

## **Consent Item 1**

### **APRIL 2019 EXECUTIVE COMMITTEE MEETING MINUTES**

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 accounts and shall keep minutes on the proceedings of the board of directors.

### **FOR CONSIDERATION**

**Approval of April 2019 Executive Committee Meeting Minutes, to include any modifications or changes noted by the board.**

**DRAFT MINUTES  
CAREERSOURCE FLORIDA  
EXECUTIVE COMMITTEE MEETING  
April 9, 2019**

**CALL TO ORDER**

Chairman Kevin Doyle called the meeting of the CareerSource Florida Executive Committee to order at approximately 9 a.m. ET on April 9, 2019. He then asked for roll to be called.

**ROLL CALL**

A quorum was present with the following Executive Committee members in attendance:

Chairman Kevin Doyle  
Bob Campbell  
Steve Capehart  
Tim Center  
Rose Conry  
Duane De Freese  
Arnie Girnun

Brittany Birken and Elli Hurst were unable to attend.

**CHAIRMAN'S WELCOME & REMARKS**

Chairman Doyle welcomed everyone to the meeting. He asked everyone to give a quick introduction.

Chairman Doyle stated the full board met in February and approved a new statewide apprenticeship policy, developed with the Florida Department of Education and the Florida Department of Economic Opportunity. The joint effort embodies the CareerSource Florida pillars to collaborate, innovate and lead, and aligns with the Executive Order issued by Governor Ron DeSantis in January. The Executive Order outlined the Governor's goal to make Florida No. 1 in the nation for workforce education by 2030.

The meeting started with consideration of the Consent Agenda. President and CEO Michelle Dennard provided background and reviewed the CareerSource Florida corporate goals. COO and CFO Andrew Collins provided a review of the year's workforce system funding and what he expects to see in the next fiscal year.

Chairman Doyle introduced Karen Moore, founder and CEO of the Moore agency, as the meeting facilitator.

**CONSENT AGENDA**

Chairman Doyle introduced the Consent Agenda:

**Consent Item 1:** April 11, 2018, Executive Committee Meeting Minutes

**Consent Item 2:** Oct. 22, 2018, Executive Committee Meeting Minutes

### **Consent Item 3: Request by CareerSource Heartland Waiver of Policy Limiting Auditor Retention**

Chairman Doyle asked for a motion to approve the Consent Agenda as presented.

**Motion:** Tim Center

**Second:** Rose Conry

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

### **CareerSource Florida Goals**

President Dennard welcomed everyone and remarked on the great representation from across the state.

President Dennard reviewed how other state workforce development boards operate and how they interact with the local areas and their Governor's offices. She discussed a report by the National Governors Association that said the three main functions of a state workforce development board are to communicate the vision, leverage strategic partnerships and emphasize data-driven decisions to keep the workforce system accountable. She stated over the last few years, the budget has been organized this way as have the CareerSource Florida corporate goals.

President Dennard asked the board, as they think about CareerSource Florida's strategic initiatives, to be mindful of what is next and what the CareerSource Florida network can do to continue to keep Florida on the cutting edge. President Dennard concluded her report by mentioning the Governor DeSantis' goal in his Executive Order 19-31 that Florida become No. 1 in the nation for workforce education.

### **2019-2020 Workforce System Funding**

Andrew Collins outlined the process for receipt of workforce system funding from the U.S. Department of Labor. He said the funding process is countercyclical in nature, so the funding at the national level will continue to decrease as the economy improves. Mr. Collins said he anticipates having funds decrease about 2 percent until another recession or other reason for federal funding to increase.

Mr. Collins said the performance at the local level relates to Florida's strong economy. Those who do not have a job are more likely to have mitigating factors or potential barriers to employment. This scenario increases the cost of training. Mr. Collins requested the board help think about future investments and performance expectations.

Chairman Doyle thanked Mr. Collins. He stated each year the Executive Committee looks forward to meeting with the local workforce development board partners and developing funding priorities for consideration.

### **Communicate the Vision**

Mr. Collins stated CareerSource Florida's corporate goals.

Mr. Collins noted board member Tim Center's prior discussion about successes CareerSource Florida has had with pilot projects and blending various funding streams for maximum impact. One of the impediments is creating a matrix to be able to know which funding streams can work with others with certainty. A lot of important work is done on the IT background and the work the state board, along with the CareerSource Florida professional team, is going to do over the next year is going to cast a long shadow over the next, perhaps, 10 years.

Mr. Center said the issue at the local level is engaging with other agencies, which have their own databases which can inhibit the ability to move people out of the social safety-net system and into self-sufficiency. Mr. Center said this is probably one of the most important things the network can do as a system and can lead the rest of the country.

Mr. Collins asked if there were any comments. CareerSource Brevard President and CEO Mason Jackson said there is a need for a client information system, including a management information system that reports to the federal government.

Mr. Collins agreed, noting the challenge for the board to consider is that the CareerSource Florida network must provide businesses with the talent they need, whether a Ph.D. physicist or an engineer; simultaneously, the network must serve special populations.

