESSIONAL EDUCATION (CAPE) ACT 2017-2018 INDUSTRY CERTIFICATIONS**

The Career and Professional Education (CAPE) Act was created by the Florida Legislature in 2007 to improve Florida's talent pipeline to better attract and retain targeted, high-value industries and develop a knowledge-based economy. The CAPE Act seeks to ensure education, industry, workforce and economic development partners in every community collaborate to create new and meaningful opportunities for students. CAPE supports diversification of Florida's economy by providing students with cutting-edge training and earned industry certifications required for high-skill, high-wage jobs in Florida's target and infrastructure industries.

The implementation of the Act requires coordination between CareerSource Florida, the Florida Department of Education (FDOE), the Department of Economic Opportunity (DEO) and the Florida Department of Agriculture and Consumer Services. Each year in August, submissions are received from Local Workforce Development Boards (LWDBs) and school principals through CareerSource Florida's online submission portal. Submissions are requests for additions to the approved list of industry certifications. Upon the closing of the submission process in November 2016, 29 unduplicated requests for new additions to the current list of approved certifications were received from LWDBs and school principals.

A comprehensive analysis of all certifications was conducted by CareerSource Florida, DEO and the FDOE team to determine eligibility and to ensure required endorsements were received. Upon completion of this in-depth review, the following recommendation for 13 certifications is made for consideration and action by the CareerSource Florida Board. One recommendation is a clarification of a previously approved certification.

Recommendations by the CareerSource Florida Board are forwarded to FDOE by the required deadline date of March 1. FDOE makes its final determination on certifications eligible for 2017-2018 CAPE bonus funding.

The State Board of Education approves the final CAPE Funding list at its meeting in August.

## **NEEDED ACTION**

- **Approve recommendations of newly submitted certifications.**
- **Authorize the CareerSource Florida professional team in collaboration with Department of Education staff to revise approved certifications due to certifying entities making changes; upgrading existing products; releasing newer versions; or changes that relate to eligibility of certification requirements.**

**The CareerSource Florida Board of Directors will be advised of all changes.**

**2017-2018 CAPE Recommendations For Consideration by CareerSource Florida Board of Directors - February 8, 2017**

**CAPE New Industry Certification Submissions Recommended for 2017-2018**

Certification Title	Issuing Organization/Provider
Associate Certified Electronics Technician (CETa)	Electronics Technician Association International
Certified Clinical Medical Assistant (CCMA)	National Healthcareer Association
Certified Registered Central Service Technician	International Association of Healthcare Central Service Material Management
CertTEC Aviation Mechanical Assembly	CertTEC
CertTEC Aviation Structures	CertTEC
CertTEC Basic Composites	CertTEC
CertTEC Basic Electricity and Electronics	CertTEC
Certified Internet Web (CIW) Database Design Specialist	Certification Partners
Manufactured Construction Technology - Level 1 (Secondary)	NCCER
Manufactured Construction Technology - Level 2 (Secondary)	NCCER
Project Supervision (Secondary)	NCCER
Aerospace / Aircraft Assembly (AAA)	National Center for Aerospace and Transportation Technologies (NCATT)

**CAPE Submissions Not Recommended for 2017-2018**

Submission Title	Reason Not Being Recommended
ABA Bank Teller Certificate	This is a certificate issued at completion of 8 required courses. Takes approximately 21 hours to complete, which does not meet requirements.
ASE Student Certifications	It is not clear who is the certifying agency, and the certificate is signed by the principal or proctor, not the certifying agency.
Certified Education Robot Training	This is a training program, not a certification.
Certified Health Safety Assistant	This is basic first aid training that may be earned by a 12-year-old student (CPR, AED, emergency first aid, caregiving skills, babysitting training, basic lifeguard training, etc.).
Certified Medical Laboratory Assistant (CMLA)	Letter of endorsement was not received from Economic Development Organization.
CertTEC Aviation Assembly	Certification is currently in development.
CertTEC Avionics Technician	Certification is currently in development.
FCCPC/Staff Credential	Staff Credential can be obtained by getting a National Child Development Associate certification (CDA). CDA (CPREC001) is on the CAPE Industry Certification Funding List.
Ironworker Level 1	Certification is only available through instruction in a postsecondary apprenticeship program. Certifications must be at the secondary level.
IT Fundamentals	Testing is not offered in a proctored environment.
Law, Public Safety Aide & Security Specialist	No direct link to a specific occupation in demand. Letter of endorsement was not received from Economic Development Organization.
NAFTrack Certification	NAFTrack is a series of courses with an end-of-course exam that assesses college and career readiness. Does not meet requirements for certification.
ParaPro Assessment	This is an assessment, not a certification.
SpaceTEC Aerospace Manufacturing Technician	This certification is not attainable by a secondary student.
Toon Boom Certified Associate (Harmony Advanced)	Toon Boom Certified Associate (Harmony) is on the 2016-17 CAPE Industry Certification Funding List. Harmony Premium will be the approved edition for 2017-18.
Toon Boom Certified Associate (Harmony Essentials)	Toon Boom Certified Associate (Harmony) is on the 2016-17 CAPE Industry Certification Funding List. Harmony Premium will be the approved edition for 2017-18.

