

**First Coast Workforce Development, Inc. (dba CareerSource Northeast Florida)
Full Board “Strategic Visioning” Zoom Meeting
February 24, 2021**

Chair Elaine Johnson called the CareerSource Northeast Florida Full Board Strategic Visioning Zoom Meeting to order on Wednesday, February 24, 2021, at 9:00 a.m. Roll call taken and a quorum established.

Board members in attendance:

- Baker: Clay Lyons
- Clay: None
- Duval Elaine Johnson
Jake Schickel
Michael Templeton
Diane Williams
- Nassau: None
- Putnam: L. Wayne McClain
- St. Johns: Eda Edgerton
- Regional: Kirk Barras
Darryl Register
Tim Hinson
Beth Payne
Angie White

Excused/Absent: Paul Cummins, Dr. Joe Pickens and Lucia Valdivia-Sanchez

Staff: Bruce Ferguson, Rebecca Livingston, Cheryl Taylor, Jay Loy, Steven Dionisio, Dianna Davis, Ron Whittington, Renee Williams, Brandy Buckingham, Joel Hickox and Diane Nevison

Others: Joann Manning (Job Corps), Anna Lebesch (JAXUSA), Emily Harrison (St. Johns County School District), Larry Fairman (Fairman Consulting), Jennifer Mathis (Leaderquest), Jackie Green (DCF), Jacquelin Yeawolo, and others.

Public Comment: None Received.

Program
Legislative Update – Bruce Ferguson

Last Tuesday, Bruce, Michelle Dennard President of CS Florida, and Casey Penn in the Workforce Services Division of DEO, had the opportunity to present in Tallahassee before the House, Education and Employment Committee. There is a bill that will work its way through the House and Senate this year around strengthening the workforce system and strengthening relationships between the various partnering agencies, i.e., Department of Education and/or the Department of Children and Families and maybe others. We have not seen the bill but understand some of the items relate back to some of the issues that occurred in Tampa a few years ago. Chris Sprowls, the Speaker of the House, is from Tampa and he has not forgotten about that. We talked about what the system does and how it works, and Bruce spoke on behalf

of all the local workforce boards and not just NEFL. It was a challenging meeting, but we were able to tell our story. We have followed up as an association to the state for some of those other specific questions' members had and DEO has followed up with some data that was requested. It is a work in progress, and we will be looking out for what occurs and what is in the bill and will keep the board apprised as we go forward.

Strategic Visioning for 2021 – Chair Elaine Johnson & Rebecca Livingston

The Chair stated Strategic Visioning 2021 was introduced at the January Full Board Meeting. We talked about how the world has changed, how it will never go back to the way it was and the opportunities that come with that. Today we will move forward into a deeper discussion on what we want prioritized, what opportunities we saw coming out of those changes, how we might focus on customer needs both enhancing what works and address some unmet needs. Rebecca Livingston added we will do a deeper dive into what we want to do for the next year and beyond. Project objectives were reviewed:

Project Objectives:

- Focus on the regional workforce for the future (how to best meet the needs of the jobseeker and employer).
- Needs assessment for next 6-12 months (how can we best meet their needs).
- Create an iterative process (continue to look at how we can make things better particularly with our changing environment).
- Short and mid-term priorities.
- Determine impact on overall strategy and policy.

Below are some questions we started to talk about last time. We would like to relook at what was captured, what we missed particularly higher-level topics and dive deeper into them as we move forward.

- What are short and mid-term priorities?
- How do we create disruptive innovation?
- What is the impact on overall strategy and policy?

Key themes discussed and what we heard:

- Align with private sector needs.
- Accessibility to services (career centers, mobile, virtual, broadband/rural, hardest to serve populations).
- Adjust services to the Post-Covid environment (virtual services, remote workforce).
- Youth Pipeline (alternatives to secondary school, apprenticeships and work-based learning, career and industry awareness).
- Messaging and awareness.

What we are hoping to do first:

- What did we not capture with the great comments we got on key topics?
- What are the other key topics we want to think about as we move forward with our strategy?

