

**First Coast Workforce Development, Inc. (dba CareerSource Northeast Florida)**  
**Full Board Meeting**  
**January 25, 2018**

Chair Darryl Register called the CareerSource Northeast Florida Full Board Meeting to order on Thursday, January 25, 2018 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: Paul Cummins
  
- Duval: Elaine Johnson  
Stephen Wise  
Jake Schickel
  
- Nassau: Vacant
  
- Putnam: Brian Keith
  
- St. Johns: Eda Edgerton
  
- Regional: Darryl Register  
Dr. Joe Pickens  
Dan Vohs  
Brian Teeple  
Berneitha McNair  
Lucia Valdivia-Sanchez

Excused/Absent: Lad Daniels, Kirk Barras, Yovancha Lewis-Brown, Larry Gonzalez, Tim Hinson

Staff: Bruce Ferguson, Candace Moody, Cheryl Taylor, Jay Loy, Steven Dionisio, Dianna Davis,

Joel Hickox, Keith Fields, and Diane Nevison

Others: Larry Fairman (Fairman Consulting), Tina Wirth (JAXUSA), Linda D. Woodard, Ed.D. (LDW Group), Patricia Sams (JEA), Tanzy James (Eckerd), Ron Goss (Eckerd), Joann Manning (Job Corps) and others

**Public Comment:** None (no completed speaker forms received).

### **\*Action Items**

#### **Approval of October 26, 2017 Full Board Minutes**

**Motion made by Paul Cummins and seconded by Brian Teeple to move approval the October 26, 2017 meeting minutes as written; motion carried.**

### **Program**

#### **American Job Center (AJC) Presentation – Dr. Linda D. Woodard**

Dr. Linda Woodard our new One-Stop Operator at our Gateway Career Center updated the board on her efforts to date at the One-Stop center. Dr. Woodard is a seasoned workforce professional and small business owner with 20 years' experience in secondary and higher education organizations.

Handouts distributed. The Gateway CareerSource center is the Comprehensive American Jobs Center (AJC) for region 8. Dr. Woodard works closely with Maurice Menchan, Center Director, and Temeka Lee, Assistant Director to ensure partners are moving in and that efforts are running smoothly with our partners and that is being done.

The AJC connects all customers to a full range of services in their communities, provides seamless customer focused service delivery across all programs, enhances access to those services, and ensures business and job seekers have access to information and services that lead to positive employment outcomes.

AJC partners include Title 1 Adult, Dislocated Worker and Youth Grants (CSNEFL), WIOA Title I Job Corps (Job Corps), Title II Adult Education and Family Literacy (FSCJ), Title III Wagner Peyser Act (CSNEFL), Title IV Vocational Rehabilitation (Vocational Rehabilitation), Senior Community Service Program (AARP Foundation SCSEP, TAA (CSNEFL), Division of Blind

Services (Florida Division of Blind Services), Employment and Training – HHS, HUD (Jacksonville Housing Authority), Employment and Training – HHS, Community Service Block Grant (NEFCAA).

Partners with Special Circumstances (co-location) include Unemployment Compensation (mandatory AJC partner but not located within the AJC); Reentry Employment Opportunities (mandatory partner represented by Operation New Hope); Career and Technical Education (on the Federal list but not included in the state plan this year); Job Corps (mandatory partner but is currently in their contractual period).

Dr. Woodard's role is to facilitate integrated partnerships and collaboration between partners, develop and implement operational policies, organize and integrate AJC services by function, not program, ensure staff and partners are trained, ensure continuous improvement of delivery of services occurs and provide on-going support of the One-Stop.

AJC's operational budget is based on total costs (infrastructure and associated shared costs). All required partners contribute to funding infrastructure operations. There are 3 ways to contribute (cash, non-cash, 3<sup>rd</sup> party in-kind).

The implementation timeline was reviewed. July-October 2017 (on-going observation, negotiate IFA's, work with partners and design service delivery); November-December 2017 (finalize IFA's and service delivery, start renovations); January-June 2018 (renovations, continuous process improvement and implementation). February/March anticipate Open House.