**CAPE Industry Certifications to be Removed from CAPE Funding List**

Certification Title	Reason for Removal
Microsoft Certified Solutions Associate (MCSA) - Windows Server 2008	This certification is set to retire on July 31, 2017

**CAPE Industry Certification Clarification**

Certification Title	Reason
Toon Boom Certified Associate (Harmony Premium)	Toon Boom Certified Associate (Harmony Premium) will replace Toon Boom Certified Associate (Harmony) on the 2017-18 CAPE Industry Certification Funding List as TBOOM001.

## Presenter Bio

### DAN C. PHILLIPS

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Dan C. Phillips is vice president sales & marketing at Syntech Systems, a private technology company specializing in both government and commercial engineering and manufacturing. The Tallahassee-based company's primary areas of business are technology solutions for automated fuel management and fleet management. Prior to joining Syntech Systems, Mr. Phillips was vice president of a Maryland-based startup, SUN Automation, where he served for nearly 30 years and demonstrated success in building a product line and fostering profitable, global growth. Mr. Phillips possesses a unique combination of technical expertise, business acumen, vision and the ability to execute strategy. He earned a Bachelor of Science in mechanical engineering at Johns Hopkins University and an executive MBA from Loyola University.



## SUNSHINE LAW 101

- All CareerSource Florida Board of Directors business meetings, whether conducted by the Board, its councils, its committees or even an individual or individuals must be open to the public.
- Reasonable notice of the meetings must be given.
- Minutes of the meetings must be taken and made available for public inspection.

### **Defining “Meeting” Under the Sunshine Law**

- Two or more members (usually) of the same entity (Board) subject to the Sunshine Law discussing Board business which has been, is or might foreseeably come before the Board, in a formal or informal meeting (even without a quorum).
- Written, electronic, digital correspondence (emails, texts) or phone calls qualify as “meetings” when Board business is discussed.
- It is not considered a “meeting” if two or more Board members meet to discuss matters that are not Board business.

### **General Guidelines for Navigating the Sunshine Law**

- Do not conduct Board business or discuss CareerSource Florida topics:
  - Outside a publicly noticed meeting
  - In the absence of recorded minutes

### **Sunshine Law Violations and Penalties**

- Intent to violate is not required, but severe penalties apply if intentional.
- If Sunshine law is violated, the business discussed at the meeting can be will be void.
  - Section 286.011 (1): “No resolution, rule, or formal action” executed in a closed meeting is binding.
- The penalties for knowingly violating (i.e. “intent”) Sunshine law include:
  - 60 days jail and/or maximum \$500 fine
  - Suspension and/or removal from Board
  - Payment of prosecutor’s attorney fees
  - Subject to civil actions

