



Board of Directors

CareerSource Tampa Bay

Nov 18, 2021 11:00 AM - 12:30 PM EST

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Pledge of Allegiance





Consent Agenda Items

Background

***The Consent Agenda is intended to allow the WDB to spend its time on more complex items and initiatives. Consent agenda items groups routine business and reports into one agenda item which can be approved in one action, rather than filing motions on each item separately. Board members may ask that an item be removed from the Consent Agenda for individual consideration.*

- A. Approval of August 19, 2021, Board of Director Minutes
- B. Approval of New Training Vendor – Academy of Applied Technology.
- C. Approval of New Training Vendor – Suncoast Career Academy, Inc.
- D. Approval of New Training Vendor – Tampa Medical College.
- E. Approval of New Training Vendor – Herzing University.
- F. Approval of New Training Vendor - CNA Training & Testing Center dba Career Training Institute.
- G. Approval of New Training Vendor – Ultimate Medical Academy.
- H. Approval of New Training Programs.
- I. 2021-2022 Budget Modification No. 1.

Recommendation:

To approve the above items on the Consent Agenda as presented.



CSTB Board of Directors Meeting Minutes

CareerSource Tampa Bay

Aug 19, 2021 at 11:00 AM EDT

Attendance

Members Present (Remote):

Tom Aderhold, Michael Bach, Dr. Vanity Barr-Little, Richard Bennett, Warren Brooks, Stephanie Brown-Gilmore, Sean Butler, Richard Cranker, Elizabeth Gutierrez, Gary Hartfield, John Howell, Geordie Hyland, Jim Junecko, Lindsey Kimball, Karen Koundourakis, Dr. Brian Mann, Donald Noble, Gil Schisler, Roy Sweatman, Thayne Swenson, Sophia West

Members Absent:

Andrea Cichon, Constance Daniels, Benjamin Hom, Pat Kemp, Randall King, Ian Lieberman, Steve Morey, Richard Padilla, Jason Woody, Ocea Wynn

Staff Present (Remote):

Wesley Barr, Luna Clarke, Byron Clayton, Sheila Doyle, John Flanagan, Kay Jefferson, Chad Kunerth, Anna Munro, Shalanda Ross, Michelle Schultz, Don Shepherd, Tammy Stahlgren, Doug Tobin, Michelle Zieziula

Board Liason Present (Remote):

Ken Jones

Board Counsel Present (Remote):

Mary Helen Farris

Guests Present (Remote):

Nancy Brown - Division of the Blind, Nicole Beverley - EDSI

I. Call to Order, Roll Call and Welcome

Vice Chair Michael Bach called the meeting to order at 11 a.m.

There was a quorum present.

Welcome to our 2 new Board Members that joined the Board July 1, 2021.

- Gary Hartfield, CEO, Serenity Inc.
- Brian Mann, Associate Vice President, Associate Science Program, Hillsborough Community College

II. Pledge of Allegiance

Don Noble led the Pledge of Allegiance.

III. Public Comments

There were none.

IV. Consent Agenda (Presenters: Michael Bach)

Approval of May 20, 2021 Board of Directors Minutes.

Approval of New Training Programs.

Approval of New Training Vendor.

Audit and Tax Engagement Letter for Fiscal Year Ending June 30, 2021.

Motion:

To approve all of the items on the Consent Agenda.

Motion moved by Sean Butler and motion seconded by Donald Noble. Motion carried.

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

Highlights

- New Brandon Center - Ribbon Cutting Ceremony took place July 27, 2021. We appreciate all of the Board members who attended the event and participated.
- Vision 2021: Shaping the Future of Work - All Board members are encouraged to participate in the event which is scheduled for October 8, 2021.
- Non - CSTB Board Members can be appointed to the Youth Development Committee and the Workforce Performance Committee. If anyone is interested in serving on these two committees, they need to complete an application and submit it to Tammy Stahlgren. Applications will be reviewed and appointed by the Board Chair. Felicia Bell was recently appointed to serve on the Youth Development Committee.
- There's a lot of improvement locally and nationally in the employment rates and statistics.

The Labor force locally is up over 53,000 jobs YTD, and the nation has added an average of 832,000 jobs per month over the last three months.

Locally, the biggest gains are in professional and business services, and leisure and hospitality, which is a sector that had been lagging behind. 75% of the jobs lost nationally since the pandemic began in March 2020 have been recovered.

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

Nothing to report to the Board at this time.

VII. CEO Report (Presenters: John Flanagan)

Highlights

- Dr. Byron Clayton joined CSTB as the Chief of Community and Talent Development.
- Special recognition plaques will be presented to Dr. Ginger Clark, Mireya Hernandez, Felicia Bell, and Nikita Patel as a token of appreciation of their leadership and commitment while serving on the CareerSource Tampa Bay Board. Their last day on the Board was June 30, 2021.
- An American Rescue Plan funded workforce training agreement is being considered by Hillsborough County. If approved for funding, we will need to hold a Special Executive Committee meeting in September to approve the agreement.
- The Conference of US Mayors scheduled for August 31st- September 4th has been cancelled due to the increase of COVID-19 cases.
- CSTB centers have been affected by COVID-19. We lost Julius Colle, a great staff member, and we have had several staff quarantined over the past couple of weeks.

VIII. Presentation - Sunshine Laws and Public Records (Presenters: Mary Helen Farris)

Mary Helen gave a presentation on Florida's Sunshine and Public Records laws, then offered to provide additional training and guidance to CSTB staff on how to handle public records requests, and how to handle in person requests of individuals who wish to enter our buildings to observe and/or video record. These individuals are commonly referred to as "First Amendment Auditors."

IX. Action / Discussion Items

A. CareerSource Policies (Presenters: Wesley Barr)

The following Administrative Policies were reviewed and recommended for approval:

Common Exit Policy.

Limited English Proficient Services Policy.

Rapid Response Program Administration Policy.

Motion:

To approve the CareerSource Tampa Bay Board Policies: Common Exit Policy; Limited English Proficient Services Policy; and Rapid Response Policy.

Motion moved by Gil Schisler and motion seconded by Tom Aderhold. Motion carried.

B. Related Party Contract - McKibbin Hospitality (Hyatt House Tampa Airport Westshore) (Presenters: Anna Munro)

- Benjamin Hom was identified as having a conflict of interest and was notified prior to the meeting.
- Benjamin Hom completed and submitted a Voting Abstention Form.
- Benjamin Hom was not present at the meeting.

Motion:

To approve the procurement of the Hyatt House as the venue and accommodations to host the End of Program Celebration for the 2021 Summer Youth Leadership Academy for an amount not to exceed \$2,740.40. Notification of which will be sent to DEO and CareerSource Florida.

Motion moved by Warren "Scott" Brooks and motion seconded by Gil Schisler. Motion carried.

C. Related Party Contract - Hillsborough County Public School and Ana G. Mendez University (Presenters: Anna Munro)

- Warren "Scott" Brooks was identified as having a conflict of interest and was notified prior to the meeting.
- Warren "Scott" Brooks completed and submitted a Voting Abstention Form.
- After Warren "Scott" Brooks verbally abstained, he was placed in a virtual waiting room during the discussion and vote.

Motion:

To approve the related party contract with Hillsborough County Public Schools with notification to DEO and CareerSource Florida.

Motion moved by Gil Schisler and motion seconded by Geordie Hyland. Motion carried.

X. Information Items

A. Performance Dashboard (Presenters: Chad Kunerth)

1. Performance Dashboard - Program Year 20-21 (Presenters: Chad Kunerth)

The Dashboard represents the entirety of program year 20-21.

Highlights

- 2315 individuals served through the WIOA Program.
- 368 individuals served through the Adult and Youth and Dislocated Worker.
- 1460 individuals served through Occupational Skills Training .
- 1133 individuals through work based training (i.e. work experience apprenticeships, or on the job trainings).
- The trends for this year have been an increase in employer activity and a decrease in customer/job seeker activity for the year.
- Job orders have increased.
- We have seen a decrease in the total number of job seekers exiting the program.
- There were 417 individuals that exited the WIOA program.

