



Executive Committee Meeting
CareerSource Tampa Bay
Zoom Meeting
Dec 16, 2021 11:00 AM - 12:30 PM EST

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A. Next Executive Committee Meeting March 17, 2022

Pledge of Allegiance





Executive Committee Meeting Minutes

CareerSource Tampa Bay
Sep 16, 2021 at 11:00 AM EDT
@ Zoom Meeting

Attendance

Members Present (Remote):

Tom Aderhold, Michael Bach, Sean Butler, Lindsey Kimball, Steve Morey, Donald Noble, Sophia West.

Members Absent:

Richard Bennett, Benjamin Hom, Pat Kemp.

Attendance

Members Present (Remote):

Saleema Bennett, Dr. Byron Clayton, Sheila Doyle, John Flanagan, Kay Jefferson, Chad Kunerth, Barry Martin, Anna Munro, Michelle Schultz, Don Shepherd, Tammy Stahlgren, Doug Tobin, Jody Toner, Michelle Zieziula.

Board Counsel Present (Remote):

Mary Helen Farris

Board Liasion Present (Remote):

Ken Jones

I. Call to order, Welcome and Roll Call (Presenters: Michael Bach)

Vice-Chair Mike Bach called the meeting to order at 11:00 a.m. There was a quorum present.

II. Pledge of Allegiance (Presenters: Tom Aderhold)

Tom Aderhold led the Pledge of Allegiance.

III. Public Comments

There were none.

IV. Approval of Minutes

A. June 17, 2021 Executive Committee Meeting (Presenters: Michael Bach)

Motion:

To approve the minutes of the June 17, 2021, Executive Committee meeting.

Motion moved by Donald Noble and motion seconded by Tom Aderhold. Motion Carried.

V. Chair's Report (Presenters: Michael Bach)

- Unemployment numbers are trending the right direction, down about a half a point, both across the US, Florida, and Tampa Bay and the CareerSource area.
- 76% of all the jobs that were lost a year ago have been recovered.
- The country is recovering at about 750,000 jobs per month.
- There are 52 million contingent workers in the US, this is down a little over last year and about 35% of the workforce across the nation is considered contingent workers.
- September is Workforce Development Month.

VI. Board Counsel Report (Presenters: Mary Helen Farris)

Nothing to report to the committee..

VII. CEO Report (Presenters: John Flanagan)

- Elizabeth Ventura is our new Program Director. Elizabeth started with EDSI on September 7, 2021.
- We are excited to hold a CSTB Board Retreat. It will be held in-person at Tampa Marriot Water Street on Tuesday, September 28, 2021. One of the topics that will be covered is the new REACH Act.
- Center Traffic continues to pick up. Pin number reset traffic has declined.
- One Stop Operator - The Secret Shopper evaluation was conducted on August 18, 2021, at Brandon Center and earned a score of 99%.
- 2021 Florida Workforce Professional Summit. We nominated 4 people for awards. Our nominee CDC of Tampa, won the Barbara K. Griffin Workforce Excellence Award. Our own Don Shepherd won the Workforce Professional Champion Award.
- Business and Education Summit has been postponed to January 10, 2022.
- SJC Year End Celebration Awards Ceremony was held on August 27, 2021. Mr. Flanagan presented the awards to the participants.

- Through our partnership with Hillsborough County, Commissioner Gwen Myers has supported CSTB's ACE program. We have 20 or 22 people in that cohort, it is an earn and learn program where we're working with education providers and employers. We are trying to start a cohort with Pepco Air Convergence for aircraft technicians and retrofiters. The program is going well. Thanks to Commissioner Myers for all of her work.

VIII. Action items

A. 2021 -2022 Budget Modification No. 1

Motion:

To approve the adjustment to the revenue budget and resultant modification to the expenditure budget.

Motion moved by Tom Aderhold and motion seconded by Lindsey Kimball.
Motion carried.

The following discussion occurred about a concern in the decrease to the Veterans Programs. This Veterans funding runs from Oct to Sept. The amount included in the original budget was an estimate of anticipated carry-forward funding into the new fiscal year. CSTB is currently working on a veterans grant "Get There Faster" from CareerSource Florida. This will expand and enhance training and employment services for veterans, transitioning service members, and eligible military spouses in Hillsborough County. CSTB is also working to increase our presence at MacDill Airforce base.

B. 2022 CSTB Health Plan Approval for 2022 (Presenters: Barry Martin, Michael Bach)

Motion:

To approve to continue with CIGNA and current health plans with the proposed rate increases (Medical – 0%, Dental – 2.5% and Vision 3%).

Motion moved by Sophia West and motion seconded by Steve Morey. Motion carried.

C. CSTB Local Workforce Development Area and Board Governance (Presenters: Jody Toner)

Motion:

To approve the CareerSource Tampa Bay Local Workforce Development Area and Board Governance policy and requesting Executive Committee level approval to execute policy based on time sensitivity for implementation.

Motion moved by Tom Aderhold and motion seconded by Steve Morey. Motion carried.

Current By-Laws meet the requirements of this policy revision. Discussion occurred about amending our current By-Laws to include the new details and requirements: The revision on the policy goes into greater detail about new member Board Orientation requirements, which includes specific content as well as requirements for annual board training. It is suggested to reconvene the Ad Hoc By-Laws committee to enhance our By-Laws to include the requirements listed.

IX. Information Items

A. Performance Dashboard PY 21-22 (Presenters: Chad Kunerth)

Dashboard as of September 8, 2021.

Our "staff assisted" number is up 6% for the same time last year, this is a really good sign. The last program year we were down 30% for staff assisted, so that that number was trending down for quite a while and it's nice to see an increase in the staff assisted services.

1539 active WIOA participants.

354 WIOA participants that are enrolled in Work Based Learning, either through Paid Work Experience, Apprenticeships, or on the job training.

We have all positive exits so far this year with WIOA. 6 entered into employment for WIOA Adult, 3 for the Dislocated Worker and 1 positive outcome for Youth. A nice increase overall in WIOA enrollments. We are up in Youth and up in Dislocated Worker compared to the same time last year.

B. 2021-22 DEO ICQ and Assessment (Presenters: Anna Munro)

There was no discussion.

X. Committee Reports

A. Finance Committee

- The Finance Committee last met on August 26, 2021

- The Committee reviewed and approved the 2021-2022 Budget Modification No. 1. This item was approved today.
- Next meeting is scheduled for October 28, 2021.

XI. Future Business

Report next meeting: Steve Morey and Lindsey Kimball to speak about how well our area is tending to economic development and the impact that it is having.

XII. Adjournment

The meeting was adjourned at approximately 12:01 p.m.

Minutes prepared by Tammy Stahlgren, Administrative Services Coordinator.

- A. Next Executive Committee Meeting December 16, 2021

DRAFT



Special Executive Committee Meeting Minutes

CareerSource Tampa Bay
Oct 18, 2021 at 2:00 PM EDT

Attendance

Members Present (Remote):

Tom Aderhold, Michael Bach, Richard Bennett, Sean Butler, Benjamin Hom, Lindsey Kimball, Donald Noble

Members Absent:

Pat Kemp, Steve Morey, Sophia West

Attendance

Members Present (Remote):

Saleema Bennett, Dr. Byron Clayton, Sheila Doyle, John Flanagan, Kay Jefferson, Anna Munro, Tammy Stahlgren, Doug Tobin, Michelle Zieziula

Board Counsel Present (Remote):

Mary Helen Farris

Board Liaison Present (Remote):

Ken Jones

- I. Call to order, Welcome and Roll Call (Presenters: Benjamin Hom)

Chair Ben Hom called the meeting to order at 2:00 p.m. There was a quorum present.

- II. Pledge of Allegiance (Presenters: Tom Aderhold)

- III. Public Comments

There were none.

- IV. Action item

- A. Hillsborough County Sector Strategies Services Agreement (Presenters: Anna Munro)

Motion:

To approve the Hillsborough County Sector Strategies Services Agreement for services from October 1, 2021, through September 30, 2023.

Motion moved by Michael Bach and motion seconded by Tom Aderhold. Motion Carried.

V. Adjournment

The meeting adjourned at 2:10 p.m.