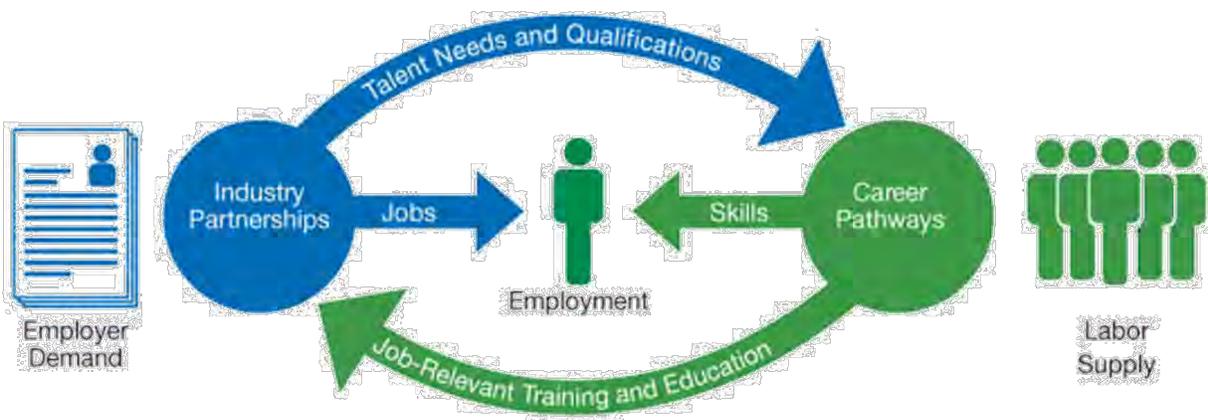


## SECTOR STRATEGIES: A CRITICAL TOOL TO DRIVE WORKFORCE AND ECONOMIC DEVELOPMENT

Never before has workforce development been as important to the success of local and regional businesses as it is today. In a recent Florida Economic Development Council survey, almost 70% of the respondents identify workforce development as one of their top three priorities. Over the last three years, 64% stated workforce has become a higher a priority of their organization. The significant role of workforce development was also recently highlighted in [Area Development's 30th Annual Corporate Survey](#) in which respondents said their top concern is the availability of skilled labor. In fact, 92.9% of respondents – up 10.8 percentage points from the prior year's survey – considered the availability of skilled labor “very important” or “important,” ranking availability higher than even labor costs.

As a result of the ongoing and growing importance of creating a talent pipeline to help businesses succeed, several national initiatives and federal laws (including the Workforce Innovation and Opportunity Act) are driving workforce organizations, in partnership with economic development and education, to embrace approaches to meet both the needs of workers and the needs of businesses in the regional economy.

Sector strategies are regional, industry-focused approaches to building skilled workforces and are among the most effective ways to align public and private resources to address the talent needs of employers. While the approach is not new, there is a growing body of evidence showing that sector strategies can simultaneously improve employment opportunities for job seekers and the competitiveness of industries.



DECEMBER 8, 2016

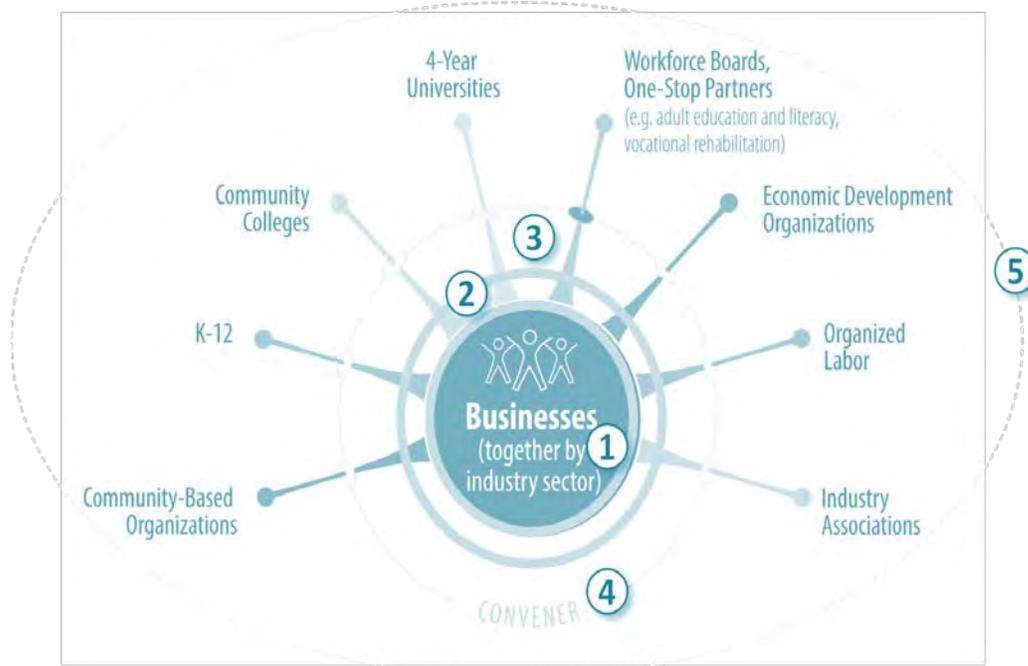
Northwest Florida **SECTOR STRATEGIES**

## SECTOR PARTNERSHIPS

At the heart of sector strategies are sector partnerships (sometimes referred to as industry partnerships, workforce collaboratives or regional skills alliances, among others). These partnerships are led by businesses—within a critical industry cluster—working collaboratively with workforce areas, education and training, economic development, labor, and community organizations. Sector partnerships are the vehicles through which industry members voice their critical human resource needs and where customized regional solutions for workers and businesses are formed.