2. Performance Dashboard - Program Year 21-22 through 8-11-2021

No Discussion.

B. Summer Job Connection (Presenters: Jennifer Wilson)

We had a successful Summer Job Connection Program.

Highlights

- 2,487 SJC Youth applications received.
- 142 SJC Employer applications received.
- 1,050 Positions Filled.
- Everyone is invited to attend the SJC Year End Celebration Awards Ceremony scheduled for Friday, August 27, 2021 from 5 p.m. - 7 p.m.

C. Training Vendor Outcome Report PY 20-21 (Presenters: Chad Kunerth)

Highlights

- 8 Training programs are meeting all 3 criteria.
- 13 Training Programs are meeting 2 criteria.
- 18 Training Programs are meeting 1 criteria.
- 10 Training Programs are meeting 0 criteria.

D. Public Relations and Marketing Update (Presenters: Doug Tobin)

Public Relations and Marketing End of the Program Year Report provided.

Highlights

- 227 positive stories published about CSTB in the past year.
- 51.76% increase in page views to the CSTB website with over 1.2 million page views.
- Website users increased 53.58% over the previous year.
- Social media online engagements increased 46% from a year ago.
- 37.5% increase in total press releases.
- Youth rebranding and website rebuild anticipated completion by September 15, 2021.

E. WIOA Primary Indicators of Performance: PY 2021 July 20-June 21 (Presenters: Chad Kunerth)

LWDB 15 - CSTB Measures

- Exceeding in 6 measures.
- Meeting 6 measures.
- Not meeting 6 measures.

Statewide Measures

- Meeting or exceeding in all statewide measures.

XI. Committee Reports

A. Youth Development Committee Meeting (Presenters: Tom Aderhold)

The Youth Development Committee met on August 18, 2021.

Felicia Bell was our first community member appointed to the committee.

Doug Tobin gave us an update on youth rebranding and the website rebuild. The new name will be "Tampa Bay Hires" and the new tagline "Hire Now. A Higher Tomorrow."

The next Youth Development Committee meeting is scheduled for November 18, 2021.

B. Workforce Performance Committee (Presenters: Richard Bennett)

The Workforce Performance Committee met on August 4, 2021.

There were two items reviewed and approved during today's BOD meeting.

1. Approval of Training Programs.
2. Waiver - Approval of Training Vendor.

There was one item tabled at the committee meeting.

1. Waiver - Approval of Training Provider Performance Moratorium.

DEO has notified us that they are establishing their own thresholds for training providers. They are currently working on guidance and procedural documentation. CSTB will provide this guidance to the Board once it is finalized.

The next Workforce Performance Committee meeting is scheduled for November 4, 2021.

XII. Future Business

- CSTB Board of Directors Annual Retreat Agenda Survey has been emailed to all BOD members. Please complete the on-line survey by using the provided link, and submit by Friday, August 20th.
- HR Committee will be meeting in September and October to work on Succession Planning, Employee Benefits, and the Employee Handbook.

XIII. Adjournment

The meeting was adjourned at 12:18 p.m.

Minutes prepared by Tammy Stahlgren, Administrative Services Coordinator.



Consent Agenda Item Approval of New Training Vendor

Applications for new training providers are only accepted during the 1st quarter of the program year, July-September. Current application threshold criteria per the Eligible Training Provider Policy are as follows:

- Limit new training providers/new training programs to a maximum of 12 enrollments until performance is established
- Limit training programs to those with a minimum entry level wage rate of \$15.40 per hour hour* (based on annual regionally adjusted wage rate)

Does not meet the minimum entry level wage rate
Does not meet completion rate of 65%
Does not meet wage rate and completion rate

Academy of Applied Technology, LLC dba Applied Technology Academy (ID# 1606)

1992 Lewis Turner Blvd. Suite 131, Fort Walton Beach, Florida 32547

Academy of Applied Technology, LLC has a Provisional License with the CIE dated 11.12.2020. Academy of Applied Technology, LLC currently reports to FETPIP annually. The training programs submitted for consideration are Distance Learning (Online) programs.

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Secure Infrastructure Specialist – Diploma	Included	\$10,335.00	\$0	\$10,335.00	Daytime - 3 weeks Evening - 6 weeks	N/A – New Program	\$24.00	\$15.76
Computer Networking Professional – Diploma	Included	\$10,335.00	\$0	\$10,335.00	Daytime - 3 weeks Evening - 6 weeks	N/A – New Program	\$32.00	\$26.86
Computer Network Security Professional – Diploma	Included	\$10,335.00	\$0	\$10,335.00	Daytime - 3 weeks Evening - 6 weeks	N/A – New Program	\$42.00	\$26.86

Cybersecurity Professional – Diploma	Included	\$13,830.00	\$0	\$13,830.00	Daytime - 4 weeks Evening - 8 weeks	N/A – New Program	\$40.00	\$26.86
Advanced Cybersecurity Professional – Diploma	Included	\$7,340.00	\$0	\$7,340.00	Daytime - 2 weeks Evening - 4 weeks	N/A – New Program	\$42.00	\$43.30
Project Management and Six Sigma Professional – Diploma	Included	\$10,335.00	\$0	\$10,335.00	Daytime - 3 weeks Evening - 6 weeks	N/A – New Program	\$31.00	\$17.13
Networking Security and Cloud Technology Professional – Diploma	Included	\$17,825.00	\$0	\$17,825.00	Daytime - 5 weeks Evening - 10 weeks	N/A – New Program	\$42.00	\$25.96
Linux Network Professional – Diploma – Diploma	Included	\$6,840	\$0	\$6,840	Daytime - 2 weeks Evening - 4 weeks	N/A – New Program	\$30.26	\$25.96
Python Programming Professional – Diploma	Included	\$6,840	\$0	\$6,840	Daytime - 2 weeks Evening - 4 weeks	N/A – New Program	\$24.50	\$31.13
Cisco Certified Network Administrator – Diploma	Included	\$3,845	\$0	\$3,845	Daytime - 1 week Evening - 2 weeks	N/A – New Program	\$25.00	\$25.96
Cisco Certified Network Enterprise Professional – Diploma	Included	\$7,340	\$0	\$7,340	Daytime - 2 weeks Evening - 4 weeks	N/A – New Program	\$33.65	\$36.87
Microsoft Modern Desktop Administrator Associate – Diploma	Included	\$6,840	\$0	\$6,840	Daytime - 2 weeks Evening - 4 weeks	N/A – New Program	\$25.00	\$15.76
Microsoft 365 and Azure Security Administrator Associate – Diploma	Included	\$6,840	\$0	\$6,840	Daytime - 2 weeks Evening - 4 weeks	N/A – New Program	\$30.77	\$43.30
Microsoft Enterprise Administrator Expert – Diploma	Included	\$6,840	\$0	\$6,840.00	Daytime - 2 weeks Evening - 4 weeks	N/A – New Program	\$31.25	\$43.30
ITIL Foundation – Diploma	Included	\$3,345	\$0	\$3,345.00	Daytime - 1 week Evening - 2 weeks	N/A – New Program	\$31.25	\$17.13

- School Opened: 08/03/2019
- All of the programs submitted are new programs for Applied Technology Academy. We have historically been a contract training company serving the DoD, Florida National Guard and various corporations with individual IT, cybersecurity, and project management courses. The majority of these programs consist of 2 to 4 courses that we have extensive historical success

delivering, but they are delivered as standalone courses, not bundled in programs. We have created these "bundled" programs of our stand-alone courses to serve the workforce development needs in the state of Florida as a new outreach and initiative for our company.

