

**First Coast Workforce Development, Inc. (dba CareerSource Northeast Florida)  
Full Board Meeting  
January 26, 2017**

Chair Darryl Register called the CareerSource Northeast Florida Full Board Meeting to order on Thursday, January 26, 2017 at 9:30 a.m., at the University of North Florida, Adam W. Herbert University Center, 12000 Alumni Drive, Jacksonville. Roll call taken and a quorum established.

Board members in attendance:

- Baker: Clay Lyons
- Clay: None
- Duval: Lad Daniels  
Elaine Johnson  
Stephen R. Wise  
Jake Schickel
- Nassau: Vacant
- Putnam: Brian Keith
- St. Johns: Eda Edgerton
- Regional: Darryl Register  
Kirk Barras  
Melinda Jordan  
Dr. Joe Pickens  
Dan Vohs  
Brian Teeple  
Tim Hinson  
Lucia Valdivia-Sanchez

Excused/Absent: Paul Cummings, Larry Gonzalez and Berneitha McNair

Staff: Bruce Ferguson, Bryan Stone, Candace Moody, Cheryl Taylor, Steven Dionisio, Jay Loy, Dianna Davis, Cindy Wadsworth, Joel Hickox, Darryl Brown, Brian Allen, Roben Faircloth, Sonya Speights, and Diane Nevison

Others: Patrick Murphy (JAXUSA), Andreas Glover (Vocational Rehabilitation), Joann Manning (Job Corps), Linda Compton (DCF), Laura DiBella (Nassau EDC), Sean Murphy (Job Corps), Lon Stafford (Carr, Riggs & Ingram), Shannon Baum (Baptist Health Systems, Scott Brown (Memorial Hospital) and others

Public Comment: None

**\*Action Items**

**Approval of October 27, 2016 Full Board Minutes**

**Motion made by Dan Vohs and seconded by Eda Edgerton to move approval the October 27, 2016 meeting minutes as written; motion carried.**

**\*Approval of FCWD Inc. Bylaws**

The suggestions made at the October 2016 Full Board meeting have been incorporated into the Bylaws and reviewed by our attorneys. The updated FCWD Inc. Bylaws are being presented to the Board for approval. **Motion made by Lad Daniels and seconded by Elaine Johnson to move approval the updated FCWD Inc. Bylaws; motion carried.**

**\*Approval of FCWD Inc. Audit PY 2015-2016 (Mr. Lon Stafford - Carr, Riggs & Ingram)**

Lon Stafford, from Carr, Riggs & Ingram, presented the FCWD, Inc. audit report for PY 2015-2016. It was a good clean audit, with an “unmodified opinion”, meaning all numbers reported are correct with no material weaknesses or adjustments, no reportable findings or compliance issues with federal or state grants, nor any weaknesses with internal controls or financial reporting or with compliance and other matters. All major contracts and agreements are in compliance and no issues found. There is a bit of a wording change in OMB A 133 to Uniform Guidance (new federal rules) and as a result staff got to work with indirect costs. Those indirect costs were reviewed and no issues found. Each year major programs are selected and rotated into the audit; this year Employment Service Cluster and TANF were reviewed and no issues were found with compliance or internal controls.

Lon Stafford thanked the financial staff for their good work and a good report. The Board also complemented and thanked staff and the CSNEFL leadership team for their excellent work and making CSNEFL the premiere the workforce board in the country.

**Clay Lyons abstained from the vote. Motion made by Kirk Barras and seconded by Brian Teeple to move acceptance the FCWD Inc. Audit for PY ending June 30, 2016; motion carried.**

Bruce stated according to state policy this is the 5<sup>th</sup> year that Carr, Riggs & Ingram have been doing our audit and it time to go out for bid for another audit firm. It has been a pleasure working with them and they have done a great job for us. Thank you.

