

**CAREERSOURCE SUNCOAST
STRATEGIC PLANNING MEETING MINUTES**

In-person
3660 N. Washington Blvd., Sarasota, FL 34234
Wednesday, October 11, 2023
8:00 A.M.

Welcoming and Open Remarks

Eric Troyer and Joshua Matlock provided opening remark and introduced the Carter Consultant Group strategic planning facilitators, Neal Watkins and Kerry Bartlett.

Planning Session

Kerry Bartlett and Neal Watkins facilitated planning discussions around the following items:

- The vision of CareerSource Suncoast
- Sharpening five objectives into a two-year direction
- Two-year priorities
- Action steps- Gots/Wants/Needs

The items were discussed among the group. No voting items were presented.

Next Steps

The consultants will compile all of the information from the discussion into a report and present it to the Full Board of Directors meeting for review of the new strategic plan.

Meeting Adjournment:

The Meeting adjourned a 12:00pm.

Next Board of Directors Meeting is November 9, 2023

This meeting will be a combined full Board of Directors and Executive Committee Meeting.
Location: 3660 N. Washington Blvd, Sarasota, FL

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CAREERSOURCE SUNCOAST - BOARD MEMBER ATTENDANCE

| Absent Present | Board Member |
|-------------------|--|
| P | Jim Bos, MJB Group |
| P | Ashley Brown, Women's Resource Center |
| A | Christy Cardillo |
| P | Jackie Dezelski, Manatee Chamber of Commerce |
| A | Dr. Ron DiPillo, Sarasota County Schools |
| P | Lisa Eding, Teak Decking Systems |
| A | Luis Font, LIUNA, Laborers International Union |
| A | Brian Gurucharri, Manatee Memorial Hospital |
| P | Roscelyn Guenther, Boys & Girls Club of Sarasota County |
| A | Dr. Deborah Hawkes, CAN Community Health |
| A | Peter Hayes, Tandem Construction |
| A | Sharon Hillstrom, Bradenton Area Economic Development Corporation |
| A | William Zack Holland, Local 123 Plumbers and Pipefitters Union |
| P | Allison Imre, Grapevine Communications |
| A | Heather Kasten, Sarasota Chamber of Commerce |
| P | David Kraft, Vision Consulting Group |
| P | Shaun Polasky, Helios Technologies |
| P | Ericka Randall, Vocational Rehabilitation |
| A | Vaughn Alexander Hendriex, State College of Florida |
| A | Walter Spikes, Coldwell Banker Realty |
| P | Eric Troyer, Kerkering Barberio & Company |
| A | Doug Wagner, Manatee County School Board |
| A | Craig Warzecha, Bradenton Marauders/Pittsburgh Pirates |
| A | Ken Waters, Sarasota Housing Authority |
| P | Anne LeBaron, Take Stock in Children Manatee |
| P | Jennifer Green, Galen College of Nursing |
| | |
| | Staff Present: Josh Matlock, Robin Dawson, Kathy Bouchard, Anthony Gagliano, Linda Benedict, Christina Witt, Michelle Snyder, James Disbro |
| A | Commissioner George Kruse - Manatee County |
| A | Commissioner Joe Neunder – Sarasota County |

26 Board Members – 12 present, 14 absent



TO: Eric Troyer - Board Chair
Josh Matlock - President & CEO

FROM: Neal Watkins – Director of Emerging Opportunities
Kerry A. Bartlett, CFRE, MBA – Managing Director

RE: 2023 Board Retreat – Synopsis and Recommendations

DATE: November 6, 2023

Thank you for inviting Carter to facilitate the CareerSource Suncoast (CSS) Board Retreat. It was an honor to support CSS's volunteer leadership in important progress towards maximizing regional impact over the next two years. This memo is a synopsis of the discussion and high-level recommendations.

In preparing for the retreat, Carter worked in partnership with Eric Troyer, Josh Matlock, Christina Witt, Anthony Gagliano, Kathy Bouchard and Robin Dawson to conduct a Before Action Review, establish retreat objectives and craft a detailed agenda for the meeting on October 11, 2023 (APPENDIX B). The three and a half-hour retreat sought to evaluate the current strategic framework and work toward consensus on what goals and priorities are necessary to guide the organization towards a successful completion of CSS's current five-year strategic plan.