Legend:

- *Average Wage at Placement was provided by the Training Vendor*
- *Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.*

Recommendation: The Workforce Performance Committee is recommending approval of Academy of Applied Technology, LLC dba Applied Technology Academy as a new Training Provider.



Consent Agenda Item Approval of New Training Vendor

Applications for new training providers are only accepted during the 1st quarter of the program year, July-September. Current application threshold criteria per the Eligible Training Provider Policy are as follows:

- Limit new training providers/new training programs to a maximum of 12 enrollments until performance is established
- Limit training programs to those with a minimum entry level wage rate of \$15.40 per hour hour* (based on annual regionally adjusted wage rate)

Does not meet the minimum entry level wage rate
Does not meet completion rate of 65%
Does not meet wage rate and completion rate

Suncoast Career Academy, Inc. (ID# 6044)

313 S. Lakewood Drive, Brandon, FL 33511

Suncoast Career Academy, Inc. has an Annual License with the CIE dated 6.1.2021. Suncoast Career Academy, Inc. currently reports to FETPIP annually. Staff conducted a site visit on Friday, 10.1.2021.

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Entry-level Dental Assistant	\$190.00	\$3,500.00	\$100 Registration Fee	\$3,790.00	5 months	97.6%	\$16.00	\$15.17
Entry-level (Registered) Pharmacy Technician	\$150.00	\$2,950.00	\$100 Registration Fee and \$105 Processing Fee by DOH	\$3,305.00	5 months	N/A – New Program	\$17.00	\$12.67

- School Opened: 6/8/2018
 - Total enrollments for Entry-level Dental Assistant for prior year 2020-21:

26

- Entry-level (Registered) Pharmacy Technician: The first course began January 26, 2021. Graduation is October 18, 2021.

Legend:

- *Average Wage at Placement was provided by the Training Vendor*
- *Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.*

Recommendation: The Workforce Performance Committee is recommending approval of Suncoast Career Academy, Inc. as a new Training Provider.



Consent Agenda Item Approval of New Training Vendor

Applications for new training providers are only accepted during the 1st quarter of the program year, July-September. Current application threshold criteria per the Eligible Training Provider Policy are as follows:

- Limit new training providers/new training programs to a maximum of 12 enrollments until performance is established
- Limit training programs to those with a minimum entry level wage rate of \$15.40 per hour hour* (based on annual regionally adjusted wage rate)

Does not meet the minimum entry level wage rate
Does not meet completion rate of 65%
Does not meet wage rate and completion rate

Tampa Medical College, previously
Medical Prep Institute of Tampa Bay (ID# 3965)
 5701 E Hillsborough Avenue, Suite 2409, Tampa, FL 33610

Tampa Medical Prep has a Provisional License with the CIE dated 3.30.2021. Tampa Medical Prep self-attested that they will start reporting to FETPIP annually. Staff conducted a site visit on Friday, 10.8.2021.

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Associate of Science in Nursing	\$1,000	\$20,000.16	\$50 Application Fee, \$50 Background Check, Estimated \$1,150 NCLEX	\$22,250.16	15 months	86.83%	\$33.39	\$24.33
Practical Nursing – Diploma	\$1,000	\$11,312.00	\$50 Application, \$50 Background	\$12,412.00	46 weeks	100%	\$18.72	\$18.72

- School Opened: 04/01/2008
 - Total enrollments for Associate of Science in Nursing for prior year 2020-21: 129
 - Total enrollments for Practical Nursing - Diploma for prior year 2020-21: 0

Legend:

- *Average Wage at Placement was provided by the Training Vendor*
- *Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.*

Recommendation:

The Workforce Performance Committee is recommending approval of Tampa Medical College, previously Medical Prep Institute of Tampa Bay as a new Training Provider.



Consent Agenda Item Approval of New Training Vendor

Applications for new training providers are only accepted during the 1st quarter of the program year, July-September. Current application threshold criteria per the Eligible Training Provider Policy are as follows:

- Limit new training providers/new training programs to a maximum of 12 enrollments until performance is established
- Limit training programs to those with a minimum entry level wage rate of \$15.40 per hour hour* (based on annual regionally adjusted wage rate)

Does not meet the minimum entry level wage rate
Does not meet completion rate of 65%
Does not meet wage rate and completion rate

Herzing University (ID# 7647) 3632 Queen Palm Drive, Tampa, FL 33619

Herzing University has a License by means of Accreditation with the CIE dated 12.1.2020. Herzing University self-attested that they will start reporting to FETPIP annually. Staff conducted a site visit on Tuesday, 9/28/2021.

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Associate of Science in Nursing	Included	\$49,320.00	\$6,090.00	\$55,410.00	96 weeks	N/A – New Program	\$31.27	\$24.33
Diploma in Practical Nursing	Included	\$17,730.00	\$1,845.00	\$19,575.00	48 weeks	N/A – New Program	\$21.76	\$18.72

- Number of Years in Business: 26
- Opened Tampa location 01/11/2021

Legend:

- *Average Wage at Placement was provided by the Training Vendor*
- *Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.*

Recommendation: The Workforce Performance Committee is recommending approval of Herzing University as a new Training Provider.



Consent Agenda Item Approval of New Training Vendor

Applications for new training providers are only accepted during the 1st quarter of the program year, July-September. Current application threshold criteria per the Eligible Training Provider Policy are as follows:

- Limit new training providers/new training programs to a maximum of 12 enrollments until performance is established
- Limit training programs to those with a minimum entry level wage rate of \$15.25 per hour hour* (based on annual regionally adjusted wage rate)

Does not meet the minimum entry level wage rate

Does not meet completion rate of 65%

Does not meet wage rate and completion rate

CNA Training & Testing Center dba Career Training Institute **(ID# 6049)**

808B Oakfield Drive, Brandon, FL 33511

Career Training Institute has an Annual License with the CIE dated 9.13.2021. Career Training Institute self-attested that they will start reporting to FETPIP annually. Staff conducted a site visit on Friday, 9.17.2021.

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Home Health Aide - Diploma	Included	\$449.00	\$155.00	\$604.00	3 weeks	100%	\$15.25	\$10.00

- School Opened: 2017
- Total enrollments for Home Health Aide for school year 2020-21: 120

Legend:

- Average Wage at Placement was provided by the Training Vendor
- Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.

Recommendation: The Workforce Performance Committee is recommending approval of CNA Training & Testing Center dba Career Training Institute as a new Training Provider.



Consent Agenda Item Approval of New Training Vendor

Applications for new training providers are only accepted during the 1st quarter of the program year, July-September. Current application threshold criteria per the Eligible Training Provider Policy are as follows:

- Limit new training providers/new training programs to a maximum of 12 enrollments until performance is established
- Limit training programs to those with a minimum entry level wage rate of \$15.25 per hour hour* (based on annual regionally adjusted wage rate)

Does not meet the minimum entry level wage rate
Does not meet completion rate of 65%
Does not meet wage rate and completion rate

Ultimate Medical Academy (ID# 1606) 1255 Cleveland Street, Clearwater, FL 33755

Ultimate Medical Academy has a License by Means of Accreditation with the CIE dated 8.1.2021. Ultimate Medical Academy currently reports to FETPIP annually. Staff conducted a site visit on Tuesday, 9/14/2021.

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21- 22 Entry Wage Rate*
Nursing Assistant - Diploma	Included	\$1,750.00	\$0	\$1,750.00	8 weeks	90%	\$12.73	\$11.13

- School Opened: 1994
 - Total enrollments for Nursing Assistant - Diploma for prior year 2020-21: 40

Legend:

- Average Wage at Placement was provided by the Training Vendor
- Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.

Recommendation: The Workforce Performance Committee is recommending approval of Ultimate Medical Academy as a new Training Provider.



Consent Agenda Item Approval of Training Program

CareerSource Tampa Bay accepts new training vendor applications and program addition applications during the 1st quarter of the program year (July-September).