**\*Approval of Miller Electric Customized Training Contract**

A customized training contract with Miller Electric Company is being presented for board approval. Since Board member Tim Hinson is the Director of Training at Miller Electric, the contract must be approved by a two-thirds majority of a quorum. Miller Electric has applied for funding assistance for customized training in helping electrical apprentices gain skills and certifications. **Mr. Hinson declared a conflict of interest. (Conflict of Interest forms have been completed by Mr. Hinson and are on file in the CSNEFL Corporate office). Motion made by Eda Edgerton and seconded by Dan Vohs to move approval the Miller Electric Customized Training Contract; Mr. Tim Hinson abstained from the vote. Motion carried.**

**Program**

**Baptist Health – Memorial Hospital – Training & Career Pathways Presentation**

**Shannon Baum, BSN, Director, Flex Team, Baptist Health Systems**  
**Scott Brown, RN, BSN, Nurse Educator, Memorial Hospital Jacksonville**

Under WIOA, one component is a focus on sector strategies with career pathways within that industry. Representatives from the health care sector, Shannon Baum (Baptist Health) and Scott Brown (Memorial Hospital) will talk how their hospitals have teamed up to provide a unique training program to meet a strong skills need in their facilities. They partnered with CSNEFL who connected them with educational partners and developed the perfect on-the-job site training for incumbent workers allowing non-medical employees with a desire to move forward in their career path to earn a certification to become Surgical Technicians. The model will be replicated again with them and others in the health care industry that can benefit from this type of training.

This training relationship started with Sonya Speights from CSNEFL meeting with Shannon about how CSNEFL and their funding could work for them to keep and get well qualified medical staff. She talked about the CNA training cohort being done at Memorial and Shannon called Scott to get his feedback on it. Memorial's need started out the same way and now Memorial was running 2 or 3 different CNA cohorts. They needed to elevate their standards to help the public, their customer and their product is health care. The challenge was get their Patient Care Technicians state certified and elevate them to a licensure status. When the program was put together, Concorde a proprietary school was used because they needed those CNA's yesterday Concorde was able to conquer the challenges and agility in getting the education done quickly and produce graduates quickly and economically. Employees in the program continued to work, went to school 2 nights a week with some classes being held on campus and some clinical done at the hospital and the other at Concorde who had high tech capacity simulation labs that Memorial didn't and the relationship was great. Shannon wanted to get on board and that is how it started. Baptist has 5 hospitals and 10,000 employees and need to raise that barr, otherwise employees were going to be put into different positions if they did not receive this training which is expensive. The program came at the right time and they were able to offer a solution that did not burden them financially. Baptist always has 100-200 open CNA positions so the program helped staff elevate to the next level with a licensure and it gave motivated staff in other departments i.e., dietary, housekeeping, etc. the same opportunity and they are now considered medical professionals, a career change for them. It was a great relationship. Baptist is now on its 5<sup>th</sup> CNA cohort and averages 25-30 people in each cohort and all are guaranteed a job. There are now over 100 team members working as CNA's who get priority when interviewing for jobs.

Looking at next cohort opportunities the need for Surgical Technicians was discovered. They are highly trained paraprofessionals working in the operating room with the surgeon and make surgeries go well. Since surgeries don't stop, agency technicians (travelers) were purchased to fill the need but they are very expensive and demand incredible salaries (their agencies get a reciprocal fee all of which drives up the cost of health care). We were going to build our own technicians and researched schools but it was too expensive from \$20,000 to \$50,000. We approached FSCJ and started a small pilot program on October 1, 2015 with 12 students (incumbent workers who are entry level but with some knowledge). The program completed in a year with workers attending school 2 days a week and a couple of Saturdays a month (students must also obtain state licensures and certification requirements, i.e. x number of hours in classroom and x number of clinical exposure after which they take a national board to be certified). Candidates were a mixed bag, 2 from

Memorial (one was a CNA graduate of CSNEFL and the other a non-clinical floor finisher) and 10 from Baptist (50% non-clinical and 50% CNA's two of whom were from the CNA cohort).

Question: Dr. Pickens wanted to know why a proprietary school was their first choice versus FSCJ, who they did select, (or SJRSC) who is in the neighborhood...was it just because they could not meet your need? Reply: Two words agility and expediency. We did speak to them when we started the program and they could not produce quickly enough in the time frame needed, and they had idled their CNA program therefore were not a candidate. A one-stop was needed that had less barriers for the students. Dr. Pickens: Is it a relatively normal progression from CNA to LPN to RN? Reply: Absolutely. Dr. Pickens: Therefore, if FSCJ or St. Johns could have done that lowest level then it could have been seamless. Reply: Yes, and keep in mind this need is not going away and we are always looking at all alternatives to fill that need. Currently Surgical Technician training cost the most so a cohort made sense. Memorial students are doing very well in the labs and Baptist students continue to receive full time benefits and PTO even if not making full time hours to make it as easy for them as possible since many are single parents raising families so that they can focus on school. It is a huge sacrifice but worth it in the end; they will go from \$10 to \$18-\$19 an hour, and retention and recruitment is phenomenal. The word is getting out. It costs nothing for students at Baptist and Memorial has tiers...every full and part-time employee receives a yearly tuition budget of \$5,250 (the IRS standard) and can attend FSCJ or SJRSC and receive a BS degree at no cost to them. We are producing employees who are replicating a \$40,000+ an hour contractor job. Students are walking recruitment posters (posting on social media, talking to peers) that Memorial and Baptist pay for their schooling and they are now making so much more money. It is all positive.