### EFFECTIVE SECTOR PARTNERSHIPS:

1. **Put businesses at the middle** of the conversation, brought together at scale by industry. At this level, partners discover pressing and often broader workforce challenges from businesses, which are driving the conversation.
2. **Treat businesses as partners**, no longer just the end customer. In this model, community partners work with businesses to build customized solutions, rather than provide off-the-shelf program-based solutions.
3. **Align partners.** Sector partnerships are driven by solutions; solutions that, more often than not, require multiple partners collaborating and leveraging programs and funding.
4. **Require a credible third party “convener.”** This entity could be a local workforce development area or another organization. The convener acts as a neutral body, ready to guide the partnership and align partners.
5. **Are convened on a regional scale.** Because labor markets and industry clusters cross county and service area lines, so too must sector partnerships.



## SECTOR STRATEGY RESOURCES

Relevant tools and resources are available on the [Employment & Training Administration's Community of Practice](#) website. Specific resources that might be available include:

- [Deeper Dive into Demand-Side Data: Identifying Target Sectors](#)
- [Industry Engagement: An Overview](#)
- [How to Ensure the Sustainability of a Successful Sector Strategy: An Overview](#)
- [Deeper Dive into Supply-Side Data: Identifying Occupations & Skill Sets Aligned to Target Industries](#)



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## Sector Strategies Institute

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### Sector Strategies Self-Assessment

The Self-Assessment tool is designed to support you in determining your readiness to implement sector- focused approaches to workforce development and service delivery. It is rooted in Maher & Maher’s six-point **Framework for World-Class Sector Implementation**.

In this session, we hope you will become acquainted and comfortable with the self-assessment tool and its benefits and will work collaboratively with your partners to complete it during the Sector Strategy Institute. Fully completed, the tool should give you a good idea of where your area needs to focus its efforts.

Please note that there are no right or wrong answers to self-assessment questions, and responses will be used only to inform team discussion and future planning efforts, not to grade or rate teams. In many ways, the “Comments” column will be the most important one to complete.

Self-assessment results can be used to consider the following questions:

- What areas represent our strengths?
- What areas represent learning opportunities or potential focus points?
- Do we have different points of view within our team about our self- assessment scoring? What can we learn from different perspectives?
- What do self-assessment results suggest about our potential priorities for sector strategy planning?

**Thank you for your time and effort on this activity!**

Name: \_\_\_\_\_ Organization: \_\_\_\_\_ What city/county are you located in? \_\_\_\_\_

**i** For each of the factors in the sections that follow, please select a rating from 1-5 that reflects your perspective on where your local area stands.

<h2 style="text-align: center;">“World-Class” Sector Strategies Are...</h2>	Rating					Comments / Notes
	Haven't started	Just beginning	Making progress, but work to do	Advanced, but want to strengthen	We've got it!	
<i>Factors to Consider:</i>	1	2	3	4	5	
<b>1. DRIVEN BY HIGH-QUALITY, CURRENT, SHARED DATA</b> Rigorous data is used to make decisions about target industries, education, and training investments.						
1.1. Do you have access to and are you using <u>up-to-date</u> labor market, economic, education, and industry data to determine key growth sectors, identify specific skills needs, level of demand, and education and training gaps?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1.2. Do you validate this data through systematic employer and public partner conversations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1.3. Are workforce, economic development, and educational institutions using/sharing the same data?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1.4. Have the major collaborators in your local area – economic development, workforce development, K-12 and post-secondary education, and others – jointly, and by consensus, determined which targeted sector(s) you will focus on to drive economic and labor market growth?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1.5. Have you determined the major high-growth occupations in those industries that offer in-demand occupations with family sustaining wages, and that should, therefore, be concentrated on in your local area in terms of developing career pathways?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