The retreat began with a video testimonial from Ciliana Jean, owner of "The Barnyard" restaurant. While discussing the exciting growth her business has experienced, Jean also shared that CSS's services and staff empowered her to focus while simultaneously striving to "Think bigger. Think wider." This testimonial illuminated an example of CSS's impact and prompted the Board to think bigger and wider while envisioning the future of CSS.

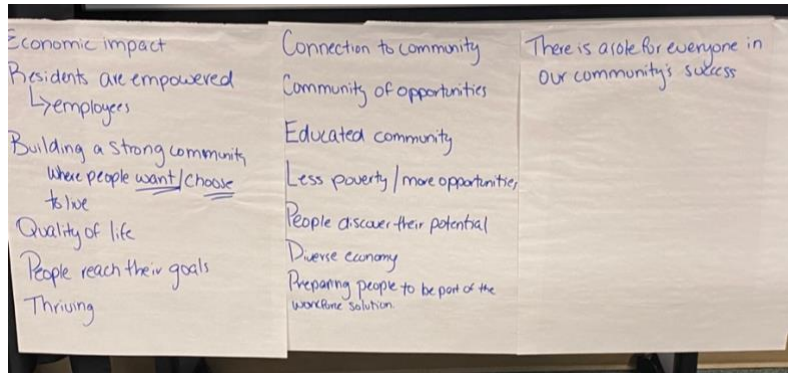
The Vision (and Mission) of CSS

After reviewing findings from the Board Member Survey, Carter shared the necessary differences between an organization's mission and vision as it relates to the foundation for strategies, goals and plans. Making a distinction between the mission of CSS and its vision allowed for robust conversation around optimizing each piece of the strategic framework and clarified how to effectively utilize a vision that inspires programs, ideas and stakeholders to the fullest potential.

Board members were asked:

1. How does this (current) vision impact your region?
2. As you dream, what will the community/region look like when you achieve your mission?

Their responses were charted:



The mission of CSS is *“to recruit, train, and retain talent for employers on the Suncoast.”*

After conversation, there was consensus that the Board would prioritize revisiting discussion around the mission and vision of CSS, particularly as it relates to the impact it seeks to continue in the region. The Board also decided to add the topic of organizational values to the “Parking Lot,” meaning they will address them more in depth at future meetings.

Two-Year Goals

Carter shared with the Board that goals are defined as “broad, general results we will achieve by the end of the planning period.”

Board members were asked individually to write down one programmatic goal, infrastructure goal, financially-oriented goal, and partner-related goal on a post-it note. Josh Matlock gave examples of previous goals in each of the four categories. Following individual reflections, participants were split into breakout groups to reach consensus on one goal in each of the four categories. Each group's responses were recorded and shared.

The group reached consensus on the following goals within each of the four categories:

Program

- Enhanced customized employer-focused solutions
- Promote outplacement services
- Access programs to help job seekers and employees address benefits/financial gaps

- Package employee retention programs

Infrastructure

- Strategic communications plan (Dashboard reporting, storytelling, success stories, etc.)
- Leverage communications-related technology

Financial

- Develop plan to utilize/diversify unrestricted funds

Partner

- Collaborations that address barriers to employment
- Optimize partnerships w/ area Chambers

18-Month Priorities

The final session of the retreat was designed to reach consensus on 18-month priorities to ensure the fulfilment of the goals discussed and a successful completion of the 2020–2025 Strategic Plan.

Each breakout group was asked to discuss and agree upon priorities for each of the strategic goals the participants reached consensus on, write their priorities on post-it notes and report out to the larger group.

The following priorities were shared (as transcribed):

Program

- Identify smaller under-served orgs. Market message to service orgs., prof. orgs. Reach out to educate and determine needs. Board can reach out to groups.
- Enhance employer impact. Reach out to employers (we're) not reaching (to) identify their needs.
- Retention – communicate to employer services and resources.
- Inventory what is available already by CSS (training, tech, etc.).
- What can we piece together?
- Board can tell the story and promote.
- Enhance and communicate
 - Did you know?
 - Designed to educate employers, employees, and job seekers
 - Be specific about our capabilities
 - Create understanding

Infrastructure

- How can we utilize AI/ We have it in a narrow scope
 - Outreach (auto)

- Overall safeguarding info
- Access to funding sources for those needs

Financial

- Unrestricted Funds Policy
- Increased sponsorships at events
- Enhance ticket to work
 - Incentives
- Start talking soon about how to strategically utilize unrestricted funds

Partner

- Identify Regional Planning Partner
- Education Fairs
- Setting up bi-annual meetings with Chambers/EDC
- Asking Chambers/EDC to help with collaborations.