There will be no rebranding as One-Stop centers have always been American Job Centers. Local buzz will be created for local customers at Gateway about the co-location of additional agencies with shared intake resources and assessment center. Flyers and banners will also be made; this information will be posted on the CSNEFL and partners' websites.

New Path Philosophy consists of Transactional Job Seekers who move directly to job search assistance services (Resource Center, Business Services Events). Partners are encouraged to refer all appropriate "Ready, Willing, and Able" job seekers to Transactional employment Services. Transformational Job Seekers have barriers to securing employment and will move to the "New Path to Success" to determine eligibility for individualized career services across appropriate partner programs. Establishing an effective internal referral process is critical!

The center is on track with an Open House scheduled in February or March.

Question: What impact does your organization provide to what we are doing? Reply: The LDW Group serves as the One-Stop Operator and whether it is Linda D. Woodard or LDW Group, which she represents, there is a list of deliverables that will be delivered.

Question: Why the Gateway Career Center: Brue Reply: It is the busiest and largest center with the greatest need for comprehensive services. More comprehensive centers will probably be opened in the future.

### **JEA Waste/Water Treatment Apprenticeship Program – Ms. Patricia Sams, JEA**

WIOA encourages apprenticeship programs. Patricia Sams, Manager of Emerging Workforce Strategy, at JEA talked to the board about an apprenticeship opportunity. JEA has an aging workforce and apprenticeship is way to replace that shortfall. The handout at your seat is on the JEA website. The apprenticeship program is a state certification and offers a person a career. It only requires a high school diploma or GED (there are no prerequisites). It is a 4-year program targeting anyone interested in a career with JEA. JEA offers 7 apprenticeship programs (water, electrical, lineman, etc.), and this one is on the water side. It has been posted on their website since December 29 and closes February 11, 2018. To date 300 applications have been received for 11 positions that will be filled the 2<sup>nd</sup> week of June. We are looking for qualified skilled individuals, in particularly women because they can do this job. There is a YouTube video on the website depicting this. JEA understands that careers do not always need a college education and offer many careers with different education levels, and offers a stable career with JEA. Thank you. Any questions?

Question: How many openings do you project in the next 12-24 months for these entry-level positions? Reply: JEA is an older company 125 years and many employees have been with us 30+ years; 34% of our 2,000 employees are getting ready to retire. JEA understand there is a pipeline to be filled and is going around to high schools spreading the word. In August, 33 people were hired for the electrical and water side. In the next 12-24 months, due to retirements, it is anticipated there will be more hiring's for the electrical and then the water side.

Question: When the apprenticeship is completed what is the salary? Reply: Successful apprentices who pass the agility test start at \$16+ with incremental jumps every 6 months for

the 4 years, after which they take the Journeyman state certification exam, which pays \$25 per hour with overtime pay when storms hit.

### **Strategic Planning Session – Staff and Mr. Larry Fairman**

Larry Fairman updated the board on where we are in our mid-year review of our 5-year strategic plan. With changes in federal funding and the economic climate, some board and senior staff provided feedback and developed a planning process to position the organization for continued success. A copy of the plan is in the packet. Today we will review transactional, transformational, aspirational and strategic imperatives, progress to-date, staff and executive committee sessions, feedback on strengths, weaknesses, opportunities and threats from executive sessions, and discuss next steps, goals, processes and timeline, including integration with Elevate Northeast Florida, previously called Innovate 2.0.

**Progress:** We are on point with our mission and vision. We have advanced technology for delivery of service. Finance and technology sectors do not need us as much as we move forward. We effectively tell success stories at the regional and state levels.

**Strategic Imperatives – Transactional:** We remain focused on our mission and vision regardless of changes in government regulations and funding limitations. Continue to develop and align staff training with WIOA requirements focusing on strategic employer sectors and targeted jobseeker populations. Increase utilizing technology to deliver basic services while using human resources for improving services to employers and job seekers. Advance partner relationships to develop and prioritize new services to provide work ready skills to jobseekers. Bring partners into career centers to provide more basic job seeker services.

**Strategic Imperatives – Transformational:** Prioritize service delivery around sector strategies (health care, advanced manufacturing, logistics) with growth opportunities throughout our region. Provide services for employers and job seekers based on employer demand and federal requirements being open and transparent with differentiation in services. Tell success stories more widely about employers, job seekers and partners in an effort to communicate with all constituencies. Largely distribute and communicate the availability of the regional workforce asset map (make it better) to employers, job seekers and media.