- A. Next Executive Committee Meeting; December 16, 2021

DRAFT

Key Regional Workforce / Demographic Indicators

- In October 2021, the unemployment rate in Hillsborough County was 3.8 percent, 1.1 percentage points lower than last year's rate of 4.9 percent.
- The region's October 2021 unemployment rate was 0.2 percentage points lower than the state rate of 4.0 percent.
- The labor force was 805,683, up 54,847 (+7.3 percent) over the year. There were 30,852 unemployed residents in the region.
- The industries gaining in jobs over the year were:

| | |
|--------------------------------------|--------------|
| Professional and Business Services | +23,000 jobs |
| Leisure and Hospitality | +22,300 jobs |
| Trade, Transportation, and Utilities | +9,200 jobs |
| Education and Health Services | +8,500 jobs |
| Other services | +6,800 jobs |
| Financial activities | +4,100 jobs |
| Mining, Logging, and Construction | +3,300 jobs |
| Information | +1,500 jobs |
| Manufacturing | +1,000 jobs |

- The government sector lost 4,200 jobs over the year.

| | Oct-21 | Oct-20 |
|--|--------|--------|
| CareerSource Tampa Bay (Hillsborough County) | 3.8% | 4.9% |
| Tampa -St-Petersburg-Clearwater MSA | 3.8% | 5.7% |
| Florida | 4.6% | 5.8% |

Florida Economic Indicators for October 2021 include:

- Unemployment rate is 4.6 percent.
- Florida businesses gained 44,300 private sector jobs over the month.
- Labor force was up 29,000 over the month, bringing the June 2021 total up to 10,590,000.
- Florida's private sector employment increased by 79,700, or 6.7 percent, over the year.

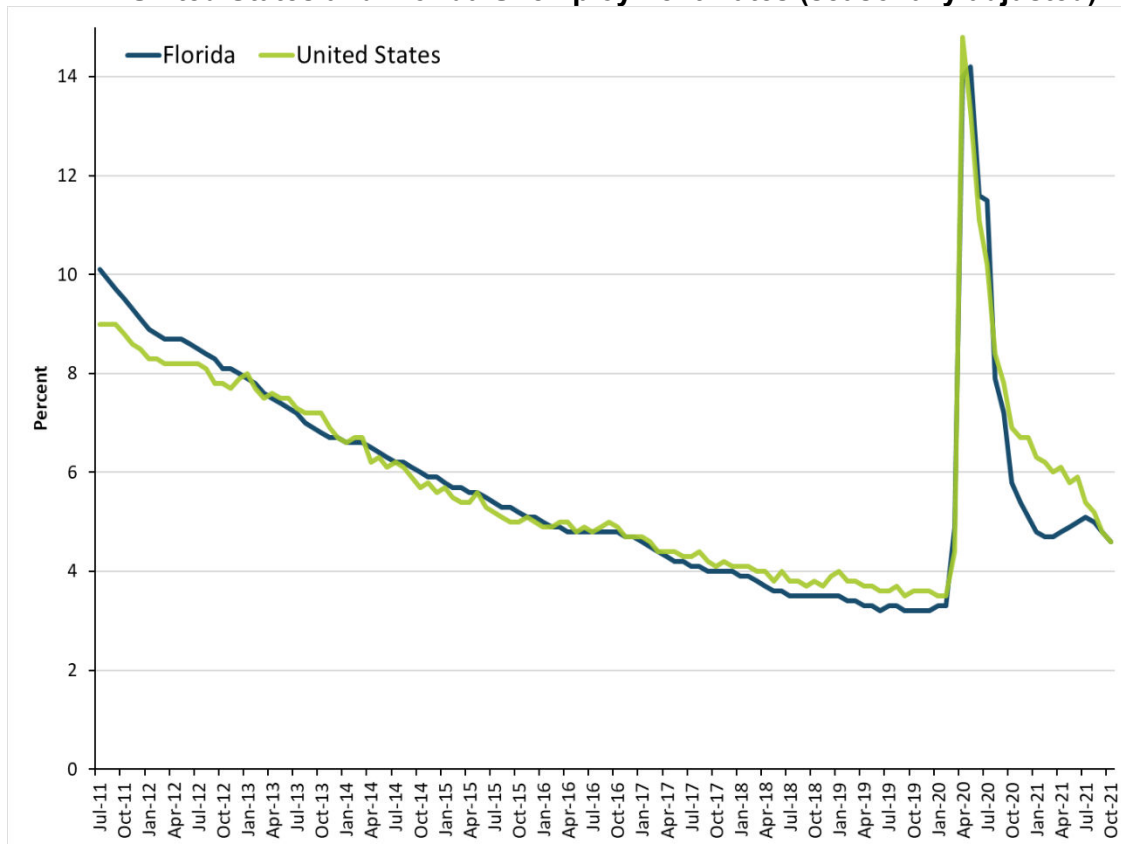
The Tampa area's labor force in October 2021 increased by 114,520 over the year, a 7.4% increase. The industries gaining the most jobs over the year include professional and business services, increasing by 23,000 jobs, and leisure and hospitality, increasing by 22,300 jobs.

The Tampa area gained the second highest number of private-sector jobs of all metro areas in the state, adding 79,700 new private-sector jobs over the year, a 6.7% increase. Tampa's unemployment rate dropped to 3.8% in October, down from 5.7% reported in October 2020.

In total, Florida has gained 1,111,000 private sector jobs since April 2020, which represents 89% of jobs lost during the pandemic that have been recovered.

Florida continues to see significant increases in labor force, growing 579,000 over the year as more Floridians are confident in returning to the labor force. Florida's unemployment rate has lowered over the year, decreasing by 1.2 percentage points.

United States and Florida Unemployment Rates (seasonally adjusted)





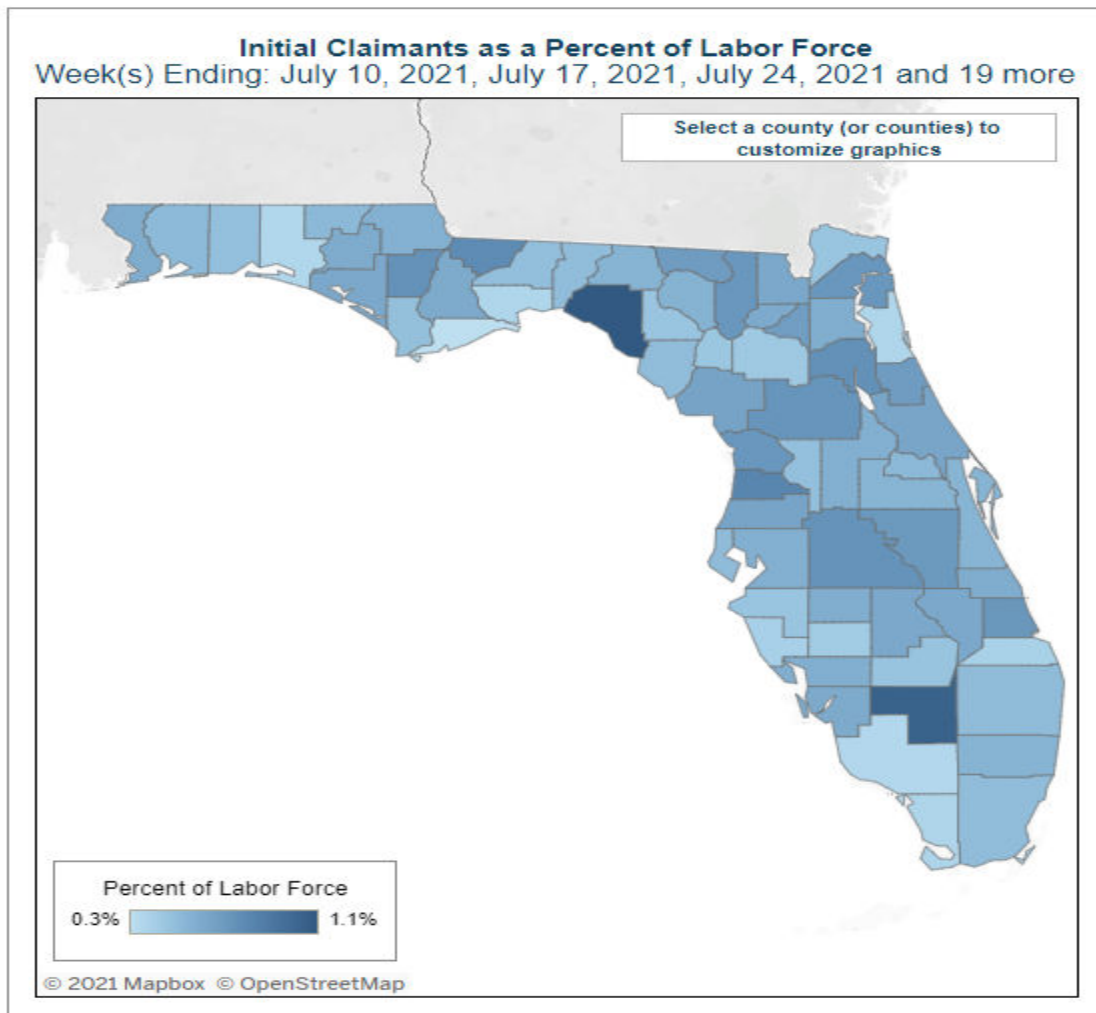
Per the U.S. Bureau of Labor Statistics' latest jobs report, employment rose by 210,000 new jobs in November, and the unemployment rate dropped to 4.2%. Here are five numbers to help you make sense of the November jobs report.