Regarding accessibility to service, Wayne McClain expressed concern about internet connectivity from homes in rural counties, in particular Putnam County. Putnam County is working hard on the broadband and service connectivity issues for clients. The Chair stated from our last meeting that may not be an issue in St. Johns, Duval, Nassau and Clay counties, but Putnam and Baker counties have some issues and that would be a consideration when looking at accessibility to service options and that would not be a one size fits all. Emily Harrison from St. Johns County School District stated they had a meeting on this when schools were

closed because the south areas of their county closest to Putnam have the same issues with access to broadband. Rebecca stated we will absolutely be looking at accessibility to services and barriers to ensure all our customers are getting the services that they need.

Beth Payne from the Regional Council highlighted in the chat that the Regional Council is also working on the broadband issues, (it is a partnership resolution requirement that is going to be key to creating partnerships with the Regional Council) to solve this for all the impacts that it has and not just in workforce development. Rebecca stated that is a great point. A recent article focused on community-based organizations and libraries and what they are doing to help people with access. I believe working with partnerships on this issue is a critical piece for that point.

Anna Lebesch with JAXUSA added as the Chamber is working on more and more projects with remote workforce components to it that the services and the ability to promote, work and support remote job opportunities for our region is going to an important piece as well. The Chair stated this has been introduced in county commissioners' meetings and thanked her for acknowledging this and that it is a larger issue, but certainly something as we work through this solution on how it impacts the work we do here in CSNEFL. The Chair added as she thinks about this and the point that Wayne and Anna made, and as we are looking at companies coming in remote workforces, Guidewell Florida Blue got word last week that they will begin a slow opening in July but expectations of ever returning to a full on-site workforce is probably not going to happen for a long time. With this comes adjusting our services to the remote workforce but also adjusting the services we provide to prepare the talent for interviewing and working in a remote environment...how do you become successful as a remote workforce participant. Rebecca stated those are great points and we are starting to focus on doing workshops, etc. that we will provide to our business and job seekers. We are thinking about our new environment and our need to continue to understand and that is something that is going to evolve over time.

Mike Templeton asked members, as a consultant, what kinds of questions keep you awake at night as it relates to CSNEFL servicing our customers? For him, the first 5 bullets that the group came up with at the last meeting cover a lot of that and maybe we should get into a deeper dive on those bullets. The world is not going to go back to the way it was, those days are gone. We need to figure out the new work and that will be a challenge. We need to think out of the box on how to provide services differently (in person or virtual). It is easy to say but hard to do. In a virtual post-Covid world how are we going to contact potential clients or companies? The Chair stated the word hybrid comes to mind...schools are using it teaching in person in the classroom and online...both options are offered.

You are right and have opened the perfect Segway into what would our vision in the future look like? It is clear, the pain points are tough, and it changes even what the talent market is. This morning's headline was "Adecco is moving its north American headquarters from Jacksonville to Atlanta" because they feel Atlanta would be a different talent market. Recruiting for talent now with a remote work environment, we can cast our net and when we align with private sector needs our talent pool changes. The Chair works with colleagues that have never lived in the state of Florida on a regular basis that are employed by a Jacksonville based company. The Chair said she is going to twist this into a question...how does that change our metrics? Bruce stated it will be a very interesting to see...how will the metrics and benchmarks that we are held to, how do those change? If we start to help local companies hire individuals who may not reside here, how is that counted because it is not envisioned anywhere in the current system? Clearly, we have to help business find the talent that they need. This may be a question that we ask up the chain...how are we going to handle this going forward?

The Chair stated she was about what Mike said about adding the topic of the impact of this

visioning into our metrics is a good capture and interesting to Anna's perspective as we do economic development how does that change our workforce response...that is probably much farther than the 6-12 months but something to put on future state radar.