Board Priorities

In addition to discussing organizational priorities, each breakout group was asked to discuss priorities for the Board over the next 18 months to move toward the strategic goals. Strategies discussed were:

- Re-establish sub-committees to identify/research/create collaborations
- Develop and communicate a succinct message about the work CSS does in the region
- Share insight, feedback and connections beyond scheduled meetings
- Explore a Communications Committee
- Proactively speak about CSS and your role as Board member with peers, colleagues and friends

CARTER'S RECOMMENDED NEXT STEPS

1. Share the retreat synopsis.

It is important the Board members who were unable to attend the retreat are brought together in a small group setting to review and discuss the topics, outcomes and priorities from the retreat. Allow each Board member the opportunity to gain understanding, ask questions, and express their buy-in instead of sending the document to them for their own review. This provides an opportunity for strengthened Board engagement.

2. Revisit the mission, vision and values.

During the retreat, there was consensus more inspiration can be articulated in the organization's vision, particularly as it relates to CSS's impact in the region. Further, there was a strong sense the "work has evolved" beyond what is

conveyed in the organization's mission. Reimagining the HOW (mission) and WHY (vision) will ensure the impact made by CSS is effectively articulated to current and future partners, service recipients, and stakeholders.

Carter recommends the Executive Committee review the current mission, vision, and values of the organization, considering discussion at the retreat, and draft suggested revisions for Board consideration. An inclusive and strategic discussion with the Board can be facilitated to illicit feedback moving toward general consensus. The Executive Committee will finalize for review and approval by the Board.

3. Finalize two-year goals and 18-month priorities.

The retreat participants came to general consensus; however, additional discussion may be necessary before Board approval.

- a. Carter recommends the Leadership Team review the goals and priorities Carter suggested based on the discussion at the retreat (Appendix A) and gain clarity on the intended end-result before presenting to the Board for approval.
- b. Should the Board make changes to the organization's mission, vision, or values (a potential outcome of recommendation #2), these changes will need to be reflected in the strategic framework prior to the Boards approval.

4. Align the annual operational plan(s).

- a. Once the Board approves the two-year strategic framework, Carter advises meeting with leaders and managers within the organization to receive insight and provide direction to best align the annual operating plan to the approved goals and priorities.
- b. Carter recommends developing Key Performance Indicators (KPIs) that will guide and measure progress towards approved goals and priorities.
- c. Carter advises ensuring the current dashboard includes the KPIs to track progress toward two-year goals and 18-month priorities.

5. Design Board meeting agendas to allow time for generative conversation around the strategic framework.

Once solidified, Carter recommends continuing to allow for generative conversations around the organization's mission, vision and values. This can be done through shared success stories or discussion around current and future programming. This iterative process fosters a sense of ownership and accountability among Board members, empowering them to be most proactive in contributing to and advocating on behalf of the organization's success.

6. Continue to educate board members about CSS services.

In the pre-retreat Board Member survey, there was a request for more information about the services CSS provides and the impact on the region. These continued to be strongly expressed themes during the retreat. Carter encourages the Leadership Team and Executive Committee to continue to evaluate different ways to provide Board education on these topics and to invite feedback on new and most effective ways of educating and sharing.

Given the breadth of services provided, one idea discussed during the retreat was to offer a "menu" of CSS services to equip Board members for opportunities to discuss CSS with the connections they have in the region.

Similarly, making a practice of sharing a testimonial of impact at every Board meeting will give Board members language to express the inspiration and impact behind CSS's strategic framework and over time, they will be more comfortable speaking to the depth of services provided.