Read the following excerpts from https://blog.dol.gov/2021/12/03/5-numbers-from-the-november-jobs-report?_ga=2.38571684.686122101.1638802106-926532684.1638802106

- We've recovered 18.5 million jobs, or 83% of the 22.4 million jobs lost in March and April 2020. Two industries – financial activities, and transportation and warehousing – have fully recovered.
- The labor force participation rate, which measures the share of people who are working or actively looking for work, hasn't changed much since June 2020. In November, the participation rate edged up to 61.8%. Along with rising total employment and a decreasing unemployment rate, this is a positive indicator for U.S. economic growth.

Reemployment Initial Claims since July 1, 2021.

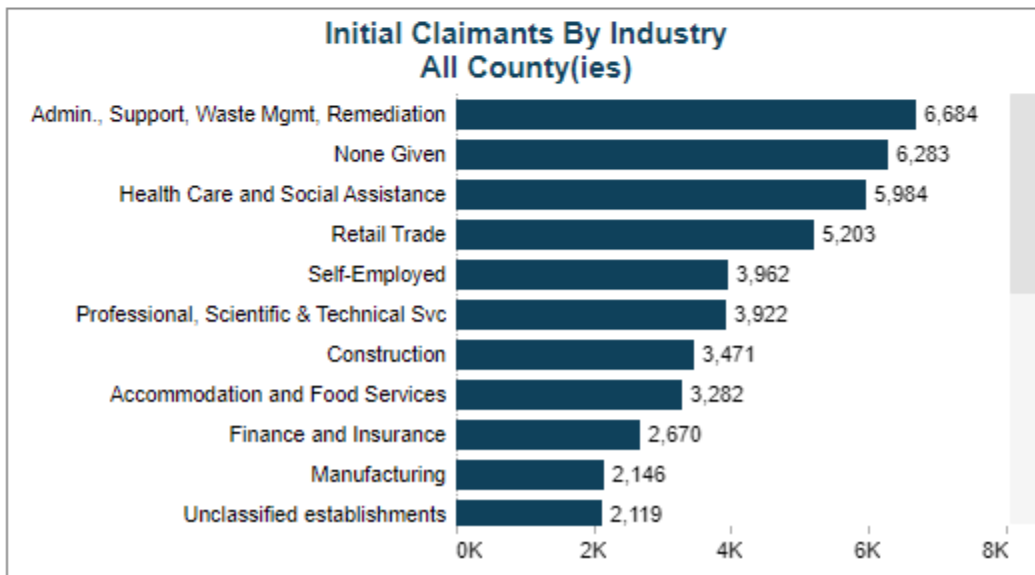
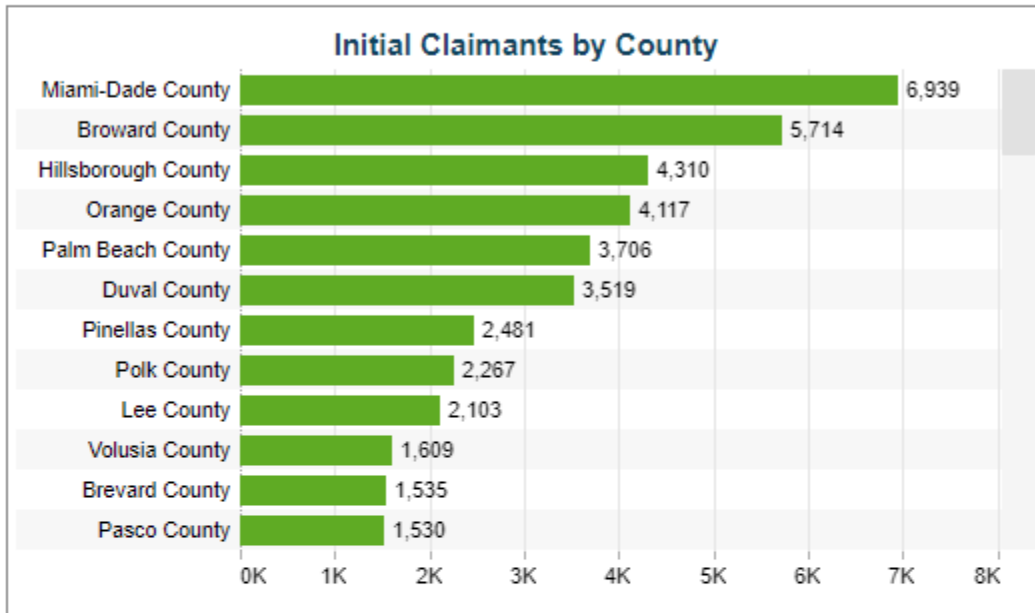
COVID-19 Related Reemployment Assistance Claimants by County



Note: Initial claimant counts on this dashboard represent preliminary estimates of intrastate Reemployment Assistance applications for the week they were submitted. These estimates are subject to revision. Additionally, all claimant data are screened for confidentiality to protect the identity of Florida citizens and businesses. This may include individuals claiming Reemployment Assistance for reasons other than COVID-19 related closures.

COVID-19 Related Initial Claimants All County(ies)

57,534



Updates

Welcome

Welcome Commissioner Gwen Myers to the Board. She was appointed to the Board on November 18, 2021. She will serve Executive Committee and Finance Committee.

ACE Program Update

Apprenticeship-to-Career Empowerment (ACE) Program

Young adults can EARN as they LEARN and start a new career while they do!

The ACE Program was created so that the youth of Hillsborough County have the resources to connect to a career ladder with future, self-sustaining wages, employment security and the training to succeed in industries with high-demand occupations such as IT, Health Care, and Manufacturing. These opportunities serve as meaningful work experiences with local employers and will result in industry-recognized certifications and a pathway for a brighter future. ACE participants attend classroom 2 days and worksite 3 days during their week. Year 1 will end March 31, 2022, with classes and worksite ending the end of February 2022. Two remaining class starts are planned in January 2022.

- Business Office Specialist Cohort2 – 1/3/2022-3/1/2022
- Digital Marketing Specialist Cohort3 – 1/6/2022 – 2/25/22

Served to Date:

- 60 participants were seated to date
- 55 participants remain active
- 44 certifications have attained to date by ACE participants
- 20 completers to date with 6 classes still in progress
 - 3 completers were offered OJT with their worksite employers
 - 3 were offered employment with their worksite
 - 2 report new employment
 - 12 are updating resumes and being referred to CSTB recruiters for placement assistance
- 26 employers active in ACE with contracts or contracts in process with 66 total PWE worksite positions
- CSTB continues to conduct outreach and marketing to promote the remaining ACE program and enlist young adults and employer partners within Hillsborough County

Staff Changes:

Jody Toner resigned from employment, effective December 3, 2021. We wish Jody well in her future endeavors.