Anna said JAXUSA is having the exact conversation and what they are finding in looking at metrics and counting those types of jobs, people are being employed but may not live in the region. The other aspect they are hearing when you talk about individual employment is companies are very interested in diversity at all levels and all roles within an organization...everything from entry level to mid-tier to executive and that diversity is important to companies. The Chair stated that is an excellent point. Diversity, equity, and inclusion are key employer considerations and under the theme of aligning with private sector needs those would be critical bullets. Rebecca will add those as part of our key points. In a recent conversation with a large Aerospace Manufacturing company their biggest challenge is diversity. This is happening across the board and we should be focusing on this when we are thinking about key areas and doing the best for our region.

Going back to what keeps us up at night, Emily Harrison stated it is ensuring their students and secondary students have the best opportunities to engage with the workforce, i.e., through internships, engaging their interest levels to want to go into those area and move up that local pipeline. Emily felt this is part of the youth pipeline, but it is also about strengthening that and from a workforce perspective sensitizing as well. Rebecca stated we will capture that as well.

Mike Templeton wanted to know how organizations like CSNEFL, and others are keyed in to the inside when there are discussions at the city/county level about new businesses coming to our area or businesses making strategic changes (location, downsizing, etc.) How do they stay in contact before decisions are made and certainly after decisions are made so that we might know how we can add value? Bruce stated it all about the strength of our regional partnerships, i.e., Chambers of Commerce, Economic Development, First Coast Manufacturers Association, and industry sectors managers. The CSNEFL business services staff are connected in the community and keep us informed. When companies, decision makers and site consultants come to look at our region, CSNEFL is at the table with our partners showing them the services we provide, assisting with recruitment and building the skills of their workforce. It is critical for CSNEFL to know and understand what is going on in our industries and in the areas we are trying to grow. Wayne stated small rural areas have disadvantages but also advantages when potential companies come to town. This past month, four companies visited Putnam and our local CareerSource office has been involved in recruiting and if they read about possible opportunities in the paper, they call the local Chamber of Commerce to see if they need to get involved. Information flow is more compact in small rural counties and easier to get a handle on it. Mike thanked Bruce for his response stating it sounds like a continuation of our information pipeline and that it is in good shape. Rebecca stated it is and we will stay focused on the economic development piece and how we work with our partners. Anna Lebesch from JAXUSA can talk more on partnerships and communication as more businesses are looking to relocate to our area which is more critical than ever. Anna stated JAXUSA counts CSNEFL as a tool in their tool kit. Their relationship and communication with all regional partners is really strong. When working on new projects or retention projects, CSNEFL is at the table. At JAXUSA, working with the 7 counties in NEFL which mirrors the CareerSource service district, really helps us leverage each other and take advantage of that relationship when working with new companies.

Next agenda item – do a deeper dive into the key areas that we have identified.

Defining Success:

- In 2022 or 2023 the Wall Street Journal or some other paper is in our region to recognize

us as the very best national best practice in this work.

What does this look like? In an ideal world what are the outcomes around those areas that we talked about? The question is, if we are the best, how do we get there?

Wayne McClain said he needs to ask a question to give input. Since he is relatively new to this board what he finds intriguing and interesting are the metrics that are regularly reported to the board and how we stand with the other regions in Florida. In defining success more so than how the WSJ pictures us, he feels if we are at the top of the metrics chart that defines our success! Bruce stated those metrics are Federal requirements that every workforce board in the nation adheres to; it is the report we received from DEO at our January meeting. It showed that we continue to have a great success along those metrics, and we can never lose sight of these metrics because that is what funding is based off. What would be good and interesting is if, in addition to our regular WIOA metrics, we could develop extra business metrics, the strength of our partnerships, understanding how we serve business, how many we are touching, in what way are they important to us. There is an opportunity to build on that to a degree. The Chair stated there are several metrics that we need to think about beyond the WSJ. We want to do all the things that keep our region in good stead with our higher governing bodies and that is always viewed in "how you did". However, we need to have metrics about "how are you are doing and where you are going". Going back to aligning to the private sector needs, if we are here to match employees with jobs, where are those jobs going...so really it is our driving in the direction of the marketplace (talent marketplace and employer marketplace). There are several integers of success we want to consider beyond customer service satisfaction surveys. In the partnership with the Chamber of Commerce what did we do that helped us successfully land a new employer and bring a couple of hundred jobs to our region. Even if it is Putnam or Baker counties, how are we ahead of the curve in meeting those needs. Rebecca stated those are important points. There is so much more that we do beyond the DEO metrics ...making sure we are telling our story, and how we are investing our funds in a way to meet the goals that we want to meet.