7. Continue to strategically plan in two or three-year cycles.

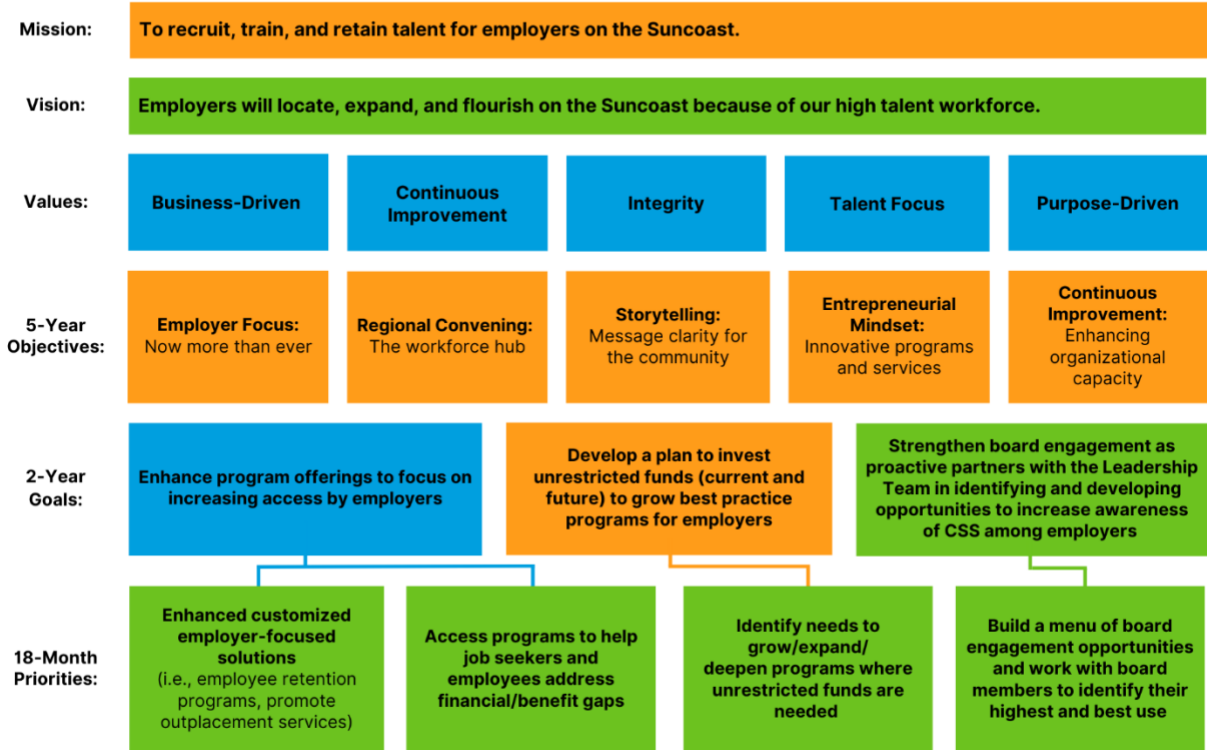
Opportunities, needs and trends are developing within the region CSS is serving at a pace considerably faster than ever before. To constantly optimize and evaluate objectives, goals, and priorities, Carter recommends continuing to strategically plan in two or three-year cycles (as opposed to five).

Carter is grateful for the opportunity to partner with CareerSource Suncoast. We are excited to see the future of your region which will undoubtedly be impacted by your leadership.

APPENDIX A: STRATEGIC FRAMEWORK



WORKING DRAFT
Strategic Framework
November 6, 2023



APPENDIX B: BEFORE-ACTION-REVIEW & FRAMING DOCUMENT

Before Action Review

CareerSource Suncoast

August 17, 2023

Framing Question: What will it take to engage the CareerSource Suncoast Board of Directors and leadership to co-develop an effective and inspirational strategic plan?

Before Action Review (BAR)

What are our intended results?

- Adaptation of the '20-'25 Strategic Plan to a two-year framework that inspires Board ownership and engagement and reflects current reality
- Potential regional/area partners identified
- A plan for the unrestricted funds is developed in alignment with strategic framework
- Clear and concise plan

What will success look like? (specific words)

- Board members are engaged in strategic conversation
- Collaboration between Board members and staff to create a nimble, clear and concise strategic plan that will inspire stakeholders and partners
- Board is aligned as to what services are provided by CareerSource, what needs CareerSource seeks to solve/support in the community, and the stipulations/expectations attached with federal funding so that they are able to inform possibilities for expanded services and revenue diversification
- Increased systemization of supporting individuals/employers towards the solving of community need(s)
- Increased consideration of "letter grades" within strategic plan

What challenges might we encounter?

- Large Board, which allows newer Board members to be passive in discussions
- Executive Committee is very engaged so there is a tendency to defer to those leaders
- Economic changes are occurring fast

- Perception that all workforce-related challenges should be addressed by CareerSource but the restricted funding does not allow for flexibility in all areas.

What have we learned from similar situations and how will we be successful this time?