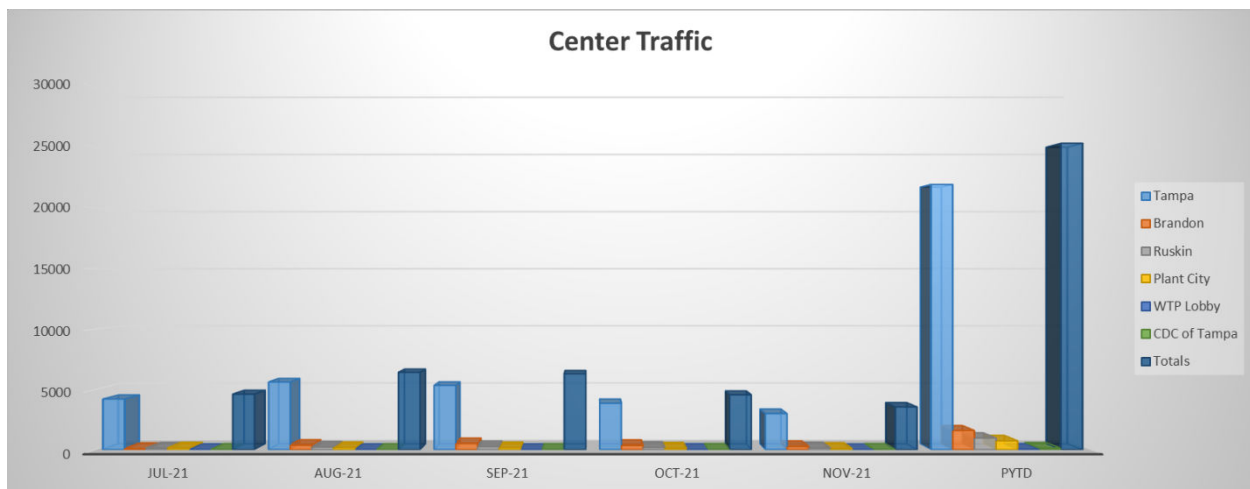
Center Traffic Update

November 2021 Center Traffic update below (Timeframe November 1 - November 30)

- Total of 3,544 unduplicated customer visits occurred this month.
 - Main reasons for customers visit:
 - Resource Center = 1,955 customer visits
 - Re-employment Assistance = 396 customer visits
 - SNAP = 328 customer visits
- Averaging 161 visits per business day
- Tampa represents 84.5% of all traffic.
- All center traffic has seen a decrease in center traffic when compared to August - October traffic.
 - -1,002 (-22%) traffic decrease when compared to October 2021.
- +667 (+23%) difference when compared to November 2020 total center traffic

YTD PY 21-22 Center Traffic update below:

- Time frame: July 1 - November 30, 2021
- Total of 25,395 customer visits occurred during this time. this represents an increase of 67% when compared to the same frame of PY 20/21.
- Averaging 233 customers visits per business day
- Averaging 5,079 customer visits per month
- Tampa represents 87% of all traffic; followed by Brandon representing 6%, then Ruskin at 4%.



Events and Happenings

GED Graduation Event Invitation

We would love for you to attend our Class of 2021 GED Graduation Celebration scheduled for Friday, December 10, 2021. So often GED students don't get to have a graduation ceremony. We will have a nice event recognizing their hard work. We hope you can join us.



Vision 2022- Shaping the Future of Work

We would like to invite you to Vision 2022, the CareerSource Tampa Bay Business and Education Summit.

This year's forum will bring together more than 400 business, education, economic development, and community leaders, and will feature interactive discussions focused on trends shaping the future of

work to promote talent growth and retention in the region. Your involvement is essential to gain industry insight on business, workforce challenges, and solutions to make a real impact on the future of workforce development in Tampa Bay and beyond.

In addition to individual registrations, we are offering a limited number of event sponsorships. This is an excellent opportunity to promote the work your organization does for the Tampa Bay Community to a diverse audience via sponsorships that offer priority seating, speaking and vendor booth opportunities, and inclusion in event publicity materials and marketing. Multiple sponsorship levels are available - please see the [Vision 2022 Event Page](#) for details.

Event Details

[Vision 2022 Shaping the Future of Work](#)

Monday, January 10, 2022

8:00 AM – 4:00 PM

Tampa Marriott Water Street

505 Water Street Tampa, FL 33602



Holiday Happenings

Staff Appreciation - Thanksgiving Luncheon /Town Hall Meeting

The 2021 CareerSource Tampa Bay Thanksgiving Luncheon was held on Tuesday, November 23, 2021. Senior Leadership Team members wished to thank the entire CareerSource Tampa Bay team for all their hard work and dedication throughout the year. The Senior Leadership Team showed their appreciation to the staff by personally serving the wonderful holiday meal which included ham, turkey and all the goodies for sides and desserts. The Board room was transformed for the event including festive decorations.

We are thankful to be able to bring our great CareerSource Tampa Bay team together, and we enjoyed the camaraderie, an excellent meal, and are truly thankful to help support and serve our local Tampa Bay workforce community.



The luncheon closed with a Town Hall meeting lead by John Flanagan and Doug Tobin.

Holiday Toy Drive

We are pleased to announce that we will be hosting a Holiday Toy Drive benefiting Metropolitan Ministries at our Eisenhower, N. Florida, and Brandon locations. Each of these locations will have a box for you to drop off new, unwrapped toys. The toy drive will run from December 3rd – December 23rd .

The Spring of Tampa Bay

The Senior Leadership Team has adopted a Family of 3 from the Spring of Tampa Bay. The Spring is the Department of Children and Families (DCF) certified Domestic Violence Center for Hillsborough County.

The Spring's programs and services help victims of domestic violence rebuild their lives and raise awareness to prevent domestic violence from occurring. Mission: To prevent domestic violence, protect victims and promote change in lives, families, and communities.



Adopt a Family 2021

Spread holiday cheer to survivors of domestic violence and their children this season.

Volunteer Opportunity - Wreaths Across America

Wreaths Across America (WAA) is a national nonprofit that raises money for wreaths to be placed on the gravesites of fallen veterans and other memorial sites every year during the holidays. According to their website, in 2014, WAA and its national network of volunteers laid over 700,000 memorial wreaths at 1,000 locations in the United States and beyond, including ceremonies at the Pearl Harbor Memorial, as well as Bunker Hill, Valley Forge, and the sites of the September 11 tragedies. Built on a mission to “Remember. Honor. Teach.” WAA seeks to honor our fallen service members and their families during this special time of year.

EDSI would like to invite our staff and our wonderful Career Source Tampa Bay Partners to join them in supporting this amazing organization this holiday season.

There are a couple of ways you can help:

You can donate electronically to Paul Casebolt, Career Services Coordinator at the Tampa Center, using the following platforms:

- PayPal Friends & Family: pjcasebolt@gmail.com
- Venmo: @pjcasebolt
- Cash App: \$PaulCasebolt

Second, we invite you and your families to join us at the Veteran's Memorial Park & Museum located at 3602 US Hwy 301, Tampa, FL 33619 (just south of the intersection of US 301 and MLK Boulevard) on Saturday, December 18 for a memorial ceremony and wreath placing at 11:00am. We are asking that people arrive between 10:30am-10:45am to assemble for a group picture (please wear an EDSI or CSTB shirt!). We anticipate the event will finish no later than noon, but will depend on how many volunteers come to that location. WAA does request to be notified of any volunteer groups coming, so if possible, please let Paul Casebolt know via email (caseboltp@careersourcetb.com) by close of business on Friday, December 10 if you and any of your family members plan to join in. Please make sure to include the total number in your party so we can report that to WAA.

Upcoming and Recent Meetings

- WDC Annual Winter Meeting –January 19-21st
- Tampa Bay Chamber of Commerce - 136th Annual meeting was held on December 8, 2021



Action Item

CEO Performance Process

Background:

In September, CSTB contracted with Newland Associates to complete a process to conduct the CEO evaluation on an annual basis. We have been working with Robert Newland, President and CEO and Juan Pujol, Senior Consultant.

Mr. Newland and Mr. Pujol have designed two 360-degree CEO review questionnaires based on conversations with the Central Florida Workforce Board CEO and researching other company CEO review processes. Mr. Newland and Mr. Pujol also had CSTB Board Chair Ben Hom and CEO John Flanagan review the documents to assess that the questions presented could be answered by the evaluation participants.

We are submitting both review questionnaires; the Executive Committee/CEO self-assessment and the direct reports assessment for your review and comments.

Once the forms are finalized, Newland Associates will send the forms to the appropriate parties to be completed via on-line survey format. The responses will be returned to their office and results tabulated which will then be forwarded to the Chair of the Board. Additionally, Newland Associates will also conduct a compensation analysis on the CEO's salary in comparison to other similar sized LWDB's and other similar sized non-profits.