**Strategic Imperatives – Aspirational:** Continue to add high-quality talent to the board. Continue to convene the workforce development discussion throughout the region. Develop new regional committees, activities and events (partners meetings, forums, summits, etc.) Work with board and

staff to continue the discussion with regional opinion leaders especially those involved in target sectors. Advocate to the state to improve the efficiency of Employ Florida Marketplace. Diversify revenue streams and pursue grant opportunities and paid services.

**Elevate Northeast Florida:** Timeline. They are just getting underway and our part of the work is consists of a study, an analysis of the skills and gaps; what are the drivers impacting the demand; identify career pathways and pathways across sectors (detailed work); the asset map advanced with some needs assessment (confident this will get done); and then a workforce economic development strategy. Bruce added a recent teleconference on Elevate Northeast Florida with our consultant team who is looking at how we will go out into the community with some tentative dates. Our work will be integrated into what is going on with Elevate. Our first regional meetings with the Elevate team will be February 21 and 22 (not sure which date is workforce specific); board members will be invited to participate.

**Strengths:** Our Mission and Vision are good. We are successful in connecting well with 3 of our 4 sector strategies, advanced manufacturing, healthcare and logistics). IT and Finance has full employment and do not need us that much. We use technology (SARA and Veriscan) efficiently. Partnerships are good and we are excellent at advocacy.

**Weaknesses:** Finance and IT are fully staffed and do not need us as much. How much staff time and effort should we focus on them if they do not need us? Private job search sites such as Monster and Indeed are more effective then Employ Florida. Those job sites give people what they want and their technology and methods are superior to none. Employ Florida is multi-use and is trying to serve two purposes, a job search site and a case management tool for us. The Employ Florida contract comes up for renewal in the next year or two so we will see where that goes.

We need to do more story telling. Talking about workforce development is not the easiest thing for the general public to understand, so we will do more.

**Opportunities:** Funding...zero sum funding may be the answer since we do not know what our next revenue streams will be and what is going to happen. It means start from zero and build up and prioritize from that as opposed to what are we spending and go down. Expand technology (SARA). Identify private funding. Diversify job seekers that we serve. Update and leverage asset map (increase interaction with state colleges, private training providers and other partners). React to changing markets (possibly add construction to target sectors. Integrate with Elevate (work with career pathways across sectors, asset map update and more). Continue to grow demand training

(improve existing worker skills). Board development (leverage board talent to connect in the community and utilize our services). Increase convening roles (with JAXUSA and our Councils). Increase private funding. Bridging the gap from what the Federal government is asking us to do from a standard and what the market dictates and maybe a gap can be built or bridged privately.

**Threats:** Funding (a 12% TANF reduction challenges us to successfully fulfill our mission). What do we do to staff to that? Legislation/policy guidance (when jobseeker uses only the automated system and gets a job, no credit is given to the board and are held accountable from our funding sources (state and Feds). Staff interaction (telephone call or visit to a one-stop) is required to get credit. Use technology in the system to be more efficient, and if it works you do not get credit for it. It is a disincentive to go to the technology but the technology works. There is a disconnect between federal policy (to use technology) and actual effective processes but it is not a reason to stop doing the right thing. It is a threat as to how we get funded and how we deliver services. Bruce stated we area already seeing this in our placements they have gone down significantly and will continue to do so. This is a hot topic right now around the state and nationally on how WIOA works. Larry added and for this reason why doing this work at mid-stream is so important...and say “uh-oh” if we continue to do technology our results are going to drop, and that does not make sense so we have to be cognizant of that disconnect and lead the way like we always do in this region. Training for jobs in the future is also not new and will always be on the list. What are the new jobs of the future and how do we train up for them? That is hard to do. How do we get our partners ready to do the private and public training for those jobs that we do not know are coming? Robots are coming for our jobs and what do we do about that? Question – Brian Teeple: Disruptive technology will change the face the workforce in America. How does that play out in the space that we occupy here? People who are gainfully employed today, the job that they did is now automated and someone has to run that machine but they are probably not qualified, how does that play out here and I am sure that we don't know? Reply: You are correct we do not have that crystal ball but that question is being asked...how is AI going to affect our workforce...everything from driverless cars to driverless semis, etc. Texas is already doing “choo-choo” training with semi-trucks. There is a lead truck with a driver that has 3 or 4 driverless trucks following that are tagged on. You get 5 semis for the price of one driver. That is going to change things. And Amazon's fulfillment centers through the area have wonderful new jobs but how long before they figure out how to automate almost everything in there. Amazon recently opened a grocery store in California that has no cash registers or check out people. You put your items in your cart, it senses everything, you walk out the door and it charges your Amazon account. What is going to happen and at the same time you have all that disruption it will be new jobs that have to get done to keep those type of things working but to your point how many people does it take to do that...and that is a huge question. Bruce tries to read something new about this every day and