Diving deeper into into this, one of the main things we heard is "how can we better tell our story". Metrics is one thing but there are more things that go beyond that. She would like to hear from the members on what can we do to better to talk about the great work we do now and in the future, so board members and the region are knowledgeable of the work we are doing. Bruce stated telling that story is important because the work that we do in our career centers, partnerships, relationships and contracts, there is not a single elevated speech you can give about all the work that is done in 15 minutes which is all he had to tell our story to the state legislators last week. That is not long enough because it is a difficult story to tell. One of the things that maybe goes back to metrics that is beyond...just how do these measures do in terms of the impact. Several years ago, we did an ROI...what is the ROI on the public dollars that goes into the system. When we help someone get a job or help them move up to the next level of a career path there are economic enhancements. When you look at it from that perspective, and the legislature looks at it that way, being able to say for every dollar invested in the workforce system/or various programs, here is what the community is getting back. Maybe we need to do another ROI study.

Rebecca asked members for their input on how we can really demonstrate our ROIs to the stakeholders and stockholders that we work with. Anna Lebesch should chime in about some of the graphics they have been putting out on "Earn Up". They are excellent communication tools and are easy to communicate to the public about the region.

Jake Schickel stated since everything these days is like ZOOM, on a screen (social media), he suggested doing a 20 minute piece on what the CareerSource center has done and talk about

how we are leading the state in “xyz”, we are meeting these criteria all the way through, the Chamber of Commerce says this, the mayor says that, and what is happening in the outlying counties as well. The Chair stated Jake makes a great point but feels we need to segment the audience. Job seekers do not care about Chamber metrics and from an employer standpoint, what is in it for me, how is this going to help me? Jake said 2 segments can be done (employee/talent and employer/economic development). From the very beginning we have always said our primary clients are the employer. If you do not have employers, you do not need employees. The Chair stated good point. The bottom line is to continue our move to not being the best kept secret. We are not going to be everything for everybody but regardless of who the audience is how do we make sure we are getting the message out.

Mike Templeton stated social media is the primary means of communicating for most people and depending on the target audience, i.e., the youth of today their communication method is cell phone, Instagram, twitter, face book, etc. Maybe as part of our strategy we should consider expanding the use of social media for our messaging purposes. The chair stated that is a good point. Rebecca stated we are working with a communication firm, Moore, doing marketing campaigns and testing different types of social media to see our best ROI. Hopefully through these initial campaigns we will get a better feel for where we get our best ROI and find out where the individuals are that we want to reach and where they get their information. This is the best way to get the message out. We are on track.

Jake stated that there are two ways to do it because what the employer wants to know is not the same thing the employee wants to know. One could be a social media forum and the other one is to tell the public as well as employers what we do. Rebecca stated absolutely. We are hoping to learn from these two campaigns because one is focused on the job seeker and the other on business in terms of virtual career fairs and other types of services. We are looking forward to reporting back and letting you know the learnings that we had through that, what we want to encourage and do more, and that is our plan for the next couple of months. We think that is completely critical for us moving forward.

Mike Templeton shared an idea from FCMA. They are toying with the idea of putting together a multiple of short YouTube videos with different messages. Rebecca stated she likes that idea (short and quick to get the message out) and we have been toying around with it as well. If you get to it first, let us know what is working so we can learn from it.

The Chair stated as she thinks about marketing mediums there should also be considerations about service delivery. For messaging from an employer’s perspective, we use to have people log on to our career website from their laptop/computer, but we now know if we want to attract talent quickly, we need to be accessible from an I-Phone. These same kinds of considerations should also be done when we talk about service delivery.