Chairman Hom will meet with the Executive Committee members to review the results, establish goals and KPI's for 2022 and provide an overall assessment on the CEO performance for both 2020 and 2021 including any salary adjustments.

RECOMMENDATION

Recommendation to approve the CEO Performance Evaluation 360-degree review forms for the 2020 and 2021 Performance Review period and the CEO Annual Review process going forward.

360 Form Questionnaire - CEO Evaluation
Executive Committee - Senior Leadership CSTB
Survey to be administered via on-line format

Name of Employee:

Title: CEO

Date:

Rating

- 5 **Outstanding** - Far exceeds the normal expectations for the criteria. Truly outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of CSTB.
- 4 **Exceeds standard** - Performance is above expected level or requirement. Exceeds satisfactory in some core functions or has shown aptitude outside of core area. Consistently generates results above those expected of the position. Contributes in a superior manner to innovations both technical and functional.
- 3 **Meets standard** - Performance is consistently acceptable and meets expectations. Good performance allowing core position requirements to be successfully fulfilled.
- 2 **Needs improvement** - Performance is below expectations and work requires guidance and monitoring.
- 1 **Unacceptable** - Performance is substandard and work requires a high degree of supervision, correction and direction. Needs improvement to continue position and/or employment. Immediate action required.

N/A Have not experienced or observed

Leadership Behaviors

Does the CEO...

- | | |
|---|--|
| 1. Serve as a visionary representing the mission of the organization promoting organizational excellence | 1 2 3 4 5 n/a |
| 2. Promote alignment of the strategy, operations, and vision with organizational culture | 1 2 3 4 5 n/a |
| 3. Have knowledge of area(s) overseen | 1 2 3 4 5 n/a |
| 4. Deal with issues that need to be addressed | 1 2 3 4 5 n/a |
| 5. Exhibit understanding and demonstrate dexterity of the basic management functions of planning, organizing, directing, controlling | 1 2 3 4 5 n/a 1 2 3 4 5 n/a 1 2 3 4 5 n/a 1 2 3 4 5 n/a |
| 6. Encourage and embrace change by challenging the status quo | 1 2 3 4 5 n/a |
| 7. Use actions and behaviors that are consistent with words the CEO uses to describe activity | 1 2 3 4 5 n/a |
| 8. Demonstrate integrity in budget allocations toward organization mission goals | 1 2 3 4 5 n/a |
| 9. Demonstrate trustworthiness | 1 2 3 4 5 n/a |
| 10. Demonstrate integrity in budget allocations toward Organization mission and goals | 1 2 3 4 5 n/a |
| 11. Serve as a role model for continuous improvement | 1 2 3 4 5 n/a |
| 12. Support the team and helps achieve results | 1 2 3 4 5 n/a |
| 13. Support a customer service approach for both internal and external customers | 1 2 3 4 5 n/a |
| 14. Provide guidance and clear instructions when needed demonstrating ability to assist with issues and challenges | 1 2 3 4 5 n/a |

Valuing Behaviors

Does the CEO...

- | | |
|---|---------------|
| 1. Show genuine concern for team members treating people fairly, with respect and fairness and without showing favoritism | 1 2 3 4 5 n/a |
| 2. Predicate positive internal organizational relations | 1 2 3 4 5 n/a |
| 3. Protect confidentiality | 1 2 3 4 5 n/a |
| 4. Recognize and reward individual contributions in a manner meaningful to the team through motivational interviewing techniques and the philosophy of servant leadership | 1 2 3 4 5 n/a |
| 5. Lead and manage organizational priorities in the spirit of Organizational values, Accountability, Customer, Focused Collaboration, Innovation, Integrity. | 1 2 3 4 5 n/a |

Interdependent Behaviors

Does the CEO...

- | | |
|---|---------------|
| 1. Encourage a team environment by recognizing and rewarding team-supportive actions and behaviors collaboration, cooperation and activities contributing to others'success | 1 2 3 4 5 n/a |
| 2. Doesn't criticize those who are not present | 1 2 3 4 5 n/a |
| 3. Considers the impact of actions and decisions on departments before implementing | 1 2 3 4 5 n/a |
| 4. Ensure that department activities are inclusive seeking input/feedback from diverse individuals and groups, including internal and external customers | 1 2 3 4 5 n/a |

Communication Behaviors

Does the CEO...

- | | |
|---|---------------|
| 1. Encourage others to express different ideas and perspectives | 1 2 3 4 5 n/a |
| 2. Show reception to negative and/or constructive feedback, disposition open to other perspectives and is willing to change position when presented with compelling information | 1 2 3 4 5 n/a |
| 3. Inform The Chair and Executive Committee on the status of work and organization updates | 1 2 3 4 5 n/a |

- | | | |
|----|--|---------------|
| 4 | Give open and constructive feedback | 1 2 3 4 5 n/a |
| 5 | Effectively deal with conflict | 1 2 3 4 5 n/a |
| 6. | Involve team in decision-making when appropriate | 1 2 3 4 5 n/a |
| 7. | Set clear goals and objectives for departments, and how those goals feed up to the global goals and objectives of CSTB | 1 2 3 4 5 n/a |

Professional Growth and Performance

a. What professional development opportunities should the CEO consider participating in over the next year?

b. What are some key goals the CEO should set for self in the coming year?

Summary of Expectations (Completed by Board Chair and Executive Committee):

Does the CEO...

- | | | |
|----|--|---------------|
| 1. | Ensure regular compliance with requirements... | |
| | 1. legal, | 1 2 3 4 5 n/a |
| | 2. financial, | 1 2 3 4 5 n/a |
| | 3. regulatory, | 1 2 3 4 5 n/a |
| | 4. operational quality | 1 2 3 4 5 n/a |
| | 5. ethics | 1 2 3 4 5 n/a |
| 2. | Create and balance a budget that aligns with strategic priorities and with the vision of the Board of Directors, Hillsborough County and partner agencies to ensure the development of a robust workforce development system including aligning agency administrative and leadership needs to ensure efficient vendor oversight relationships. | 1 2 3 4 5 n/a |
| 3. | Diversify, and grow sources of revenue that allows CSTB to serve a broader range of customers, job seekers and businesses increasing revenues year over year. | 1 2 3 4 5 n/a |
| 4. | Do the effectiveness of actions taken to become self-evident. | 1 2 3 4 5 n/a |

Key Performance Initiatives (KPI) (Completed by CSTB Chair and Executive Committee):

Does the CEO...

1) Increase business participation into the system by adding 750 additional businesses to Employ Florida by 12/31/2022; 1 2 3 4 5 n/a

2) Diversify revenue, increasing unrestricted revenue by 20% each year, capturing at least \$1,000,000 of non-federal revenue sources to align with strategic directives set by the CSTB Board of Directors of serving a broader constituency. 1 2 3 4 5 n/a

3) Implement innovative practices
(Describe. Number of...Potential savings or growth.)

4) Identify 2 or more additional revenue sources that allow the organization to serve more business customers, emerging talent, and job seekers

5) Identify baseline internal employee satisfaction, and take measure to increase overall satisfaction by 10%

360 Form Questionnaire – CSTB CEO Evaluation Direct Reports

Survey to be administered via on-line format

Name of Employee:

Title: CEO

Date:

Rating Scale

- 5 **Outstanding** - Far exceeds the normal expectations for the criteria. Truly outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of CSTB.
- 4 **Exceeds standard** - Performance is above expected level or requirement. Exceeds satisfactory in some core functions or has shown aptitude outside of core area. Consistently generates results above those expected of the position. Contributes in a superior manner to innovations both technical and functional.
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N/A Have not experienced or observed

Leadership Behaviors

Does the CEO...