- Having everybody in the same room is critical.
- Carter should use the Executive Committee as champions and peer resources



October 2, 2023

TO: Board of Directors
FROM: Eric Troyer, Chairman
Josh Matlock, President & CEO
RE: Board Retreat – October 11, 2023

Dear CareerSource Suncoast Board Member,

As you know, the CSS Board will engage in a Strategic Visioning Retreat on Wednesday, October 11th. We are pleased all of you can participate. The day begins at 8:00 a.m. with coffee and refreshments. Please arrive prepared to share your energy, passion, and perspective. Our facilitators will give everyone a chance to engage, but you alone can ensure your active participation – the true key to our success. Please arrive no later than 8:15 a.m. so that we can get settled and start promptly at 8:30 a.m.

As we reflect upon the five-year [2020-2025 Strategic Plan](#), CSS is proud of the impact made in our community.

- Supporting entrepreneurship through our THRIVE initiative
- Expanding Registered apprenticeship programs by becoming the first local Board becoming a Registered Apprenticeship sponsor serving local employers.
- Increased revenue diversification of non-federal funds
- Becoming the states leader in convening and connecting services through the development and implementation of the Crosswalk referral system.

This affirms that now is the right time for our Board to gather to determine key priorities that will ensure the fulfilment of our current strategic plan and leave us well-positioned for the future!

Before you arrive on Wednesday, please take a few moments to:

1. Review our [2020-2025 Strategic Plan](#), the synopsis of our Board Member WebSurvey (attached) provided by Carter, and the Crafting Local Talent Lightcast report relating to emerging workforce trends in our area provided by CSS leadership (attached).
2. Be prepared to dig into the possibilities of what could be, dream bigger than ever before and engage in each of the conversations accessing your unique perspectives and experiences

Our Carter consultants, Neal Watkins and Kerry Bartlett, have designed a process to draw out your perspective and wisdom that began with the WebSurvey that you completed just a couple weeks ago. We know you will arrive with an open mind, ready to participate and share constructively throughout our discussions.

To fully prepare, please reflect on what inspires you most about the work and future potential of CareerSource Suncoast. What does CareerSource's impact in your region look like?

Please keep in mind:

- The role of our Carter consultants is to share best practices and create a safe environment.
- Do your part to ensure robust conversation. If you have a different perspective or opinion from others, trust that you will be welcomed with respect.
- Listen carefully to others when they speak and keep an open mind to new ideas.
- Be fully engaged in the discussions and exercises.
- No votes or approvals will be taken. We are striving for consensus. No one person's opinion carries more weight than anyone else's.
- We will not wordsmith a mission or vision statement. We are looking for consensus around themes that emerge from discussion and break out groups.

If you have any questions, please call either of us. Thank you again for your time and ongoing commitment to CareerSource Suncoast.

Sincerely,

Eric Troyer and Josh Matlock



Board Retreat Agenda

Wednesday, October 11, 2023

8:30 a.m. – 12:30 p.m.

3660 N. Washington Blvd.

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- | | |
|---|---|
| 1. Welcome and Opening Remarks | Eric Troyer Board Chair Josh Matlock President and CEO |
| 2. The Vision of CareerSource Suncoast | Carter |
| 3. Sharpening Five Objectives into a Two-Year Direction | Facilitated Discussion |
| 4. Two-Year Priorities & Opportunities | Small Group Breakout |
| 5. Action Steps, Gots/Wants/Needs | CSS Board |
| 6. Next Steps & Closing Remarks | Eric Troyer & Josh Matlock |



Memorandum

To: Eric Troyer, Board Chair
Josh Matlock, Executive Director
Members of the Board Retreat Steering Committee

From: Neal Watkins and Kerry Bartlett

Date: September 28, 2023

Re: WebSurvey Key Findings

In preparation for the upcoming Board Retreat, Carter circulated a WebSurvey to engage Board members for feedback relative to the mission, vision, impact and potential of CareerSource Suncoast. The WebSurvey was completed by 26 Board Members.