Current application threshold criteria per the Eligible Training Provider Policy are as follows:

- Limit new training providers/new training programs to a maximum of 12 enrollments until performance is established
- Limit training programs to those with a minimum entry level wage rate of \$15.40 per hour* (based on annual regionally adjusted wage rate)

Does not meet the minimum entry level wage rate
Does not meet completion rate of 70%

Hillsborough Community College

Hillsborough Community College submitted a Program Cost and Performance Data Worksheet for the following programs:

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Certified In Logistics, Transportation and Distribution (CLTD) Training	Included	\$2,100.00	Not Included	\$2,100.00	36 hours	N/A – New Program	\$20.00	\$26.13
CompTIA Network+	Included	\$2,100.00	Included	\$2,100.00	63 hours	75%	\$24.29	\$26.21
Microsoft Azure Fundamentals Certification	Included	\$ 995.00	Included	\$ 995.00	20 hours	N/A – New Program	\$19.67	\$26.86
IT Project Management	\$3,000.00	\$6,263.40	\$0	\$9,263.40	2 years	N/A – New Program	\$22.96	\$24.29

Legend:

- Average Wage at Placement was provided by the Training Vendor
- Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.

Hillsborough Technical Colleges

Hillsborough Technical Colleges submitted a Program Cost and Performance Data Worksheet for the following programs:

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Fundamentals Food Service Skills – Erwin Technical College	\$137.89	\$1,752.00	\$194.00	\$2,072.00	600 hours	N/A – New Program	\$10-\$15	\$10.45
Automotive Service Technology 1 – Erwin Technical College	\$4,171.52	\$3,066.00	\$212.00	\$7,766.00	1050 hours	N/A – New Program	\$15-\$22	\$12.55

Legend:

- Average Wage at Placement was provided by the Training Vendor
- Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.

Concorde Career Institute

Concorde Career Institute submitted a Program Cost and Performance Data Worksheet for the following programs:

Courses/Certificate/Diploma Programs

Program – Course # - Type of Degree or Certificate	Books & Supplies	Tuition	Fees	Total Cost	Duration of Training	Completion Rate	Average Wage at Placement	RTOL 21-22 Entry Wage Rate*
Dental Hygiene – A.A.S. Degree	\$6,114.00	\$63,543.00	\$0	\$69,657.00	70 weeks	N/A – New Program	N/A – New Program	\$31.35

Legend:

- Average Wage at Placement was provided by the Training Vendor
- Entry Wage Rate based on the Standard Occupational Classification (SOC) code for the training program listed on the CSTB Region 15- Regional Targeted Occupation List for PY 21-22*.

Recommendation: The Workforce Performance Committee is recommending approval of Hillsborough Community College, Hillsborough Technical Colleges, and Concorde Career Institute's new training programs.



Consent Agenda Item

PY 2021-2022 Budget Modification No. 1

Information:

Total budgeted revenue has increased from \$23,268,867 to \$27,079,708 for an overall increase of \$3,810,841. This is due to the following:

Workforce Innovation & Opportunity Act Programs:

Increase in WIOA Adult of \$856,011

Increase in WIOA Youth of \$516,306

Increase in WIOA Dislocated Worker of \$810,884

New award - WIOA Rapid Response of \$263,236

Increase in WIOA Supplemental of \$40,000

Increase in WIOA Performance Incentives of \$125,628

Employment Services

Increase in Wagner Peyser of \$331,610

Decrease in Veterans Programs of \$30,160

Increase in SNAP of \$25,831

Increase in Trade Adjustment Act of \$167,197

Welfare Transition Program:

Decrease in Welfare Transition of \$36,992

Direct Grants and Special Projects:

Decrease in Re-employment & Eligibility Assessment of \$92,482

Increase in Hillsborough County ACE Program of \$152,250

Increase in NDWG – COVID 19 of \$133,022

New award – Tech Quest Apprenticeship for \$79,000

New award – Tech Boost for \$387,000

New award – United Way Suncoast for \$82,500

Additionally, there was an increase in expenditures of \$3,793,875.

Recommendation

The Finance Committee is recommending approval of the adjustment to the revenue budget and resultant modification to the expenditure budget.

**CareerSource Tampa Bay
PY 2021-2022 Revenue Budget
Modification #1**

Program/Award	Approved Budget	Modification No. 1	Modified Budget
WIOA Adult	4,500,025	856,011	5,356,036
WIOA Youth	5,150,363	516,306	5,666,669
WIOA Dislocated Worker	3,713,226	810,884	4,524,110
WIOA Rapid Response	-	263,236	263,236
WIOA Supplemental	160,000	40,000	200,000
WIOA Performance Incentives	320,000	125,628	445,628
	-	-	
Subtotal WIOA	13,843,614	2,612,065	16,455,679
Wagner Peyser	1,747,327	331,610	2,078,937
Veterans Programs	296,250	(30,160)	266,090
SNAP	570,000	25,831	595,831
Trade Adjustment Act	106,000	167,197	273,197
Military Family	98,434	-	98,434
Subtotal Employment Services	2,818,011	494,478	3,312,489
Welfare Transition Program	4,980,492	(36,992)	4,943,500
Subtotal WTP	4,980,492	(36,992)	4,943,500
Reemployment & Eligibility Assessment (RESEA)	620,000	(92,482)	527,518
Hillsborough County - ACE	456,750	152,250	609,000
NDWG - COVID 19	550,000	133,022	683,022
Tech Quest Apprenticeship (TQA)	-	79,000	79,000
Tech Boost	-	387,000	387,000
United Way Suncoast	-	82,500	82,500
Subtotal Grants and Special Projects	1,626,750	741,290	2,368,040
Total Combined	23,268,867	3,810,841	27,079,708

CareerSource Tampa Bay
Planning Budget - Modification #1
Fiscal Year 2022 (July 2021-June 2022)

	Workforce Innovation & Opportunity Act	Employment Services Programs	Welfare Transition Programs	Direct Grants & Special Projects	Adjusted Budget FY 2021-2022	Prior Approved Budget FY 2021-2022	Modification #1
Revenue:							
Fiscal Year 2022 New Allocations	7,120,582	2,381,924	4,380,492	933,918	14,816,916	13,261,117	1,555,799
Carryforward from Prior Year Allocations	9,335,097	930,565	563,008	1,434,122	12,262,792	10,007,750	2,255,042
Total Revenue	16,455,679	3,312,489	4,943,500	2,368,040	27,079,708	23,268,867	3,810,841
Expenditures:							
Program Services - Allocated Costs:							
Business Services	1,280,349	-	192,245	-	1,472,594	1,139,714	332,880
Case Management	2,267,579	550,259	1,459,726	2,403	4,279,967	3,961,839	318,128
Career Services	147,762	-	201,613	-	349,375	413,516	(64,141)
One Stop Operating/Facilities Costs	478,399	1,496,568	85,033	-	2,060,000	2,000,000	60,000
Technology	265,822	484,178	-	-	750,000	650,000	100,000
Community Outreach	157,438	184,105	32,967	25,490	400,000	370,000	30,000
Program Staff Training & Professional Development	24,055	14,263	8,496	3,186	50,000	50,000	-
Subtotal - Program Services Allocated	4,621,404	2,729,373	1,980,080	31,079	9,361,936	8,585,069	776,867
Program Services - Direct Costs:							
Participant & Work Based Learning	6,735,000	205,000	1,235,000	1,472,750	9,647,750	7,226,500	2,421,250
Direct Grants & Special Projects - Salaries & Benefits	160,230	-	-	166,594	326,824	140,357	186,467
Subrecipient Contracts	2,891,720	49,350	1,162,654	421,276	4,525,000	4,200,000	325,000
DEO Staff Travel	-	35,000	-	-	35,000	35,000	-
Subtotal - Program Services Direct	9,786,950	289,350	2,397,654	2,060,620	14,534,574	11,601,857	2,932,717
Total Program Service Costs:	14,408,354	3,018,723	4,377,734	2,091,699	23,896,510	20,186,926	3,709,584
Indirect Costs							
Indirect Costs	1,956,268	260,243	543,785	243,282	3,003,578	2,919,287	84,291
Total Indirect Costs	1,956,268	260,243	543,785	243,282	3,003,578	2,919,287	84,291
Total Expenditures	16,364,622	3,278,966	4,921,519	2,334,981	26,900,088	23,106,213	3,793,875
Unobligated Balance	91,057	33,523	21,981	33,059	179,620	162,654	16,966

Key Regional Workforce / Demographic Indicators

- In September 2021, the unemployment rate in Hillsborough County was 3.9 percent, 2.2 percentage points lower than last year's rate of 6.1 percent.
- The region's September 2021 unemployment rate was 0.4 percentage points lower than the state rate of 4.3 percent.