- | | |
|--|---------------|
| 1. Serve as a visionary representing the mission of the organization promoting organizational excellence | 1 2 3 4 5 n/a |
| 2. Promote alignment of the strategy, operations, and vision with organizational culture | 1 2 3 4 5 n/a |
| 3. Deal with issues that need to be addressed | 1 2 3 4 5 n/a |
| 4. Exhibit understanding and demonstrate dexterity of the basic management functions of | |
| planning, | 1 2 3 4 5 n/a |
| organizing, | 1 2 3 4 5 n/a |
| directing, | 1 2 3 4 5 n/a |
| controlling | 1 2 3 4 5 n/a |
| 5. Encourage and embrace change by challenging the status quo | 1 2 3 4 5 n/a |
| 6. Provide cross-functional development opportunities for team members | 1 2 3 4 5 n/a |
| 7. Encourage and support team involvement in training and development activities and events | 1 2 3 4 5 n/a |
| 8. Encourage and support team involvement in community activities and events | 1 2 3 4 5 n/a |
| 9. Encourage and support team involvement in company activities and events | 1 2 3 4 5 n/a |
| 10. Demonstrate trustworthiness | 1 2 3 4 5 n/a |
| 11. Serve as a role model for continuous improvement | 1 2 3 4 5 n/a |
| 12. Use a coaching management style, rather than an authoritarian boss management style | 1 2 3 4 5 n/a |
| 13. Support the team and helps achieve results | 1 2 3 4 5 n/a |
| 14. Support a customer service approach for both internal and external customers | 1 2 3 4 5 n/a |
| 15. Provide a clear sense of purpose and direction, roles and responsibilities, for the senior leadership team | 1 2 3 4 5 n/a |

- 16. Provide guidance and clear instructions when needed demonstrating ability to assist with issues and challenges 1 2 3 4 5 n/a

Valuing Behaviors

Does the CEO...

- 1. Seek input from all team members measuring results instead of individual style 1 2 3 4 5 n/a
- 2. Show genuine concern for team members treating people fairly, with respect and fairness and without showing favoritism 1 2 3 4 5 n/a
- 3. Predicate positive internal organizational relations 1 2 3 4 5 n/a
- 4. Protect confidentiality 1 2 3 4 5 n/a
- 5. Recognize and reward individual contributions in a manner meaningful to the team through motivational interviewing techniques and the philosophy of servant leadership 1 2 3 4 5 n/a
- 6. Lead and manage organizational priorities in the spirit of Organizational values, Accountability, Customer, Focused Collaboration, Innovation, Integrity. 1 2 3 4 5 n/a

Interdependent Behaviors

Does the CEO...

- 1. Encourage a team environment by recognizing and rewarding team-supportive actions and behaviors collaboration, cooperation and activities contributing to others'success 1 2 3 4 5 n/a
- 2. Doesn't criticize those who are not present 1 2 3 4 5 n/a
- 3. Consider the impact of actions and decisions on my departments before implementing 1 2 3 4 5 n/a
- 4. Ensure that department activities are inclusive seeking input/feedback from diverse individuals and groups, including internal and external customers 1 2 3 4 5 n/a

Communication Behaviors

Does the CEO...

- | | |
|--|---------------|
| 1. Encourage others to express different ideas and perspectives | 1 2 3 4 5 n/a |
| 2. Show disposition open to other perspectives and is willing to change position when presented with compelling information | 1 2 3 4 5 n/a |
| 3. Show reception to negative and/or constructive feedback | 1 2 3 4 5 n/a |
| 4. Keep me informed on the status of my work and updates in the organization | 1 2 3 4 5 n/a |
| 5. Give open and constructive feedback | 1 2 3 4 5 n/a |
| 6. Effectively deal with conflict | 1 2 3 4 5 n/a |
| 7. Involve team in decision-making when appropriate | 1 2 3 4 5 n/a |
| 8. Set clear goals and objectives for our department, and how those goals feed up to the global goals and objectives of CSTB | 1 2 3 4 5 n/a |



Action Item

RFP Issuance: Outsourced IT Service Provider

Information

CareerSource Tampa Bay's *Procurement Policies and Procedures* requires formal procurement procedures for services that cost \$250,000 or more. Bids are publicly solicited and awarded to the bidder whose bid conform with all the material terms and condition of the Request for Proposal (RFP). Formal solicitation of services requires the approval of the Board of Directors.

CareerSource Tampa Bay would like to issue an RFP to solicit proposals from vendors for the provision of IT Services to include items such as staffing of help desk functions and access to other specialized IT professionals, maintenance and tracking of IT equipment, as well as cyber security functions.

Recommendation

Approval to issue a Request for Proposal (RFP) for the provision of IT Services.

Succession Planning Pathways Executive Director and BoD

Discussion for CSTB Executive Committee

Dec 16, 2021

Acronyms used throughout this document

- BoD = Board of Directors
- CEO = Chief Elected Official
- CSTB = Career Source Tampa Bay
- ED = Executive Director (CSTB President & CEO)
- NAWB = National Association of Workforce Board
- HillsCo = Hillsborough County
- KSA's = Knowledge, Skills and Abilities

Objective: BoD confidence that CSTB has a starting point for succession planning, both of its Executive Director and Board of Directors.

- Succession planning is hard. The future is unknown and Boards prefer what is known:
 - Future changes in the role
 - Stakeholder activism (county, state, federal level) which will arise
 - Diversity & Inclusion inputs
- This first step today is a success if:
 - We have identified internal potential Executive Director successors, in the event succession becomes necessary.
 - We have a pathway towards a Board of Directors that provides a diverse set of knowledge, skills and abilities to assist CSTB team in achievement of the strategic plan.
 - We begin the process to socialize these two discussion topics amongst Board of Directors and make needed amendments to CSTB bylaws.

These are two distinctly different topics. We'll start first with Executive Director role, ask your feedback and a motion, then move on to Board of Director succession.

What is succession planning?

- A process by which one or more successors are identified for key roles (posts) and career moves and / or development plans are planned for potential successors.
- It's a systematic approach to:
 - Building a leadership pipeline / talent pool to ensure leadership continuity
 - Developing potential successors in ways that best fits their strengths
 - Concentrate resources in the talent development process to yield a ROI
- Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing and retaining top leadership talent.

As relates to Executive Director, what are the top 3 things most succession plans are missing?

- A. An emergency succession process.
- B. An anticipated succession process.
- C. An emergency successor.
- D. Development plans for potential successor.
- E. List of critical competencies for the role.
- F. Executive Director Job Description

Today's conversation tackles the most important 3 elements of Executive Director succession.

- A. An emergency succession process.
- B. An anticipated succession process.**
- C. An emergency successor.
- D. Development plans for potential successor.**
- E. List of critical competencies for the role.**
- F. Executive Director Job Description

Current Situation

Exec Director John Flanagan

- There is no immediate issue or concern driving this conversation.
- Therefore, this is the best time to establish a way forward in the event a need occurs at a future time.

John Flanagan viewpoint: I am very happy to be a part of the CSTB Team. This is work that I love, and will continue to do until you tell me otherwise. I wholly agree that this is the ideal time to set these plans in place, in “peace time”.

Process recommendation to vet internal succession candidates

- Review and update current Executive Director Job Description
 - Update has been authored by incumbent.
 - Needs to be approved by Executive Committee feedback,
 - Might benefit from upcoming incumbent evaluation
- Identify internal candidates who could “fit” the role, within:
 - Presently, it is important to solidify the “process”, and look at roles within the CSTB Executive Structure that would be a natural ascension. To include:
 - Chief Impact Officer – Responsible for setting the strategic vision of the organization in partnership with the ED;
 - Chief of Community Talent Development – Responsible for building community consensus in mapping career pathway structures, which includes input from Partners, educational entities, and the business community.
 - Six months (Immediate fit – or interim leadership possibility)
 - 12-18 months
 - On a longer-term horizon
- Develop and formalize 2-3 Development Plan actions which potential Exec Director successors build to fine-tune their skills.
 - Incumbent Exec Director to review topic/s annually with HR Subcommittee and Executive Committee.

Suggested Exec Director transition process

If a transition were needed, how might we proceed?

- Board Chair to call for an Executive Director Transition Subcommittee to convene
- Understand schedule and Executive Director deliverables due
- Interim Executive Director need to be first considered
- Review of Executive Director Job Description
- Determination of readiness of internal candidates
- Finalize recommendation for Chief Elected Official and full CSTB BoD

Section 7.2 of existing bylaws identifies process.

Other inputs which may be additive to Executive Director succession process

- External assessment: Hillsborough County, NAWB leadership
- Annual Assessment of CSTB Executive Director

Succession for roles reporting to CSTB Executive Director are not part of this exercise.