you have the group that feels this is the end of work as we know it and then you have another group that says it is disruption and you will have other jobs that will fill in and it will be okay. But what we do know is it will require new training and skills upgrade training as this new wave of technology comes into our world. The Chair stated that Sams Club has a scan and go program that he uses all the time. You scan items on your telephone and pay for them through your phone and you don't have to stand in line for a cash register. Walmart is testing this same program at some of their stores. It is coming. Larry stated again another reason why this mid-stream work is important. We know there is disruption and that it is coming and who is going to figure out. Our role is the figuring out part. We are the convener of the regional workforce board and we are the best in America. Out of the 660 boards we are the best at foreshadowing, thinking about it, and saying what are we going to do about it. We are thinking about displaced workers from the sides that we do not have today. How do we staff to that, how do we fund to that, etc.? That is what we are talking about.

Question: The National Skills Coalition sent an email about a \$1 trillion infrastructure package that would create 11 million new jobs that would impact the economy and our area and we may want to focus on that. Reply: Yes...funding shifts, politic shifts, legislative shifts we pivot around that. As our funding changes, our team will change too. As the pendulum switches from low employment to full employment the people that we serve, the hardest to serve with barriers, what do we do as a community, as a workforce board to figure out that gap? This is research and with limited funding and with a difficult population, what do we do...robots, and people with barriers, what do we do? Essentially WIOA policy is holding us that we need to get to \$15 and if we have a person with barriers and get them \$10 an hour job, we are missing the \$15 and need to get to \$20. And if we are still missing our target, not only is the target being missed, we are having challenges meeting our target. Your staff is thinking about these on a forward thinking basis but they deal with it on a daily basis.

Next Steps: Feedback from today's meeting will be added to the review process. Finalize the timeline for this strategic plan update that ties into the Elevate Northeast Florida process. Stakeholder input in February. Stakeholder input meeting with workforce development partners scheduled April/May. Workshop strategy meeting with workforce development partners in June, and final strategy meeting in August.

Question: Bruce asked Dr. Pickens what kind of demands he is seeing from employers on the education side regarding AI and robots and how he is looking ahead to those challenges? Reply: He is not seeing any robotic demand which he believes is due to their service delivery area. The demand that he does hear about is a current version of yesterday's jobs. His largest employers (Georgia Pacific who just invested tens of millions in a new paper process in Palatka, Vac-con,

Seminole Electric who is going to add their first natural gas generating station) are saying there is not just a shortage, but there is a dearth of skilled laborers being above the GED level and some skills, some certificate...people that have the educational depth not credentially to be able to be trained. This is no different from what was being said in the business climate 10-15 years ago and it may just be worse. As for automation that has not hit his part of the world but he does not know about FSCJ or other urban areas. At a recent Florida Council of 100 meeting, the owner and founder of a furniture company in Palatka gave a depressing presentation on their inability to find people who have basic employable trainable skills to fill out the workforce that they need. Why are people leaving or not coming to places...besides economics, is the absence of work. There are people looking for jobs and there are people with jobs but their lack of skills do not match up with the need. Dr. Pickens will send a video to link to Bruce to send to the board called "Success of the New Millennial". It shows the mentality that we all had growing up "university for all" that is what you do. But between now and 2035, and 2055 and 2075, for every 10 jobs created that emerge that exist, 1 will require no degree, 1 will require a graduate degree, and 8 will be in the middle (7 of which will be somewhere between or above a high school credential and below a Bachelor's degree). That is a huge spectrum from a simple certificate to an AA degree up to a Bachelor's degree. Students are not seeing that that is where the job market is and it sounds like a pitch for the community college system and maybe it is. We have to change the culture of the high school student that these are really good careers not just jobs that require a Bachelor's degree or higher. Bruce agreed stating this needs to be just as important and honorable path as going to a university. Larry added that we have been working with Career Academies for almost 20 years and what has not changed that still gets his attention is if you go in to any 8<sup>th</sup> grade classroom and ask who is going to college and they all raise their hands. That is because the dialogue has not advanced...7 out of 10 will require this and we are not teaching that. So there is a workforce board role somewhere in there from the communities perspective.