CareerSource Gulf Coast Executive Director Kim Bodine requested ongoing training on the Employ Florida system for local workforce development boards so it can be used to the fullest extent possible. Ms. Bodine said it is unacceptable for the current vendor releases a new version before the local workforce development boards are trained. She also requested a timeline for the procurement process and an update on next steps.

Mr. Collins said CareerSource Florida is working hand in hand with the Florida Department of Economic Opportunity on the Employ Florida contract procurement process and agreed with the importance of ensuring the current system works as well as possible in the interim.

Mr. Collins stated the Executive Committee voted that morning on its October Meeting Minutes. The Executive Committee met then to discuss the network's response to Hurricane Michael. Mr. Collins mentioned the board's allocation of \$1 million to establish a Hurricane Michael Disaster Recovery Fund and on March 11, the funds were distributed to the declared disaster areas. The funds were provided to reopen career centers and make sure services are being provided in the affected areas.

### **Communicate the Vision**

CareerSource Florida Vice President of External Affairs Adriane Grant continued the conversation around the network's vision that Florida will be the global leader for talent. Mrs. Grant shared updates on state and local strategic partnerships that are a priority for this organization. Many of the local workforce development boards and the CareerSource Florida professional team members contributed to the development of the Florida Chamber Foundation's Florida 2030 Blueprint.

CareerSource Florida is partnering with the Florida Chamber Foundation and will cohost the Learners to Earners Workforce Summit for the first time ever. The CareerSource Florida network, among others, will provide leadership to help achieve the key strategies and targets that are outlined in the blueprint report. There will be a discounted registration rate for the local workforce development boards and core partners as well.

Ms. Grant stated the goal is to continue to be intentional and make sure CareerSource Florida is leveraging strategies, resources and investments. President Dennard is on an economic team that meets at the Governor's Office on a weekly basis. The team consists of CareerSource Florida, Enterprise Florida, Space Florida, the Florida Department of Economic Opportunity and VISIT FLORIDA. This is a new meeting for this team with the Governor's Office.

CareerSource Florida is also engaged in conversations with the Florida College System. Ms. Grant said many board members work closely with the state colleges and CareerSource Florida appreciates their local leadership and collaboration. She mentioned Florida's attainment goal and related legislation, noting there needs to be an understanding of what high-quality credentials are and how the CareerSource Florida network has a leadership role in these conversations.

Ms. Grant said the Learners to Earners Workforce Summit Day Two will be focused on apprenticeship expansion, highlighting early successes of apprenticeship programs within the CareerSource Florida network.

### **Leveraging Strategic Partnerships**

CareerSource Florida Senior Vice President of Business and Workforce Development Andra Cornelius, CEcD, noted her team's role in the corporate goal of leveraging strategic partnerships. She outlined three primary areas of focus: Sector Strategies, Sector Partnerships and Implementation; Apprenticeship Expansion; and Management of the Quick Response Training and Incumbent Worker Training grant programs. She provided details on the significant return on investment of both programs as reported by the state Office of Program Policy Analysis and Government Accountability.

Ms. Cornelius said the goal of sector strategies is to build regional talent pipelines, address skill shortages and create meaningful career pathways for a range of workers in specific industry sectors. CareerSource Florida began implementation of sector strategies in 2015 with support from a \$7 million federal grant. At the May 2017 Board Meeting, the board heard recommendations associated with sector strategies implementation, including statewide sector strategy policy and support for local workforce development boards to use sectors to move beyond the development of training programs to development of career pathways.

In Phase 2, CareerSource Florida extended \$4.2 million to eight local workforce development boards to develop and implement sector strategies. In February 2018, the board approved a statewide Sector Strategy Policy. Last year in Phase 3, the board set aside \$2.5 million in funds available to local workforce development boards. All of the funds were not spent. Ten local workforce development boards were awarded about 89 percent of funds.

In updating the Executive Committee on the professional team's work with partners to develop career pathways, Ms. Cornelius said apprenticeships, both registered apprenticeships and modern apprenticeships, fit the framework of a career pathway.

John Flanagan, CEO of CareerSource Tampa Bay, discussed the importance of providing career pathway opportunities, particularly in disadvantaged communities and for individuals with challenges. He was interested in information about how state set-aside dollars are used and programs for youth not eligible for WIOA and TANF program funds.

CareerSource Florida Project Director Elisia Norton noted 23 months after receiving a federal State Apprenticeship Expansion Grant and the board's investment of \$1.75 million in



apprenticeship expansion funding, there are now multiple projects led by several local workforce development boards. She said 18 of 24 local workforce development boards have at least one apprenticeship program in place. Approximately 79 percent of the local workforce development boards are currently engaged. In this recent round of funding, nine of the 17 projects are in Advanced Manufacturing and 41 percent are in Construction and Building Trades.

The following examples were provided: CareerSource Suncoast is serving as an apprenticeship sponsor in collaboration with PGT, a 37-year-old manufacturer of residential impact-resistance windows and doors; and CareerSource Central Florida has a pioneering insurance apprenticeship with The Hartford in the financial services industry. This first-of-its-kind hybrid apprenticeship program is helping 12 apprentices become disability analysts, completing their instructional training in Seminole State College's Health Information Technology Program. The first cohort is expected to graduate next month.