Unemployment Rates (not seasonally adjusted) Sep-20	Sep-21	Aug-21
CareerSource Tampa Bay (Hillsborough County)	3.9%	4.4%
Tampa -St-Petersburg-Clearwater MSA	3.9%	4.5%
Florida	4.3%	4.9%
United States	4.6%	5.3%

- The industries gaining in jobs over the year were:

Professional and Business services	+26,800 jobs
Leisure and Hospitality	+24,900 jobs
Trade, Transportation, and Utilities	+ 9,500 jobs
Other services	+6,600 jobs
Mining, Logging, and Construction	+1,900 jobs
Financial activities	+5,300 jobs
Information	+1,300 jobs
Education and Health Services	+7,000 jobs
Manufacturing	+1,300 jobs

- The government (-4,700 jobs) industry lost jobs over the year.

Florida Economic Indicators for September 2021 include:

- Unemployment rate is 4.3 percent.
- Florida businesses gained 69,300 private sector jobs over the month.
- Labor force was up 83,000 over the month, bringing the June 2021 total up to 10,398,000.
- Florida's private sector employment increased by 378,500, or 5.2 percent, over the year.
- Private sector industries gaining the most jobs over-the-month were:
 - Leisure and Hospitality with 41,500 new jobs
 - Trade, Transportation, and Utilities with 8,000 new jobs
 - Education and Health Services with 5,700 new jobs
 - Financial Activities with 3,400 new jobs
- [Consumer Sentiment Index](#) was 82.7 in June 2021, an increase of 1.5 points compared to the revised May figure of 81.2.

The Tampa area's labor force in September 2021 increased by 116,992 over the year, a 7.6% increase. The industries gaining the most jobs over the year include professional and business services, increasing by 26,800 jobs, and leisure and hospitality, increasing by 24,900 jobs.



Per the U.S. Bureau of Labor Statistics, payroll employment rose by 850,000 in June, and the unemployment rate was little changed at 5.9 percent. Notable gains occurred in leisure and hospitality, public and private education, professional and business services, retail trade, and other services.

In September, nonfarm payroll employment in the Tampa Bay-St. Petersburg-Clearwater was 1,412,400, an increase of 79,000 jobs (+6.0 percent) over the year. Notable job gains occurred in leisure and hospitality, in local government education, and in professional and business services.



Per the U.S. Bureau of Labor Statistics' latest jobs report, employment rose by 531,000 new jobs in October, and the unemployment rate dropped to 4.6%. Here are five numbers to help you make sense of the October jobs report.

Read the following excerpts from <https://blog.dol.gov/2021/11/05/5-numbers-from-the-october-jobs-report>

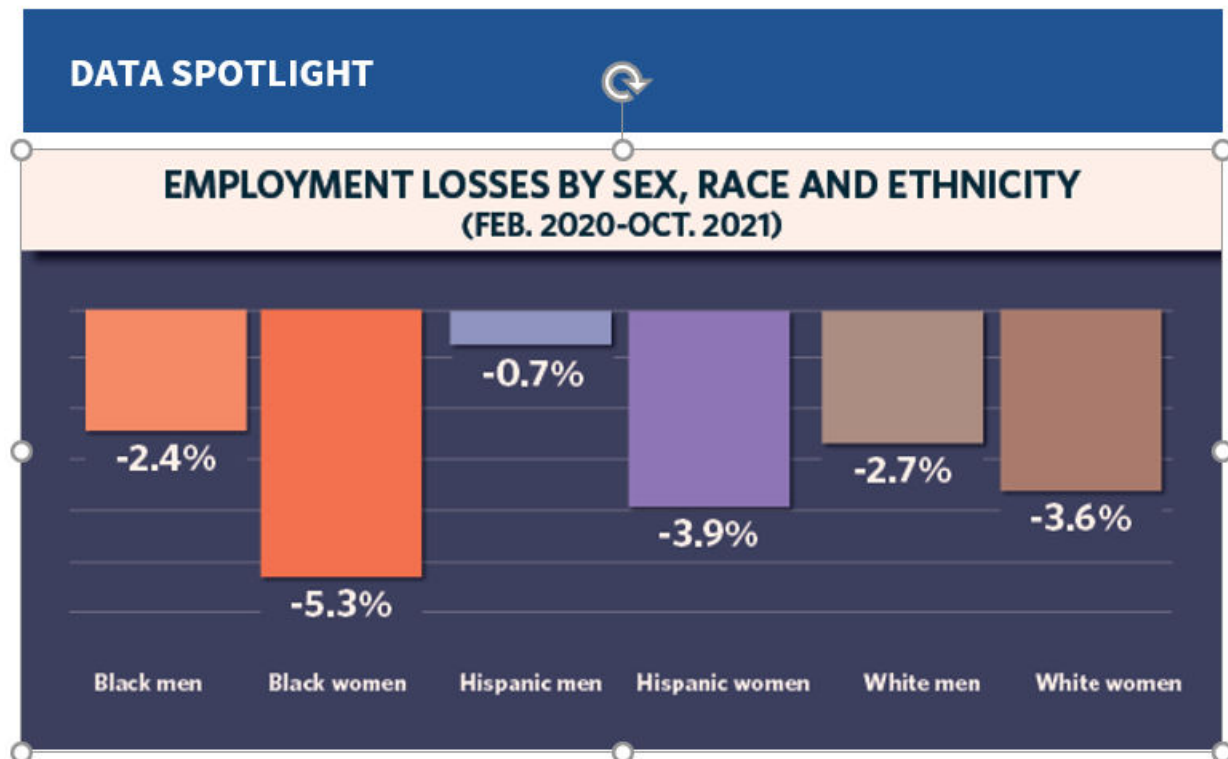
- We've recovered 18.2 million jobs, or 81% of the 22.4 million jobs lost in March and April 2020. We won't have a full economic recovery until we recover from the pandemic – but this shows that we're on the right track, and the Biden-Harris administration's policies are moving the economy in the right direction.
- Every month, when the Bureau of Labor Statistics releases the latest jobs data, they also revise the data from the most recent two months. Those revisions take into account new information that wasn't available at the time of the initial release. The latest report showed that job growth in August and September was even higher than initially reported. August jobs were revised up from +366,000 to +483,000, and September from +194,000 to +312,000. In short, the economy added 235,000 more jobs in August and September than initially reported.
- Women were hit especially hard in the pandemic – both because of the sectors in which they are more likely to work, and because they're more likely to take on critical but unpaid care work at home. In October, 57.3% of job gains went to women, but they still hold 2.4 million fewer jobs than in February 2020. Nearly 1 million (916,000) women age 25-54 have left the labor force since February 2020, accounting for 68% of the total decline.
- The unemployment rate dropped, but the labor force participation rate is holding steady. October's rate (61.6%) was around the same as what we've seen in the last year. We want to see it go up to its pre-pandemic level of approximately 63%. That means bringing people back off the sidelines. Two things keeping people out of work are the pandemic and the lack

of affordable care – which is why the Build Back Better agenda is investing on solutions that will improve public health, support working families, and get people back to work.