Brian Teeple added that we have been living with change and disruptive technology for a long time. Years ago, we trained machinists to run CDC machines and now there are very few regular machinists anymore, and the same with 3D printing and the paste machine. Things have accelerated to the point there now and we took that in stride back then...we taught the people back then how to run the machine. The Chair added that we all want our children to be doctors and lawyers and have degrees but that is just not reality. We are missing the point. Jake Schickel stated 20 years ago he and a colleague made a presentation to the school board about career academies and they thought it was a great idea and look where we are now.

### **President's Report**

**December 2017 Labor Market Data:** The latest labor market numbers paint a great picture for job seekers but it is getting difficult for employers. Regional unemployment is down to 3.4% and we are still creating net new jobs, with over 70,500 this last year, a 2.6% growth rate that matches the state rate. Retail trade (5.3%) and transportation warehousing (6.0%) had the biggest growth jumps. A very healthy job market. Putnam County is at 4.6%, which is below full employment, which is pegged at 5.0%. Dr. Pickens stated that 4.6% are not qualified for the jobs that exist. Bruce stated employers are starting to open their scope to people with barriers or with criminal backgrounds for the jobs that they are eligible for...employers are taking that chance. Jake stated there is a bill in the legislature talking about efforts to overturn convictions.

**Success Story from Generation Jax:** Success stories are in the agenda for your reading pleasure.

**Staff Holiday Donations:** At this year's staff annual in-service training and holiday gathering in December, a 50/50 raffle was held and \$640 donated to the First Coast Relief Fund (A United Way fund) that helps people affected by Hurricanes Matthews and Irma. Toys were also collected and donated to Wolfson Children's Hospital.

**Elevate Northeast Florida:** Elevate Northeast Florida was discussed earlier. The Board will continue to receive information on the 5 year regional strategic economic development plan as we move forward.

**Tampa and Pinellas WFB's:** Dr. Pickens asked Bruce to educate the board on recent news allegations made about the Tampa and Pinellas workforce boards. Yes, those 2 regions are being investigated on how they take and record job placements and it does not look good right now. Bruce assured the Board that the methodologies we use in our region follow all rules and regulations. It is different now, as we talked about earlier, job placements must now have staff interaction. This is a very isolated case. Bruce and his counterparts know of no other region do this and they are all following it very closely. The House Ethics Committee has also been asked to investigate. Bruce fully expects all workforce regions will get a heavy-duty review on placements.

**Success Story – Paul Cummins:** Paul shared a success story about a family member with barriers that was prohibiting him from getting a job. However, the efforts of the staff at the Fleming Island office, in particular, Ms. Deanna Bielecki, the barriers have been removed. Part

of the barriers were stupidity, behavior and that they tend to think they know what they are doing, it took another person to make them see that. Ms. Bielecki was able to circumnavigate him safely where it made better sense. So thank you. Bruce stated he received good coaching and our staff does that very well. They coach people how to address or overcome that barrier and sometimes it takes an outside person for them to see that.

**Next Meeting Date**

Full Board Meeting: April 26, 2018 (Thursday) at 9:30 a.m. at the University of North Florida (UNF), Adam W. Herbert University Center, 12000 Alumni Drive, Room1027 (Not 1058 or 1003), Jacksonville.

Executive Board Meeting: Wednesday, February 28, 2018 at 9 a.m.

Adjournment: There being no further business the meeting adjourned at 10:50 a.m.