CareerSource Florida also announced an IT apprenticeship program with CareerSource Capital Region and tech company Inspired Technologies, at which apprentices are recruited for a range of tech positions.

Ms. Norton stated Mr. Rick Beasley, the Executive Director of CareerSource South Florida, has a Miami-Dade youth pre-apprenticeship program in place that was approved and registered on August 1 in Construction and Building Trades. The 23-month pre-apprenticeship program was launched in collaboration with Miami-Dade County Commissioners, CareerSource Florida and Miami-Dade County Public Schools. It will target 120 students in underserved communities. The students will be able to participate in a paid summer apprenticeship while earning industry certifications.

CareerSource Florida held the state's first Apprenticeship Summit last year with more than 200 stakeholders and businesses. The state board also unanimously passed an apprenticeship policy two months ago. This will provide a visionary roadmap for the local workforce development boards that will incorporate apprenticeships into their local workforce plans.

CareerSource Florida Performance and Analytics Director Steven Collins discussed CareerSource Florida's recent Skills Gap and Job Vacancy Survey, noting today's discussion was validating that work. He provided an overview of the board-funded research, conducted by the Florida Department of Economic Opportunity of 54,000 businesses from throughout the state. The survey provided a statewide snapshot and the report is online along with an interactive tool that provides data specific to local areas.

Dr. Collins provided the following summary: There were 247,000 vacancies throughout the state, and the top five industries with vacancies are Education and Health Services; Leisure and Hospitality; Trade, Transportation and Utilities; Professional Business Services and Financial Activities. Those represent 87 percent of all the vacancies identified. Education and Health Services accounted for one in every five job vacancies. The top five occupations were in retail sales, registered nurses, food preparation and serving, cashiers and nursing assistants. Dr. Collins said 90 percent of the identified vacancies were permanent positions; two out of three were considered full-time; and one out of three required a training certification. This underscores the importance of the focus on certifications and apprenticeships. One out of seven positions identified required two years of experience. He said the vacancies require more education than a high school diploma but not necessarily a four-year degree. This underscores what CareerSource

Florida is doing in terms of developing the strategies around work-based experience and apprenticeship development and certification.

### **Keeping Florida's Workforce System Accountable**

CareerSource Florida Vice President of Strategic Policy and Performance Mary Lazor said Florida's Performance Funding Model is in its last evaluation year. CareerSource Florida will have final data by May 15. Local workforce development boards will be notified of their performance and awards will be distributed by the end of June.

President Dennard said Cambridge Systematics presented preliminary findings on the Gig Economy's impact on Florida's workforce system to the Policy and Performance Council in February. She said CareerSource Florida's research on the topic is among the first of its kind among state workforce systems. The full report and recommendations will be available in May.

President Dennard stated the Strategic Policy and Performance Team has been providing opportunities for focused WIOA training and the Business and Workforce Development Team has been reaching out to economic development organizations. CareerSource Florida will continue to educate others about the resources the network has, what the network can do and what the mission is.

CareerSource Brevard President Marci Murphy said her board is having a sector strategy consortium meeting with Space Florida and the Florida Economic Development Council in June, at which they will bring companies together and look at top priorities, career pathways and jobs in demand. They will also address the Aeroflex Pre-Apprenticeship Grant they received from CareerSource Florida. They are anticipating holding the event sometime in June.

President Dennard noted there is a lot of work that still needs to be done within industries to make students and workers aware of career pathways, and work to do with businesses to develop resources to push people along their career trajectories within that industry.

President Dennard introduced Moore Agency Founder and CEO Karen Moore, the facilitator for the engagement portion of the meeting. Attendees were placed into groups to identify priorities and ways to achieve them, reporting out to the full group for additional insight and ideas. Mrs. Moore facilitated a collaborative discussion with the Executive Committee and local workforce development board leaders to achieve the following goals:

- Highlight CareerSource Florida major areas of work and opportunities.
- Engage in an open discussion to prioritize strategic initiatives and generate new ideas.

### **OPEN DISCUSSION/ PUBLIC COMMENT**

Following the engagement exercise, Chairman Doyle asked if there were any comments or question from the public. Hearing none, he moved to his closing remarks.

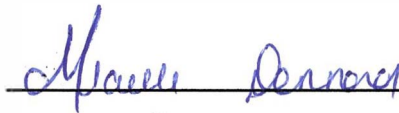
### **CLOSING REMARKS**

Chairman Doyle thanked everyone for active participation in the meeting, adding the insights and direction will be instrumental as the network shapes workforce development in Florida for the

coming year and beyond. He said he looks forward to seeing the results of today's discussion inform the state workforce system budget that will be considered at the May meeting.

#### **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 Executive Committee, and approved or approved with modifications which have been incorporated herein.

A handwritten signature in blue ink, appearing to read "Michelle Dennard", is written over a horizontal line.

Michelle Dennard  
Board Secretary

4/30/2020

Date