<h1 style="text-align: center;">“World-Class” Sector Strategies Are...</h1>	Rating					Comments / Notes
	Haven't started	Just beginning	Making progress, but work to do	Advanced, but want to strengthen	We've got it!	
<i>Factors to Consider:</i>	1	2	3	4	5	
<b>2. FOUNDED IN A SHARED VISION</b> Our Local Workforce Development Board has documented and communicated a broad vision that includes sector-driven workforce development and service delivery.						
2.1. Have key leaders developed a unified vision for operating in a sector strategy framework and articulated how that relates to workforce development and service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.2. Do you, your partners and service providers have consensus on the makeup of your economic region, based on commuting patterns, labor market data and economic dynamics (vs. county or other municipal borders)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.3. Do you have the engagement of key local and regional leadership, including, at a minimum, leaders of: <ul style="list-style-type: none"> <li>■ Workforce development systems;</li> <li>■ Community colleges and four-year colleges and universities;</li> <li>■ Economic development organizations;</li> <li>■ K-12 education systems;</li> <li>■ Employers and industry groups; and</li> <li>■ Other critical stakeholder organizations in your local area and economic region.</li> </ul>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

## BOARD OF DIRECTORS NEW MEMBERS

### Stan Connally



Stan Connally serves as Chairman, President and CEO of Gulf Power Company, one of the largest producers of electricity in the United States. Mr. Connally previously was Senior Vice President and Senior Production Officer for Georgia Power Company. He has a bachelor's degree in mechanical engineering from Georgia Institute of Technology. He serves on the Board of Directors of the Florida Chamber of Commerce, Florida Council of 100 and Enterprise Florida. Mr. Connally was appointed by Gov. Rick Scott to the Aerospace Alliance board, a four-state organization working to bring aviation-related jobs to the Gulf Coast. He lives in Pensacola.

### Michael Myhre



Michael Myhre serves as Chief Executive Officer and Network State Director for the Florida Small Business Development Center Network. Mr. Myhre leads the statewide network of more than 40 offices and nearly 250 employees, providing strategic vision and oversight in the continued success of Florida's largest provider of hands-on business assistance for small and medium-sized businesses. He has more than 25 years of economic and business development experience, dedicating his career to ensuring success for entrepreneurs and small business owners. He lives in Pensacola.

### James Nolan



Michael Myhre serves as Chief Executive Officer and Network State Director for the Florida Small Business Development Center Network. Mr. Myhre leads the statewide network of more than 40 offices and nearly 250 employees, providing strategic vision and oversight in the continued success of Florida's largest provider of hands-on business assistance for small and medium-sized businesses. He has more than 25 years of economic and business development experience, dedicating his career to ensuring success for entrepreneurs and small business owners. He lives in Pensacola.

## WEBSITE

### Total Users

55.4K ↑ 21.35% Previous: 45.6K



### New vs Returning

● New Users Total: 53.7K ↑ 24%  
● Returning Total: 9K ↑ 13%



### Total Followers TO DATE

11K Facebook

6K Twitter

4K LinkedIn

113K YouTube

### Clicks



258 ↑ 6.6%  
Previous: 242

### Reach

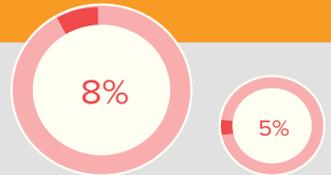


60K ↓ 31%  
Previous: 86.5K

### Bounce Rate



Industry Average Bounce Rate: 10% - 30%



This Period

Previous

### Mobile vs Desktop



### Sources of Web Traffic

1	Organic Search	27.8K
2	Direct Traffic	17.3K
3	Paid Search	15.2K
4	Referral	13.5K
5	Other	2.9K



Social Traffic (Facebook, Twitter, Instagram, etc.)

1.1K ↑ 131% Previous: 509

## SOCIAL MEDIA

### Views

**YouTube**  
841 ↓ 32%  
Previous: 1240



**Top Video**  
**Employment**  
**First Florida**  
639 Views

### Impressions



117K  
↑ 41%  
Previous: 69K

Senior	29.6%
Entry-Level	20.3%
Manager	14.8%
Director	9.4%
Owner	9%

\* CareerSource Florida's comprehensive advertising outreach strategy incorporates paid placements within our social media platforms. A full advertising outreach report reflecting metrics for fiscal year 2016-2017 will be available at the end of the fiscal year.