Rebecca stated that is a good segment and our next piece. We talked about accessibility of service and broad band and the need for that. But for success in the future that is also connected to the environment that we are in and what does that look like. What do we need to ensure our services are helpful and accessible to individuals in the current environment.

The Chair asked if rural counties are also having issues with cell phone access as we look at alternative ways of connecting? Wayne stated in Putnam, where he is involved with the Chamber of Commerce this year, they may have cell phone coverage, but affordability for clients continues to be the issue along with broadband access. And going back to something that was said earlier, how are the younger job seekers going to communicate...I don’t know if we know that. Jake stated every person between the ages of 12 and 21 has a cell phone versus a

computer. If you google rural broadband, there are several reports generated by the Department of Agriculture about the need for broadband in rural areas. They have started allocating \$700 million a year to provide broadband in the rural areas. And Midwest legislatures are big on this and pushing it in a lot of the legislation now...it may even be in the new COVID package that they are working on. He does not know where Scott, Rubio and other representatives stand on this, but we need to get someone involved telling them Florida has a many rural areas that do not have broadband. The Chair stated from the health care sector for customer outreach they have found that +90% of their (Medicare/Medicaid) dual enrollees had cell phones and that was going to be the means of outreach for connecting to services. Her point is, you are right, and the reality is as we improve their computer access through broadband and cost, cell phone is an option and landlines will be a thing of the past. Rebecca said that is a great point. In a recent phone conversation about a new opportunity to serve individuals in the prison re-entry program (returning citizens) and staying connected, what can we do in terms of cell phones. I think looking at what people use, how they access information and making sure that we are there, we need to look more closely at that as we move forward with our marketing and information.

We also need to discuss a point made at our last meeting about aligning our services near those of private sector and ensure we are meeting the needs of business. What do you see as expectations in terms of wanting to utilize our services now and in the future and what does success look like in our business community? We talked a little about how the world is changing under COVID and we may be looking for remote employees. Are there other things like Indeed that we need to focus on and identify as solutions to meet significant challenges that industry is facing? The Chair stated she wanted to reemphasize this diverse pull of talent as a critical factor for employers in today's social climate and the height and awareness that we have there that many organizations are now rehiring. We had diversity champions and it went away and now they are back, so it is diverse talent, it is a time to fill. It is competitive. The labor market, despite COVID, is a seller's market. Guidewell has had one critical role open since November. The Chair believes we have an opportunity to help employers in this marketplace with education potentially on to source the right candidate in a remote environment and understand the implications if they have an interview gone bad and that person decides to communicate via glass door. Employees are looking on glass door before they consider employment. So how do we help them manage that so that their glass door reviews do not tank them? Rebecca had a follow up question for the Chair. Is the interest in diverse talent something that has resurged recently, is it an ongoing, is it just an interest in our current environment, or is it something that you are seeing that is causing to make it an even larger focus on diversity of talent? The Chair stated our social consciousness was made aware by several the incidents that generated the Black Lives Matter movement and just a greater awareness that it is almost back to the future as having been somebody when we first started the Equal Employment Opportunity. We are now needing to raise consciousness of ensuring that we are seeking a diverse pool of candidates and that we are providing equitable opportunities. Employers are responding that they need to be more consciously aware of their biases and a lot of training is being done. This return to awareness...we need to make sure we have a well-represented pool of talent as we hire for positions and not just take the easy path. Companies are taking this very seriously how they want to be seen in the marketplace to this call for greater diversity and inclusion.

Jakes stated in this month's Florida Trend there was an article about St. Lucie county and 6 pages related to preparing students for jobs, how to get them involved, their skill workforce strategy and what they are doing. They have a 98% graduation rate and have career academies like we do that are tied closely to Indian River State College. They also have a \$45 million philanthropist donation that will add to the workforce collaboration. It is an interesting article on how they are doing it now and maybe we should talk to Dr. Gadsoe in West Florida school district about what is happening with their school system and lieu of their involvement in career

academies. This gives you a good idea that other places are looking at things that we are looking at now. Rebecca stated we will absolutely look at that article as part of our research.