FSCJ customized their program to make it as easy as possible for students and identified everything upfront that we wanted covered (including background checks and state requirements). We are evolving to the next phase and would like to replicate the Nurse Technician program. Since the first era of CNA we have moved to FSCJ for CNA development and FSCJ's proposal is very exciting. They have taken their on shelf curriculum for their LPN program and the first half of it is all the objectives and requirements to become a CNA. Employees will go into the CNA program and when they graduate will become Florida CNA certified and will then be able to move on to the LPN program and given a chair in the LPN to RN bridge program which is very competitive. FSCJ seats 144 chairs twice a year from 400-800 applicants each time. FSCJ's concession to our employees is they engage in the CNA program and move to the LPN to RN bridge program while still working, they will be given a chair in that program, stepping in front of those 800 applicants. In a 1-2 year period employees can go from making \$8 per hour as a floor finisher to \$24+ per hour as a new RN, a lifetime career, and never spending a dime out of pocket. At Baptist every October they have 9 new Surgical Technicians who already know their culture and are ready to work. They are doing their clinical in our facilities and are basically having a 6 month job interview.

The program Cindy Wadsworth presented to Memorial last year was incumbent entry level workers who advance to the next levels and leave gaps. Both hospitals are expanding and receiving level II trauma cases and as Jacksonville grows so does their health care grid. It is not going away it is going to continue.

Comment – Dr. Pickens: This really is a case where the public education system fails due to lack of communication between schools and that public sector schools were not able to respond to the need whereas for-profits could. However going forward SJRSC might possibly be taking over post-secondary vocational and technical programs for Clay and Putnam. If that happens a more significant opportunity could be created going forward in the education where a student can get a GED with us and stay with us for the next phase. Cindy Wadsworth stated she is in talks with Dr. Anna Lebesch, SJRSC, to replicate the CNA cohort and they are working out the bugs. Cindy is also in discussions with employers in Putnam regarding the same. It is still being pieced together which is why Dr. Pickens has not heard about it yet but it is on the horizon. Our hope is to eventually do this in all counties using state facilities so that costs come down.

Question: Annually how many people do you hire in the R.N. or lower category and what is your turnover rate? Reply: Baptist 2,500+ and Memorial 1,000. At Baptist every two weeks 300 people are in orientation. The turnover rate in the health care field is high and suffers great attrition. Staff do not leave the market but go to other hospitals. Part of the success of these programs is they send a message that we take care of our workers, there is opportunity for growth, and we advertise. Another incentive for a new RN is they go through a residency for a year (they intern and have a buddy, an educator and learn specialized things). And this has helped attrition drop.

Question: Since training is paid (tuition reimbursement, etc.) where does CSNEFL fit in? Reply: CSNEFL funds some of it.

Mr. Wise asked Dr. Pickens from a state wide perspective and the state colleges is this an item for legislative discussion...can the state colleges make it happen or is it better done by private foundations to make it happen? Dr. Pickens stated he will have that conversation with the legislature. Also SB 374 has just been filed that does a lot of things with the place of governance and speaks to k12 not offering post-secondary programs. That may force the conversation who is the better entity to fund and provide post-secondary vocational technical training for CNA, LPN and radiology technician, etc. Their RN numbers are also high...5 applicants for every 1 that is accepted. There is no shortage of highly qualified highly motivated people to get to that next level. The schools can train them and then need the health care partners to provide the clinical and that is one of the biggest struggles is hospitals finding that clinical space to place them.

### **President's Report**

**December 2016 Labor Statistics:** Labor statistics continue to do well. The region dropped two-tenths of a point from the previous month and every county is down two or three-tenths of a point. Combine this with a total of 22,000+ net new jobs for the year, and that signals the growth of a much healthier job market.

