



Doing work that's good for business is good for everyone.

**THE 2020-2025 STRATEGIC PLAN**





## Pathways for every person. Talent for every business.

In the new economy, disruption will be the new normal. Creativity and critical thinking are becoming the workforce skills currency as artificial intelligence and automated systems proliferate. What, then, should a regional workforce board do to prepare people for this new employment market? We think the answer is clear: Focus on employer needs of today and tomorrow.

### PROJECT OVERVIEW

CareerSource recently concluded a planning process to accomplish two primary objectives: Take a snapshot of our performance over the recent past, and develop a roadmap for the future. The project included both primary and secondary research, reaching thousands of employers, jobseekers and partners.

- Review of national best practices in workforce development
- Re-affirmation of organizational mission and vision
- Visioning sessions with CareerSource's board, executive committee and senior staff
- Regional surveys of employers, jobseekers and partners
- Multiple focus groups with employers, jobseekers and partners
- Interviews with regional opinion leaders

*In the US alone, 39 to 73 million jobs may be eliminated by 2030, and one-third of today's workforce will need re-training.*

- Rick Maher, CEO  
Adaptive Human Capital



### THE CAREERSOURCE SUNCOAST OBJECTIVES

CareerSource will deliver services that provide employers with the talent they need to succeed. Our work is guided by five overarching objectives:

1. Employer Focus: Now more than ever
2. Regional Convening: The workforce hub
3. Storytelling: Message clarity for the community
4. Entrepreneurial Mindset: Innovative programs and services
5. Continuous Improvement: Enhancing organizational capacity





## 1) Employer Focus: Now more than ever

CareerSource Suncoast remains focused on providing demand-driven services, meeting the needs of our regional employers. This emphasis on preparing workers for the jobs of today and the future has never been more critical. Our strategic approach is to increase our efforts to learn about what our employers envision for their workforce and deliver the talent pipeline they need.

### STRATEGIC IMPERATIVES

- **Proactively partner with employers, Chambers, economic developers and other organizations to identify current and future skill requirements and gaps**
  - Emphasize service delivery for target sector employers
- **Become a leader in understanding the new economic realities that will shape employment in the future and create programs to better prepare businesses for the new marketplace**
  - Conduct primary research on the impact of gig workers and identify potential service lines
  - Assign resources to aggregate, analyze and integrate secondary business intelligence into daily activities
- **Solve the "soft skills" problem**
  - Identify partners, curricula, funding and other resources to address the gap in the readiness of the future workforce
- **Deploy resources farther into the communities we serve throughout the region**
  - Target each corner of the counties and expand participation in local area conversations/events
  - Continue to increase co-location with select partners

*"As robotics, AI, the gig economy and crowds grow, jobs are being reinvented, creating the 'augmented workforce.' We must reconsider how jobs are designed and work to adapt and learn for future growth."*

- Deloitte Consulting





## 2) Regional Convening: The workforce hub

Great progress has been made by CareerSource Suncoast in bringing regional leaders in workforce development, education and economic development to the table. As the center of the workforce wheel, we are the hub that aligns the spokes in the most efficient way possible. Our role, involving collaboration with hundreds of partners, needs to be constantly expanding. It's our appropriate place in the workforce ecosystem.

### STRATEGIC IMPERATIVES

- **Create, host and facilitate a region-wide organized effort to address workforce issues, policy, resources and strategies**
  - Align community leaders to develop an agenda for regional cooperation and a shared vision
- **Continue to develop and implement activities and events that position CareerSource as the thought leader on workforce issues**
  - Host conferences, job fairs, podcasts and more... and support partner events
  - Develop innovative convening opportunities
  - Create success metrics for post-activity measurement
- **Facilitate structured, recurring industry sector forums to address market needs, identify skill gaps and expand communication channels among employers and partners**

*"Getting the players in the region to work together is a real challenge, but worth it. CareerSource definitely has to be the catalyst to bring people together."*

- Regional community leader



- **Build an outreach program for senior staff and board leadership to conduct roundtable and one-on-one opinion leader conversations**
  - Develop a targeted database and a master calendar and meeting frequency and assign human resources needed to coordinate the effort





### 3) Storytelling: Message clarity for the community

After focusing on continually improving our marketing and media assets and connections, the CareerSource story is still difficult to communicate. Many people and organizations don't really know what we do, and especially what we are actively working on. Amplification of our storytelling will be extremely important as we continue to expand on the important work that we do. The benefit: Increased mindshare among our constituencies will add value to all of our initiatives.

#### STRATEGIC IMPERATIVES

- **Further develop the message strategy that tells the CareerSource story**

- Focus on the basics of what we do, and why, and develop talking points for all staff, board and key partners
- Utilize the core messages consistently in all marketing

- **Expand online and offline communications**

- Place strategic emphasis on social media components
- Develop performance metrics... review and adjust on a frequent basis

- **Continue to create innovative communication vehicles**

- Podcasts, events, forums and other efforts should be integrated with overall marketing and message strategy

- **Expand the role of board members as market-facing brand ambassadors**

- Create a plan for packaging content and distributing to board members with a set frequency for redistribution to their constituencies

*"The State of Talent Conference has a powerful impact on hundreds of human hearts... we need to continue to leverage this audience to tell our story."*

- A CareerSource Suncoast board member





## 4) Entrepreneurial Mindset: Innovative programs and services

We deliver services to jobseekers mandated by federal funding, including an array of basic employment and re-employment activities. Yet our best and highest value to the community lies in our ability to apply subject matter knowledge, expertise and talent to solving regional workforce challenges. New ways to approach issues are required for ultimate success in our work.

### STRATEGIC IMPERATIVES

- **Continue to expand the use of technology for all service delivery**
  - Improve tools for basic service levels
  - Work to automate all eligible processes
- **Explore opportunities for new workforce-based entrepreneurial initiatives**
- **Add emphasis on the pursuit of diversified revenue sources**
  - Identify and target specific public and private sources of funds
  - Pursue more grants written directly and with partners
  - Look to monetize/resell products and programs developed in-house or with partners

***“Programs, including training, client services or certifications, could be developed and offered by local workforce development boards specifically for independent workers.”***

- from The Gig Economy and Florida's Workforce System, CareerSource Florida and Cambridge Systematics, 2019







## 5) Continuous Improvement: Enhancing organizational capacity

Significant investments have been made into the development of the CareerSource Suncoast team. Training and development activities have increased, and the perception of staff quality has risen among various constituencies. Continued focus on team improvement will be critical to ongoing success. Technological advances provide additional opportunities to improve efficiency.

### STRATEGIC IMPERATIVES

- **Continue to raise the bar on staff skills and customer service levels**

- Provide additional training activities and personal development programming

- **Increase focus on the recruitment of high-quality board members**

- Look for individuals with subject matter expertise, including those within target industries
- Utilize current board members in the identification of these leaders

- **Continue advancing senior staff as regional experts on workforce development**

- Identify team members and train on specific topics
- Develop presentations on key policy, program and community issues
- Integrate with storytelling efforts

*"The leadership has done a good job of linking to stakeholders and advocating for the region."*

- An educational leader



# Acknowledgements



**Christy Cardillo**  
Chairman



**Ted Ehrlichman**  
President & CEO

This plan would not have been possible without the critical input and active engagement of the CareerSource Suncoast board and executive staff.

## Executive Committee

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**CHRISTIAN ZIEGLER**, COMMISSIONER | SARASOTA COUNTY GOVERNMENT

### Vision

Employers will locate, expand and flourish on the Suncoast  
because of our growing, skilled talent base

### Mission

To recruit, train and retain talent for employers on the Suncoast



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