'21-'22 ED Potential Successor Skill Development

- Board of Director presentations
- Tampa Community involvement / presentations
- Hillsborough County project leadership
- Continued member of thought leader groups like US Conference of Mayors Workforce Development Council, ATL Fed Reserve, etc.
- Promote candidate for Local and state Leadership Programs like Leadership Tampa, Leadership Florida (Cornerstone)
- Involvement in Local CEO leadership groups such as the CEO Council of Tampa Bay, Vistage, etc.

Development Plans expected to be finalized by 2/28/2022.

Motion:

To ensure the CSTB Board has knowledge of possible Executive Director candidates, it is proposed that Executive Director provide a once / year review to HR Committee and CSTB Executive Committee to update successor candidates and their specific development plan tasks.

Questions?



Action Item

CSTB Executive Director Succession Planning

Background:

Our current Executive Director, John Flanagan, was appointed into his role on (January 22, 2019). John was hired from the outside as a replacement for our former Executive Director as it was not felt that a qualified internal candidate existed internally who could lead the organization through the changes deemed necessary.

This outside appointment occurred despite the fact that over 70% of Executive Director / CEO posts are appointed internally. Succession Planning was also identified as an area which needed improvement in the Department of Labor findings.

The CareerSource Board of Directors has as part of its responsibilities to ensure that if a transition of its Executive Director were to become necessary, that the Board has reviewed any possible successor candidates from inside the organization as part of the overall process to re-appoint an Executive Director.

At present, there is no eminent transition, in fact the incumbent (John Flanagan) has expressed interest to provide long term contribution in the role. Still, the Board must have a contingency plan in the event anything unplanned would arise.

Recommendation:

To ensure the CSTB Board has knowledge of possible Executive Director candidates, it is proposed that Executive Director provide a once / year review to HR Committee and CSTB Executive Committee to update successor candidates and their specific development plan tasks.

Board of Directors

Boards should regularly review their makeup in light of the company's strategic direction, identify the capabilities that would be valuable to the business and regularly infuse the board with fresh perspectives relevant to the organization's future.

Current Situation

- Reach Act (House Bill 1507) requires that some Career Source BoD appointments has a term limit of 8 years, commencing 1-July-2021.
- CSTB has finalized a new strategic plan, which can be aided by BoD members possessing knowledge, skills and abilities.
- HillsCo would benefit from active (vs. passive) “recruitment” of BoD membership to ensure new critical skills, knowledge and abilities are available to CSTB and HillsCo.
- Governance matters are being more closely watched with an eye towards accountability.

BoD Qualifications & Experience Matrix (under construction)

| 2021 - 2022 Career Source Tampa Bay Board of Directors | | | | | | | | | |
|--|---|---|---|---|--|---|---|---|---|
| Director Qualification & Experiences | | | | | | | | | |
| Adherence to CSTB Basic Beliefs Understand and adhere to CareerSource Core Values & Mission. | ★ | ★ | ★ | ★ | | ★ | ★ | ★ | ★ |
| Independence Satisfies the independence requirement of Hillsborough County and workforce board | ★ | ★ | ★ | ★ | | ★ | ★ | ★ | ★ |
| Corporate Governance Knowledge of corporate governance requirements and practices. | ★ | ★ | ★ | ★ | | ★ | ★ | ★ | ★ |
| Sunshine Law Qualified Understand & adhere to Florida Sunshine Law requirements as spelled out in Section 286.011. | ★ | ★ | ★ | ★ | | ★ | ★ | ★ | ★ |
| Diversity Contributes to the Board in a way that enhances perspectives through diversity in gender, ethnicity, race, age & culture. | | | | | | | | | |
| Knowledge of Workforce Experience with Career Source for a period in excess of 5 years. | | | | | | | | | |
| Financial Experience Possesses the background, knowledge and experience to provide Career Source with valuable insight in overseeing CSTB finances. | | | | | | | ★ | | |
| Not for Profit (NFP) Experience Possesses the background, knowledge and experience to provide CSTB with valuable insight attained in other NFP environments. | | | | | | | | | |
| Veteran Leadership Possesses the background, knowledge and experience to provide Career Source with valuable insights related to veterans. | ★ | | | | | | | | |
| Organizational Development Possesses background, knowledge and experience to provide CareerSource multi-industry insights in Organization | | | | | | | | | |

DRAFT DOCUMENT - TO BE USED TO ILLUSTRATE BoD EXPERTISE IN SPECIFIC QUALIFICATION AREAS. THOSE SELECTED HERE ARE FOR DISCUSSION / REVIEW.

Next Step proposed: BoD survey to self-assess Director qualifications & experiences.

Strategy drives Board make-up

When the company's strategy shifts, then the question needs to be asked about the suitability of the present board to provide the right counsel and evaluate the performance of management while that new strategy is being executed. It may be that the business is facing a new external challenge that requires some board-level expertise, (ex: areas of digital, risk, CSR, multichannel distribution, cybersecurity, sustainability or government relations).

Increasingly, it makes more sense for the board to add an expert, rather than simply make do with the current team or rely on outside advice and consultants.

Newest Strategic Plan knowledge, skills and abilities needs

(Detailed view over 3 year timeframe): 14 goals

| CSB Strategic Plan Goals | Board Expertise | Knowledge | Skills | Abilities |
|--|---|---|---|--|
| Expand access to training and employment opportunities to develop an inclusive, qualified talent pool. | General understanding of training provider network and a general understanding of employer needs in the Tampa Bay region. | Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems. | Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action. | The ability to apply general rules to specific problems to produce answers that make sense. |
| Provide meaningful and effective employer services. | General understanding of training provider network and a general understanding of employer needs in the Tampa Bay region. | Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems. | Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action. | The ability to apply general rules to specific problems to produce answers that make sense. |
| Enhance partnerships with regional workforce, economic development, community development, education, and training partners. | Relationships with partners | Knowledge of the Tampa Bay region and non-profit network and regional partners | Persuading others to change their minds or behavior. Actively looking for ways to help people. Adjusting actions in relation to others' actions. Understanding the implications of new information for both current and future problem-solving and decision-making. | The ability to listen to and understand information and ideas presented through spoken words and sentences. |
| Promote talent growth and retention in the region. | General knowledge of workforce skills needs of employers | Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems. | Actively looking for ways to help people. | The ability to listen to and understand information and ideas presented through spoken words and sentences. |
| Expand access to employment opportunities for Hillsborough County youth. | Interest in connecting with youth in the K-12 | Knowledge of CSTB workforce programs and Tampa Bay region employment opportunities | Motivating, developing, and directing people as they work, identifying the best people for the job, understanding the implications of new information for both current and future problem-solving and decision-making. Talking to others to convey information effectively. | The ability to listen to and understand information and ideas presented through spoken words and sentences. |
| Advance strategic partnerships | Relationships with partners | Knowledge of the Tampa Bay region and non-profit network and regional partners | Persuading others to change their minds or behavior. Actively looking for ways to help people. Adjusting actions in relation to others' actions. Understanding the implications of new information for both current and future problem-solving and decision-making. | The ability to listen to and understand information and ideas presented through spoken words and sentences. |
| Increasing Community Engagement | Ambassador of workforce programs to the community to support awareness | Knowledge of CSTB workforce programs | Persuading others to change their minds or behavior. Actively looking for ways to help people. Adjusting actions in relation to others' actions. Understanding the implications of new information for both current and future problem-solving and decision-making. | The ability to listen to and understand information and ideas presented through spoken words and sentences. |
| Grow the mission to create positive community awareness, build relationships, and broaden the foundation of support. | Ambassador of workforce programs to the community to support awareness | Knowledge of CSTB workforce programs | Persuading others to change their minds or behavior. Actively looking for ways to help people. Adjusting actions in relation to others' actions. Understanding the implications of new information for both current and future problem-solving and decision-making. | The ability to listen to and understand information and ideas presented through spoken words and sentences. |
| Restructure and expand services to additional populations. | Understanding of diverse populations in Tampa Bay Area | Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction. | Actively looking for ways to help people. | The ability to come up with a number of ideas about a topic |
| Improve efficiency and productivity in operations. | Experience in improving operations and/or productivity | Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources. | Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. | The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem. |
| Invest in our own workforce and organization. | Understanding of Career Pathways and Succession Planning | Knowledge of organizational behavior and design | Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action. | The ability to apply general rules to specific problems to produce answers that make sense. |
| Develop innovative workforce system solutions. | Understanding of current workforce system and ability to merge private sector solutions into current system | Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources. | Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action. | The ability to apply general rules to specific problems to produce answers that make sense. |
| Deliver workforce services that drive sustainable, positive change in our community. | Experience in evaluating long-term investments and their affects on the community. | Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources. 50 | Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action. | The ability to apply general rules to specific problems to produce answers that make sense. |
| Realize organizational financial sustainability through diverse revenue sources | Experience in financial sustainability and diversifying revenue sources | Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources. | Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action. | The ability to come up with a number of ideas about a topic. The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem. |

A once / year review of current BoD Qualification & Experiences needed to ensure BoD recruitment closes on needed KSA's

- Immediate KSA gaps (e.g. finance / accounting, legal) need to be prioritized and new approach to recruit qualified BoD members.
- Review year 1 Strategic Plan deliverables and ensure new BoD can provide expertise in:
 - General knowledge of workforce skill needs of employers
 - Ambassador of workforce programs to community to support awareness
 - Understanding of diverse populations in HillsCo
- Initial identification of BoD KSA's can reside with HR Committee to be socialized through Executive Committee, as a suggestion to HillsCo.