**Employ Florida Brand Changes:** CSFL's Employ Florida brand has changed, dropping "marketplace" from its name. Brand colors are changing to coordinate closely with the CSFL brand and staff is replacing the graphic throughout our online and printed materials.

**CSNEFL Staff Give Back:** As part of staff's annual training in December, toys were collected and donated to Wolfson Children's Hospital and proceeds from a 50-50 cash drawing went to Kids Together against Cancer, an initiative of St. Vincent's Foundation.

**AT&T Invests \$50,000 in Youth Strategy:** CSNEFL was applied for and was awarded a \$50,000 AT&T grant to support the expansion of the Summer Youth Employment Program that provides challenged youth with job readiness training and work experience.

**Bruce Ferguson Reports to Florida Lawmakers:** Bruce presented to the Florida Health and Human Services Subcommittee in Tallahassee on the TANF and SNAP programs. They are looking for policy changes and he gave them an overview on how we work with those populations.

**Amazon Hiring Update:** Amazon will be building a second facility at the Cecil Commerce Center and hiring 1,000 full time staff (includes benefits). The first facility will be opening in October (at I-295 & Duval Road). It is a 2 level, 2 million SQF facility and 15,000 new staff are being hired and CSNEFL is working with partners to fill those jobs. Management level hiring is underway and lower level will take place over the summer.

**Formative Health (Project Green) Announced – 500 Jobs Created:** Formative Health will open their new administration and operations center in April (near Butler and Belfort Rd.). The center will assist patients of large health care systems locating physicians, setting appointments, approving treatments and answering billing and insurance questions. Most jobs will require an Associates/Bachelor degree; salaries range from \$35,000-\$55,000 per year. CSNEFL is working with Formative and a 3<sup>rd</sup> party recruiting firm to fill those positions.

**Introducing Industry Sector Managers:** The new industry sector managers were introduced, Brian Allen (Finance & IT), Darryl Brown (Transportation and Logistics), and Robin Faircloth (Advanced Manufacturing). The Health Systems Manager position not yet filled.

**Executive Board Meeting Minutes:** A copy of the December 2016 Executive Board meeting minutes are included in the packet to keep you informed.

**Legislative Update:** Staff is following economic development, the tighter budget and our continuing resolution through mid-April (staff is waiting to see what Congress does with it due to the transition). Several USDOL guidance letters have been received on the One Stop Operator procurement and One Stop infrastructure funding (all mandatory partners must financially contribute to the operating cost of the One Stop even if they are not physically housed there). Staff is reviewing that guidance and will put together a funding formula for fair and reasonable contribution amounts.

The board expressed concerns about the budget and the Governors suggested \$600 million tax cut. And the Department of Education has been asked to present proposals with 10% reductions which is also not a good sign. Bruce stated the state budget is a concern but our primary funding comes from the feds to the state to the local levels and that is the one we closely watch. USDOL has provided preliminary state planning allocations which shows us getting 5% less in Adult and Youth funding pots and 10% less in Dislocated Worker funding stream, and if the continuing resolution gets continued through the balance of this fiscal year and does not change in April that is what we are looking at which still puts us above the level that we had 2 years ago which is not devastating.

### **Other**

The Chair announced Bruce Ferguson was recognized in September by the Jax Business Journal as an Ultimate CEO for his involvement in the community; he sits on the Chamber of Commerce Board of Trustees and the Board of the Early Learning Coalition Board. Bruce was selected out of 660 regional WFB candidates to sit on the USDOL Workforce Advisory Information Council. The original article announcing the recognition award was framed and presented to Bruce from the Board thanking him for his dedication to the Board and organization. Bruce thanked the Board stating this could not have happened without the help of a great working team.

### **Next Meeting Date**

**Full Board Meeting:** Thursday, April 27, 2017 at 9:30 a.m. at the University of North Florida (UNF), Adam W. Herbert University Center, 12000 Alumni Drive, Room 1058, Jacksonville.

**Executive Board Meeting:** Wednesday, February 22, 2017 at 9 a.m. at the CSNEFL Corporate Office, 1845 Town Center Blvd., Suite 250, Fleming Island, FL 32003

Adjournment: There being no further business the meeting adjourned at 10:35 a.m.