- Here's another number that's been stuck too long in the same place. The unemployment rate for Black Americans stayed at 7.9% this month, higher than for Hispanic (5.9%), Asian (4.2%) or white (4.0%) workers. Black workers are also disproportionately represented among those who have been out of work for a year or more. While Black workers account for only 13% of the labor force, they make up 20% of the long-term unemployed.

Building an economy that works for women

[Women workers accounted for 57.2% of all job gains in October.](#) See what else the October jobs report reveals about the state of working women in America and critical steps to Building Back Better.



Events and Happenings

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



Updates

Welcome

Welcome Robert Blount, President, Abe Brown Ministries to the Committee. He was appointed to the Board on September 22, 2021.

ACE Update

CareerSource Tampa Bay in partnership with Hillsborough Board of County Commissioners: Kick-Start your career by earning a credential in as little as 12 weeks while building your resume earning \$15/hour in a paid work experience. This program offers **tuition assistance** and a **paid work experience** with a Hillsborough County employer. Industries will include IT, Healthcare, Manufacturing, and Finance.

Served to Date:

- 41 students were seated to date
- 37 remain active
- 25 employers active in ACE with contracts or contracts in process with 65 total PWE worksite positions
- Total of 60 employers have expressed interest in the ACE program
- Close to 225 young adults have submitted interest in the ACE Program to date.
- CSTB continues to conduct outreach and marketing to promote the ACE program and enlist young adults and employer partners within Hillsborough County
 - Close to 11,500 emails have been sent to local young adults.
 - Business Services team continues to promote ACE program and partnership opportunity with Hillsborough employers.
 - Marketing team continues to promote thru social media and community partners.

Grants Update

Here's a list of grant proposals submitted/pending since July 1, 2021

Funder	Solicitation name	Funding Request Amount	Duration	Program	Summary
Florida Medical Clinic - Foundation of Caring	N/A	\$ 18,320.00	1 year	Tampa Bay Hires	Tampa Bay Hires
CareerSource Florida/DEO	Get There Faster WIOA Competitive Grants	\$ 3,853,505.00	2 years	Veterans, TSMs and eligible spouses	Collaborative proposal with CareerSource Polk to provide training and employment services to 250 veterans, transitioning service members and military spouses in the

					IT and Aviation sectors. This initiative will also develop a regional Veterans Ecosystem consisting of community asset mapping, career pathways development and Veteran Services Advisory Network
United Way Suncoast	LOI - Community Investment	TBD	3 years	Tampa Bay Hires	Tampa Bay Hires
Community Foundation of Tampa Bay	LOI - Economic Mobility	\$20,000.00	1 year	Tampa Bay Hires	Tampa Bay Hires

Get There Faster Grant Update

November 11, 2021 Governor Ron DeSantis announced \$8.6 million in Get There Faster: Workforce Innovation and Opportunity Act Governor's Reserve Funds grants have been awarded to workforce development boards across the state to expand career and workforce training opportunities for military veterans and spouses seeking employment

Center Traffic Update

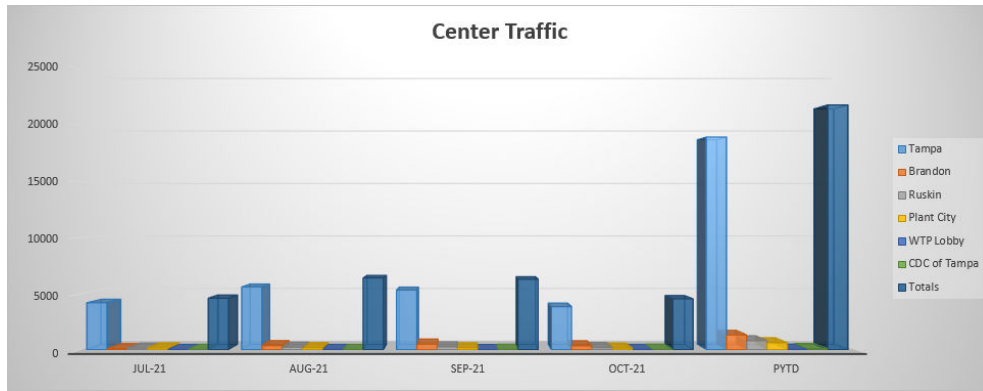
October 2021 Center Traffic update below (Timeframe October 1 - October 31)

- Total of 6,291 unduplicated customer visits occurred this month.
 - Main reasons for customers visit:
 - Resource Center = 2,268 customer visits
 - Re-employment Assistance = 922 customer visits
 - SNAP = 357 customer visits
- Averaging 286 visits per business day
- Tampa represents 84.7% of all traffic.
- All center traffic has seen a decrease in center traffic when compared to August and September traffic.
 - -1,745 (28%) traffic decrease when compared to September 2021.
- +883 (+24%) difference when compared to October 2020 total center traffic

YTD PY 21-22 Center Traffic update below:

- **Time frame: July 1 - October 31, 2021**
- Total of 17,305 customer visits occurred during this time. this represents an increase of 61% when compared to the same frame of PY 20/21.
- Averaging 251 customers visits per business day
- Averaging 5,463 customer visits per month

- Tampa represents 87% of all traffic; followed by Brandon representing 6%, then Ruskin at 3.7%.



Events and Happenings

CSTB will open an affiliate location on December 1, on the campus of Thaddeus M. Bullard Academy at Sligh Middle School in the Prosperity Center which sits outside of the school on the edge of the bus ramp on December 1st. We will provide services for 20 hours a week by appointment, offer employability workshops, and small recruiting events for parents of the school and the surrounding area.

Paychecks for Patriots Job Fair event held on November 9th was a great success. We limited the employers to 22 for social distancing. We had an active waiting list of about the same. We had a total of 59 job seekers to attend. 43 Veterans and 7 Military Spouses. The event was held at the new Brandon location. We provided multiple tours to employers who were excited to see our new space. The positive feedback for the event was continuous and was made to all staff assisting with the event. The jobseekers were excited about the caliber of employers that attended with great paying job opportunities. The employers thought our new space and the pavilion were beautiful. They loved the setup of the event, professionalism of our staff, and the candidate pool in attendance. We will be sending out a survey to get their responses in writing, but I was proud to be a member of CSTB today. The event was very well organized, and it showed. It was a great example of what we are striving for, and the employers and jobseekers took notice.

Tampa Bay Hires previously known as Summer Job Connections Program application launch for Employers and Youth Kickoff scheduled for January 10, 2022.

Upcoming Conferences

- Cael Conference – December 16th -19th 2021
<https://www.cael.org/events/2021-cael-conference>
- NAWDP Youth Symposium Conference -December 6-9th 2021.
<https://www.nawdp.org/page/YouthSymposium21>

PAST Conferences

- IEDC Conference – October 3-6th.
https://www.iedconline.org/index.php?src=events&srctype=detail&refno=68&category=Conferences&submenu=cecd_program
- Benchmarking Conference – Tampa Bay Chambers - October 24 -26th.
<https://www.tampabaychamber.com/events/2021/10/24/policy-advocacy/benchmarking-visit-san-antonio/>
- WDC Annual Meeting – October 21 – 22nd



Action Item

Related Party Training Services - CNA Training & Testing Center dba Career Training Institute

Background

Local Workforce Development Boards (LWDBs) are required to comply with all requirements of Section 445.007, Florida Statutes, prior to contracting with a board member, with an organization represented by its own board member, or with any entity where a board member has any relationship with the contracting vendor. This section mandates all LWDBs, entering a contract, including contract renewal or extension, with an organization or individual represented on the Board, must meet the following requirements:

- a) Approve the contract by a two-thirds (2/3rd) vote of the Board, when a quorum has been established;
- b) Board members who could benefit financially from the transaction or who have any relationship with the contracting vendor must disclose any such conflicts prior to the board vote on the contract;
- c) Board members who could benefit financially from the transaction or board members who have any relationship with the contracting vendor must abstain from voting on the contracts; and
- d) Prior to entering such contracts, contracts \$10,000 or higher require Florida Department of Economic Opportunity (DEO) and CareerSource Florida approval. Contracts less than \$10,000 do not require approval but notification.