Key Findings

1. Mission
The CareerSource Suncoast mission is: "To recruit, train and retain talent for employers on the Suncoast."
While the Board of Directors conceptually agrees that the organization provides workforce opportunities and solutions, there is room for greater alignment in how the mission is achieved with a focus on employer support. Several respondents indicated employee-focused solutions or a mixture of career-seeker/employer foci. Later in the survey, Board members indicated (by over 80%) "Employer focused" as the top objective within the 2020-2025 strategic plan.
2. Vision
50% of the Board indicated being "inspired" by the Vision of CareerSource Suncoast – "Employers will locate, expand and flourish on the Suncoast because of our growing, skilled talent base." More than 25% indicated being "somewhat inspired." Clarifying the "why" that drives the vision will be a key focus of the upcoming Board Retreat.
3. Impact
Board members shared first-hand stories of impact and experience with the services of CareerSource Suncoast. The width of industries represented in impact testimonials reflect the wide potential of CareerSource Suncoast. 25% of the Board expressed the desire to understand/hear more impact stories and several of those indicated an awareness of general impact but not necessarily an individual example.
4. Industries
 - a. Sectors where the Board believed CareerSource Suncoast was having the highest impact were (in order)

- i. Manufacturing,
 - ii. Healthcare
 - iii. Construction/Building.
 - b. The sectors most frequently mentioned as having the highest growth potential were
 - i. Healthcare (named by over 33% of the Board) (
 - ii. Manufacturing,
 - iii. Hospitality,
 - iv. Technology
5. Understanding Emerging Trends and Challenges
- When asked what information Board members wanted to discuss or receive during our retreat, 25% said they wanted information regarding either emerging workforce trends/predictions or the anticipated challenges/needs ahead.

Board Retreat

Based on the outcomes of this WebSurvey, we are excited to co-create space where Board members can engage in conversation and shared creative visioning to greater embrace and articulate the impact and potential of CareerSource Suncoast with specific focus on the next two years.

We will facilitate discussion leading to consensus in the following areas:

1. Vision – What does the Suncoast region look like when CareerSource Suncoast fulfills its mission? Again, we will not be writing a vision statement; rather dreaming what our community will look like because of CSS's work.
2. Two-Year Direction & Priorities – In order to move closer to the vision and achieve the objectives laid out in the five-year strategic plan, what should CareerSource's top four goals be over the next two years? What are the strategic priorities that the organization and the Board must emphasize in order to fulfill the completion of the 2020-2025 strategic plan?
3. Potential (Expanding Partnerships) -- What impact are current partnerships having within the work of CareerSource Suncoast? How can CSS leverage future partnerships to achieve its vision?

Appendix C: Feedback Form Responses



2023 Board Retreat - October 11, 2023 - Feedback Form 9 Responses Received

Thank you for your outstanding participation in today's Board Retreat! The effort and enthusiasm invested by each board member is invaluable to CareerSource Suncoast's further growth and development. Please take 5 minutes to complete this anonymous survey; share your input on what worked well and opportunities for improvement.

The purpose of the retreat was well-defined and the intended results were clear.

Strongly Agree - 7 **Agree - 2** Neutral Disagree Strongly Disagree

I am excited about building on the ideas expressed by board members during the retreat.

Strongly Agree - 9 Agree Neutral Disagree Strongly Disagree

I have a clearer understanding of the vision towards new opportunities/solutions.

Strongly Agree - 6 **Agree - 2** **Neutral - 1** Disagree Strongly Disagree

I understand the role I can play in developing key partnerships that will impact the future of CareerSource Suncoast.

Strongly Agree - 7 **Agree - 2** Neutral Disagree Strongly Disagree

The facilitators ensured everyone had a voice and the opportunity to participate in the discussions.

Strongly Agree - 9 Agree Neutral Disagree Strongly Disagree

I suggest the Board have discussion on the following topic(s) at a future meeting.

- Vision/Mission Refinement
- This was an amazing process
- Continued Education
- Specifics on our roles to assist the staff + mission

GOTS:

- Understanding of the mission and vision of CSS
- Need to deal w/ all chgs.
- Better understanding of CareerSource.
- 5 year plan/actions!
- Glimpse of some great ideas & alignment.
- Education and great discussion.
- Renewed enthusiasm
- Learned a lot more about CSS and the future.

WANTS:

- Continued collaboration with CSS
- More stories. Education.
- More in-depth education on the programs + CareerSource in general.
- Stories tell the story of CareerSource
- To see adjustments in the mission and vision to get good alignment.
- Easier way to communicate CSS mission/services, etc.
- To know how the BoD can do more to support.

Burning Questions (????):

- Excellent! Excellent!! Excellent!!!
- Further role of CareerSource
- Community involvement + leaders sharing the mission
- How did my group use THAT MUCH TIME? 😊
- Regional partner planning