Proposed go-forward process

- HillsCo post openings to CSTB BoD roles, as per current process, with recruitment focus against specific knowledge, skills and abilities, after initial WIOA criteria for board membership is established.
- Socialize planned focus areas with Economic Development Council, Tampa Bay Chamber and Leadership Tampa to gain BoD membership from new-to-Hillsborough County businesses.
- County Liaison will contact prospective member for discussion / interview to gauge candidate interest
- Once vetted by County Liaison, CSTB HR Subcommittee lead (or delegate) to interview prospective BoD candidate for “fit” against:
 - BoD Qualifications & Experiences worksheet
- HillsCo finalizes assessment inputs of BoD candidate:
 - Final decision / offer made to applicant, as per current process
 - Affirmative vote in BOCC meeting / appointment
 - Board of Director Orientation / training / committee assignment as per current

Proposed process changes on bylaws BoD recruitment

- CSTB HR Committee to review with Executive Committee needed knowledge, skills and abilities for incoming BoD roles, needed within new fiscal year.
- BoD will recommend amendments to bylaws based on new guidance from REACH, specifically term limits for BoD members, and exemptions.

These proposed changes will be presented to next bylaws ad-hoc subcommittee meeting. (TBC)

Properly done,
this process is
aligned to best
practice on
Board
Succession.



Motion:

To continue the Board of Director Succession topic, form a CSTB Governance Committee tasked with delivering targeted Board Member selection. This will help ease CSTB's transition through the upcoming Term Limit mandate and assist in delivery of our agreed-upon Strategic Plan.

Questions?



Action Item

CSTB Board of Directors Succession Migration

Background:

The Reach Act (House Bill 1507) signed in July 2021 imposed term limits on certain roles within workforce boards across the state of Florida. These term limits commence on July 1, 2021. The specific roles which are impacted by term limits are still being finalized but it does include the business designated Board member roles at a minimum.

Currently, Hillsborough County recruits those interested in being considered as a Board member with priority on demographics and business sector representation.

In addition, CSTB has just completed a new strategic plan, which identified 14 action steps to be taken in the next 3 years. While CSTB is believed to have individuals with business acumen and competence to be successful in achieving the strategic plan goals, it will also help CSTB if its Board members, particularly those newly appointed, possess knowledge, skills and abilities which can assist CSTB leadership in strategic plan achievement. This will become particularly critical as our business system reaches the beginning of the 8-year term limit for current CSTB Board members.

With governance matters being more closely watched with an eye towards accountability, Board restructuring around specific knowledge, skills and abilities is occurring at a rapid pace. Recruitment against KSA's such as Technology, Risk, Compliance, CSR, Sustainability, Cyber Security, Market Trends and Executive Compensation are becoming more highly prioritized in the Board member selection process.

Indicated Actions:

Completion of a (self-assessment) current Board member Qualification & Experience Matrix. This will help our current Board of Directors understand its own reality.

Recommendation:

To continue the Board of Director Succession topic, form a CSTB Governance Committee tasked with delivering targeted Board Member selection. This will help ease CSTB's transition through the upcoming Term Limit mandate and assist in delivery of our agreed-upon Strategic Plan.



Information Item

Strategic Goals Data Dictionary

Here's the link to the live dashboard: [Strategic Goals Live Dashboard Link](#)

Introduction

This document was created to support individual CSTB Strategic Plan Dashboard users as they review and interact with the Dashboard tool and seek to better understand the methodology for how metrics are calculated and reported. Of note, below terminology focuses on quantifiable data metrics. Any outcomes that require a final document or study to establish a baseline, are not included in the detail below. They are instead referred to as "Projects" in the dashboard and are considered a yes or no for meeting the goal. No additional methodology is required.

Summary Page and Indicator Icon Methodology

Each CSTB Priority is identified on the summary page of the dashboard.

Below are the current CSTB Priorities.

1. Connecting Job Seekers to Careers
2. Future Workforce
3. Community Awareness
4. System Redesign
5. Revenue Diversification

Under each pillar on the summary page, is every goal associated with that pillar. Next to each goal is a red triangle, yellow circle, and green triangle. A red triangle indicates that this goal has not been started or met. A yellow circle indicates that this goal has been started but all the objectives have not been met. A green triangle indicates that all the metrics associated with this metric have been successfully completed to-date.

Each metric associated with goals are on the individual priority pages and have their own individual indicator icon.

System Traffic- The total number of customer check in's through the front-desk kiosk system between 7/1/2021 and 6/30/2022.

Virtual Services Served- Distinct count of customers assigned to Region 15 who have received a self-directed service between 7/1/2021 and 6/30/2022 who have not received a staff assisted service between 7/1/2021 and 6/30/2022.

Individuals Served- Count of distinct customers that are assigned to Region 15 and have received a service or activity in WIOA, Generic Programs, WP, TAA, SNAP, or WT with an activity or service actual begin date between 7/01/2021 and 06/30/2022.

Workshop Attendance- Total count of attendance to CSTB Employability Skills Workshops between 7/1/2021 and 6/30/2022. Workshops counted in this measure are Job Search, Leadership, Computer Skills, Social Networking, Interview Skills, Soft Skills, and Financial Management.

Employer Satisfaction- Percentage of employers who select effective or higher to the monthly employer survey question “How effective has the CSTB staff been in providing you the services you need?” between 7/1/2021 and 6/30/2022.

Job Fairs and In-House Recruitments- Count of distinct employers who receive a Provided Mass Recruitment Services or Provided Job Fair Services between 7/1/2021 and 6/30/2022 recorded by CSTB staff.

Placements- Distinct count of customers assigned to Region 15 that had an activity code between 750 and 883 with an actual date between 7/1/2021 and 6/30/2022, a job placement start date in OSST between 7/1/2021 and 6/30/2022 or employment entered on the case closure with a closure date between 7/1/2021 and 6/30/2022.

Small Business Served- Count of distinct employers assigned to Region 15 who receive a service between 7/1/2021 and 6/30/2022 who also list their employer size in their employer account on Employ Florida at 50 or less.

Employers Served- Count of distinct employers assigned to Region 15 who receive a service between 7/1/2021 and 6/30/2022 who also list their employer size in their employer account on Employ Florida at 50 or less.

Value Added Services- Count of customers assigned to Region 15 who receive an On-The-Job or an Incumbent Worker Training activity with an actual begin date between 7/1/2021 and 6/30/2022.

Work Experience Enrolled- Count of customers assigned to Region 15 who receive a Work Experience activity with an actual begin date between 7/1/2021 and 6/30/2022.

OJT Enrolled- Count of customers assigned to Region 15 who receive an On-the-Job activity with an actual begin date between 7/1/2021 and 6/30/2022.

IWT Enrolled- Count of customers assigned to Region 15 who receive an Incumbent Worker Training activity with an actual begin date between 7/1/2021 and 6/30/2022.

Apprenticeship Enrolled- Count of customers assigned to Region 15 who receive an Apprenticeship activity with an actual begin date between 7/1/2021 and 6/30/2022.

Work Based Learning Employers- Count of distinct employers assigned to Region 15 who have a Work Based Learning contract signed with CSTB and have a customer assigned to them with an actual start date of either an On-the-Job Training, Paid Work Experience, or Incumbent Worker Training between 7/1/2021 and 6/30/2022.