Prior to entering into any Related Party Contract with any Related Party, the proposed Related Party Contract must be brought before the Board for consideration and approval. The Board shall ensure that: (i) the Board member or employee with the conflict removes himself or herself from the room prior to any discussions at any meeting, including subcommittee meetings, involving the contract; (ii) the Board member or employee with the conflict is not physically present during the voting; and (iii) the Board member with the conflict abstains from any vote regarding the Related Party Contract.

All related party contracts approved on or after July 1, 2021 must be published on CSTB's website within 10 days after approval by the board or DEO, whichever is later, and remain published for at least one year after termination of the contract.

Information

The Workforce Innovation and Opportunity Act (WIOA) implemented in 2014 provided for training services using Individual Training Accounts (ITA). ITAs are provided through eligible providers of such services. CareerSource Tampa Bay identifies and maintains a list of qualified training institutions to provide occupational training in skill areas of sustained labor market demand or growth. ITAs are provided to program-specific eligible individuals to assist in funding identified educational programs with the institution selected by the individuals. The workforce development system under WIOA emphasizes informed customer choice.

Related Party and Transaction

Organization Name	Board Member	Amount not to exceed
CNA Training & Testing Center dba Career Training Institute	Dr. Vanity Barr-Little	\$ 50,000

Recommendation

Approval of ITAs with CNA Training & Testing Center dba Career Training Institute, from the date approved by both DEO and CareerSource Florida through June 30, 2022.



Action Item

Related Party Training Services - Ultimate Medical Academy

Background

Local Workforce Development Boards (LWDBs) are required to comply with all requirements of Section 445.007, Florida Statutes, prior to contracting with a board member, with an organization represented by its own board member, or with any entity where a board member has any relationship with the contracting vendor. This section mandates all LWDBs, entering a contract, including contract renewal or extension, with an organization or individual represented on the Board, must meet the following requirements:

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Related Party and Transaction

Organization Name	Board Member	Amount not to exceed
Ultimate Medical Academy	Robert “Geordie” Hyland	\$ 50,000

Recommendation

Approval of ITAs with Ultimate Medical Academy, from the date approved by both DEO and CareerSource Florida through June 30, 2022.



Action Item

WIOA Dislocated Worker Fund Transfer Approval

Background: Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, Section 133(b)(4) provides the authority for Local Workforce Development Boards (LWDBs), with the approval of the Governor, to transfer up to and including 100 percent of the funds allocated to local areas for adult activities for expenditure on dislocated worker activities, and up to 100 percent of funds allocated to local areas for dislocated worker activities for expenditure on adult activities. Funds may not be transferred to or from the WIOA Youth program.

Funds may be transferred between the Adult and Dislocated Worker programs when the criteria established in *CareerSource Florida Administrative Policy 118, Adult and Dislocated Worker Funds Transfer Authority* have been met. There is no established limit on the number of transfer requests a LWDB may submit in a program year. When funds are transferred from one program to another, the transferred funds adopt the identity of the new funding source and are bound by all the requirements of that source.

Information: Effective September 27, 2021, the Local Workforce Development Board must request Florida Department of Economic Opportunity (DEO) prior approval to expend dislocated worker funds for expenditures on adult activities, or vice versa utilizing the *Prior Approval Transfer Request Form - WIOA Adult and Dislocated Worker Programs*. If the request to transfer one program's funding for the other program's activities exceeds 25% of the program's annual allocation, the form must be signed by the LWDB Chair after the full board votes to approve the request to transfer funds.

Dislocated Worker to Adult funds transfer request:

Program Year	Program	Total Award Amount	Amount of Adult Requested to be Spent on DW	Percentage of Adult Requested to be Spent on DW	Amount of DW Requested to be Spent on Adult	Percentage of DW Requested to be Spent on Adult
2020	Dislocated Worker	2,950,724.00	0.00	0	1,000,000.00	34%
2021	Dislocated Worker	2,341,733.00	0.00	0	1,000,000.00	43%

CSTB has sufficient Dislocated Worker funds to serve dislocated workers in the local area for the remainder of the program year.

Recommendation:

Staff recommend approval of the funds transfer from Dislocated Worker to Adult as stated in the above table and more fully described in the attached DEO Prior Approval Transfer Request Form - WIOA Adult and Dislocated Worker (DW) Programs.

Prior Approval Transfer Request Form - WIOA Adult and Dislocated Worker (DW) Programs
From 7/1/2021 through 6/30/2022

LWDB Number and Name (Requestor): CareerSource Tampa Bay - LWDB 15

Name / Title of Requestor Representative: Sheila Doyle, CFO

Adult and Dislocated Worker Transfer Request

Program Year	Program	Total Award Amount	Amount of Adult Requested to be Spent on DW	Percentage of Adult Requested to be Spent on DW	Amount of DW Requested to be Spent on Adult	Percentage of DW Requested to be Spent on Adult
2020	Dislocated Worker	2,950,724.00	0.00	0	1,000,000.00	34%
2021	Dislocated Worker	2,341,733.00	0.00	0	1,000,000.00	43%

COMPLETE THE BELOW SECTIONS FOR REQUESTS THAT EXCEED 25% OF THE PROGRAM'S ANNUAL ALLOCATION

Reason for requesting the use of one program's funding for the other (e.g. anticipated depletion of current funds, changes in labor market conditions, etc.):

The majority of participants that are requesting training services under Occupational Skills Training or On-the-Job Training are eligible under the Adult Program rather than the Dislocated Worker program or funding. It is anticipated that our Adult funds would be exhausted if the request is not granted and we would be required to close Adult enrollment. There is a high incidence of Adults given priority under Priority of Service.

A description of outreach/marketing activities conducted to ensure underserved populations were aware of available services:

We have a robust outreach and marketing activities through our CareerSource Tampa Bay marketing department. This includes press releases to the community, ongoing social media, outreach through email media via constant contact, our large and growing One Stop partners, Community partners and our American job centers especially our CSTB satellite centers serving underserved populations in the Hillsborough community. Added linkage is in place with our CSTB programs such as RESEA, SNAP E&T, and WP programs. Use of the call center to support CSTB outreach efforts.

Labor market conditions contributing to the need for the transfer:

Our local unemployment rate (3.9% September 2021) is much lower than the state's average now (4.9% September 2021) and there are a low level of Dislocated workers presenting inquiring about training or work-based training services.

The number of participants originally planned to be served by the base allocation compared to the estimated number of participants expected to be served after funds are transferred.

Initial training goals were to enroll new or continue training services for close to 300-325 adults under Adult funding. With the transferred funds, we would target to enroll an additional 175-200 additional adults under Adult funding.

COMPLETE THE BELOW CERTIFICATION FOR REQUESTS THAT EXCEED 25% OF THE PROGRAM'S ANNUAL ALLOCATION

I certify the following:

1. When transferring from Adult to Dislocated Worker - The LWDB has sufficient funds to serve the WIOA Adult priority populations.
2. When transferring from Dislocated Worker to Adult - The LWDB has sufficient Dislocated Worker funds to serve dislocated workers in the local area; there are no pending layoffs that may impact the need for dislocated workers in the local area.
3. The full board voted to approve this request to transfer funds and a copy of the LWDB's meeting minutes are included with this request.

I certify the above information is true and correct.