Let us talk about the youth pipeline and secondary education or alternative education. Tim Hinson stated as an apprenticeship representative they are very interested in the youth pipeline and do a lot of recruiting at schools but are also looking for non-traditional apprentices in the electrical and construction trades (females, minorities and those that would not gravitate to those trades). The Chair stated recently on Home and Homes on HGTV female contractors were highlighted, one of whom was his daughter, and that is the best PR...we need to get those success stories and key individuals supporting that out there. Tim stated these are great careers with great benefits, but they are having a hard time attracting them on this career path. Mike Templeton stated FCMA sees that every day from almost every manufacturing member...the need for skilled trades workers! Tim stated we are finding it is not promoted heavily in the school. High schools are more geared towards college and that is fine too, but we have a great alternative career, and it is just not that well known. Jake stated guidance counselors are starting to have a bit of a change. For many years when we started career academies, guidance counselors were all mental health counselors and did not know about the workforce; most felt everyone needed to go to college. There were dual enrollment programs, but parents did not want their kids in it. These are great programs, and we probably need to reengage the school board and/or Dr. Green. Rebecca stated a lot of what you are saying goes to partnerships and in building that youth pipeline ensuring we are a working partnership. Tim stated they are looking closely at expanding those apprenticeships in NEFL and making it a strategic piece and are working with the state of Florida on that. Rebecca would like to have the opportunity to talk more with Tim.

Emily from St. John's School District stated she heard Tim and they are interested in St. Johns county in forming those relationships. They had the Electrical Alliance out to their middle schools recently speaking to them, and they have a Building Construction Academy that is on the south end of the county (close to Putnam) but transportation is an issue for students. Next year a new high school is coming online that will have a Construction Management program; with the management piece they are building in the hands-on and writing curriculum for the state to adopt which is in line with what UNF offers. Rebecca stated that sounds like great work ensuring that we are talking about it and making sure that the right partners are involved to ensure the youth in our schools and in the right pipeline and understand the opportunities that are in NEFL.

Rebecca then turned the meeting over to Larry Fairman to talk about high level and our next steps. He will then take all that great insight and strategic thinking provided today and in previous discussions and move it forward into a plan.

Project overview - Larry said we talked about how technology has changed the strategic planning process. It is a much different and quicker environment, therefore instead of 5 years we are looking at 6-12 months (this is the "what happens next part of the program.) There will be new tools...paid and nonpaid, online, Facebook ads, YouTube channels, etc. No more focus groups of getting in a room with strangers to talk...that is gone. What happens next are 2 things:

1. Survey individuals, partners, job seekers and employer sectors and see what they are seeing, ask them the same questions, what do you see success looking like and how can we help you? There was a lot of talk to mirror business...let us meet the talent where they are.
2. Look for National Best Practices. There are people, businesses and most importantly workforce boards (of the 660 WFB's) and look at some of the things they are doing. We have resources available through our staff connections. We will reach out and leverage that. We will look at best practices, talk to people, utilize new technologies and then we

will have plan. There will not be a hard timeline for several reasons. It is iterative meaning we are not going to publish a plan and then look at it...we are going to publish a plan, revise the plan, and then keep going as the wheels change. Thank you. Did we cover everything, who else do we need to talk to, and is there anything else that we need to do transactionally as we move forward.

The Chair stated key point is that this will continue to be an iterative process. The world will continue to provide disruptive changes and we will iterate accordingly. Larry stated if you know how consultants work...iterative...we will not publish much of the plan, but you will see what we are doing but it is really going to be react, involve, react, involve. I don't think we have any other choice. When will a first draft should be available? Bruce stated we will not have a complete draft but will have an extensive update on progress from today through the first part of April of what we can get done and then at our April full board meeting an extensive update on where we are in the process.

Next Meeting Date

Full Board Meeting: April 22, 2021, (Thursday), 9:30 a.m.– 1:00 a.m., location/format TBD.

Adjournment: The meeting adjourned at 10:24 a.m.