Signature of Board Chair

Print Name

Date



Information Item

ROI Impact Analysis

Information:

CSTB Executive Staff commissioned an Impact Analysis of our CareerSource Tampa Bay Workforce System in May of 2021. This was done to identify areas of strength, and opportunities for improvement for the public workforce system in Hillsborough County, for which CareerSource Tampa Bay is responsible for. In addition, FL House Bill 1507, formally identified as the REACH (Re-imaging Education and Career Help) Act of 2021, passed with unanimous consent in both legislative chambers, identifies that ascertaining “return on investment” will be a priority going forward. CSTB Executive team through a proactive approach was best, and commissioned EMSI (Economic Modeling Systems, International, Inc) to provide the formula, process, reporting and executive summary functions of this report. This represents a draft report of the study, in its final form. CSTB Executive chose the study period of calendar year 2019, as we wanted to see a view of ROI within a normal functioning year. That said, many of the program participants exited services during the height of the COVID 19 pandemic.

As you can see, EMSI uses a complex set of identifiers and metrics to properly measure impact (in the form of a return-on-investment structure). The report shows a positive of ROI equation of \$1.26 benefit to the community for every dollar spent. In terms of total dollars of impact above expense, it relates to an approximately \$4.5 million net positive to the CareerSource Tampa Bay region of Hillsborough County. Attached to this item, for your review, are the Executive Summary and Detailed Impact Analysis for your review.



THE ECONOMIC VALUE OF CareerSource Tampa Bay

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Executive summary

This report assesses the impact of CareerSource Tampa Bay (Tampa Bay) ¹ on the county's economy and the benefits generated by the organization for the region's taxpayers. The results of this study reflect Program Year (PY) 2019 and shows the net impact Tampa Bay has on the region's economy and its return on investment for taxpayers. The year 2019 was chosen to analyse the post program earnings and benefits obtained by the participants and better reflect the pre-Covid conditions. However, it is important to take into account that results were directly affected by COVID, especially when it comes to employment numbers. Tampa Bay service region, for this economic impact analysis, refers to the 56 ZIPs that compose the Tampa Bay area.

¹ For simplicity purposes, we will refer to the CareerSource Tampa Bay as Tampa Bay for the rest of the report.



INVESTMENT ANALYSIS



Investment analysis is the practice of comparing the costs and benefits of an investment to determine whether it is profitable or not. This study considers Tampa Bay as an investment from the perspective of the county's taxpayers.

Tampa Bay's programs are fully supported via federal government funding that is passed through the State of Florida as well as the state government, competitive grants, and philanthropic endeavors. Tampa Bay received **\$17.5 million** in funding during CY 2019. Approximately **\$7.2 million** from Workforce Innovation and Opportunity Act (WIOA) funding and the remaining **\$10.3 million** from non-WIOA competitive grants.

As a result of Tampa Bay programs, participants receive the training and support they need to become gainfully employed or to increase their earnings. As participants earn more, the region's economy—and consequently Florida's economy—experiences increased tax revenues and public sector savings. Across all Tampa Bay's WIOA programs, the region's taxpayers will see a benefit-cost ratio of **0.85**. For the Non-WIOA program looked at in this report, Wagner-Peyser, the benefit cost ratio is 6.83. On the WIOA programs, the highest benefit-cost ratio comes from the Dislocated Worker program, equaling 0.89.

The table below provides the benefit-cost ratios at the individual type of program level. Note that program-to-program comparisons should not be made based

As participants earn more, the region's economy—and consequently Florida's economy—experiences **increased tax revenues and public sector savings**.

solely on benefit-cost ratios—a myriad of factors result in the variance between programs. Differentiating factors include, but are not limited to:

- unique target populations facing barriers to employment,
- amount of funding,
- services and trainings provided
- point-of-time in contract, particularly for non-WIOA programs (first year, middle years, last year)

Youth programs and programs from competitive grant funding typically see lower ratios because they tend to serve populations with more barriers to employment compared to the broader Adult and Dislocated Worker service populations or may have non-employment-based outcomes (in particular for Youth). In the case of Tampa Bay, the benefit-cost ratios for the programs remain below 1, indicating a net-negative benefit-cost ratio.

For the programs with a net-negative (less than 1) benefit-cost ratio, it is important to consider that the benefits to program participants and society cannot be understated despite not being quantified in the analysis. As an example, the expected tax benefits from a Youth program participant re-enrolling in school are only represented as government savings, and their increased income-potential (assuming completing school) is not readily apparent.

Nonetheless, it is important to understand that a net-negative benefit-cost ratio for youth-related programs and Dislocated Worker is not unique to Tampa Bay. In analysis of other workforce boards throughout the country, a ratio of less than 1 is common for these programs. This can be attributed to a series of factors, including lower wages and lower employment percentages once leaving the program when compared to participants in other programs.

Important note

When reviewing the impacts estimated in this study, it is important to note that it reports impacts in the form of added income rather than sales. Sales includes all of the intermediary costs associated with producing goods and services. Income, on the other hand, is a net measure that excludes these intermediary costs and is synonymous with gross regional product (GRP) and value added. For this reason, it is a more meaningful measure of new economic activity than sales.

BENEFIT-COST RATIO OF WIOA PROGRAMS,
INDIVIDUALLY AND COMBINED, CY 2019

Program	Benefit-Cost Ratio
WIOA Programs combined	0.85
Adult/Dislocated Workers combined	0.88
Adult	0.89
Dislocated Worker	0.86
Youth	0.77
Non-WIOA Program	
WP	6.83

Source: Emsi Impact Model.

ECONOMIC IMPACT ANALYSIS

During CY 2019, Tampa Bay spent \$10.07 million on payroll and benefits for 117 full-time and 1 part-time employee. This initial round of spending creates more spending across other businesses throughout the regional economy, resulting in the commonly referred to multiplier effects. This analysis estimates the net economic impact of Tampa Bay that directly considers the fact that local dollars spent on Tampa Bay could have been spent elsewhere in the region if not directed towards the organization and would have created impacts regardless. We account for this by estimating the impacts that would have been created from the alternative spending and subtracting the alternative impacts from the spending impacts of Tampa Bay.

This analysis shows that in CY 2019, the day-to-day operations spending of Tampa Bay generated **\$16.5 million** in added income to the county's economy. This is equivalent to creating approximately 192 jobs.



ACKNOWLEDGMENTS

Emsi gratefully acknowledges the excellent support of the staff at CareerSource Tampa Bay in making this study possible. Special thanks go to John Flanagan, Executive Director of CareerSource Tampa Bay for approving this study, as well as Chad Kunerth, Director of MS and Data Services and Sheila Doyle, Chief Financial Officer, who assisted in providing the necessary information so this study could be conducted.

CHAPTER 1:

Introduction





TAMPA BAY FUNDS SERVICES that can be measured in clear economic terms and generates a wide array of benefits through its programs and its own day-to-day operations. Individuals benefit from workshops, career planning services, and job training programs. Employers benefit from consultation services, customized and on-the-job training programs, and a readily accessible pool of potential job candidates. Furthermore, as more jobseekers find in-demand jobs, the public benefits from higher regional earnings and lower unemployment rates. Section 1 outlines the various programs funded by Tampa Bay. Tampa Bay service region refers to the 56 ZIPs that compose the Tampa Bay area, located in the state of Florida.

This report assesses the impact of Tampa Bay on the local economy and the benefits generated by the organization for taxpayers. The approach is twofold. We first analyze the results obtained through each one of the programs. The second component of the study measures the benefits generated by Tampa Bay for state taxpayers. We start by measuring participants' increased earnings as a result of the services they received from Tampa Bay's programs. This leads to increased state tax revenues and public sector savings stemming from a reduced demand for social services. We compare these benefits to the taxpayer-based funding Tampa Bay received for its programs. The end result is a benefit-cost ratio.

Section 3 provides the methodology and results combined across all programs, whereas Section 4 breaks down the results by program. Finally, Section 5 provides a sensitivity analysis and Section 6 analyzes the impacts of Tampa Bay. To derive results for Section 6, we rely on a specialized Multi-Regional Social Accounting Matrix (MR-SAM) model to calculate the added income created in Florida's economy as a result of Tampa Bay's day-to-day operations spending.

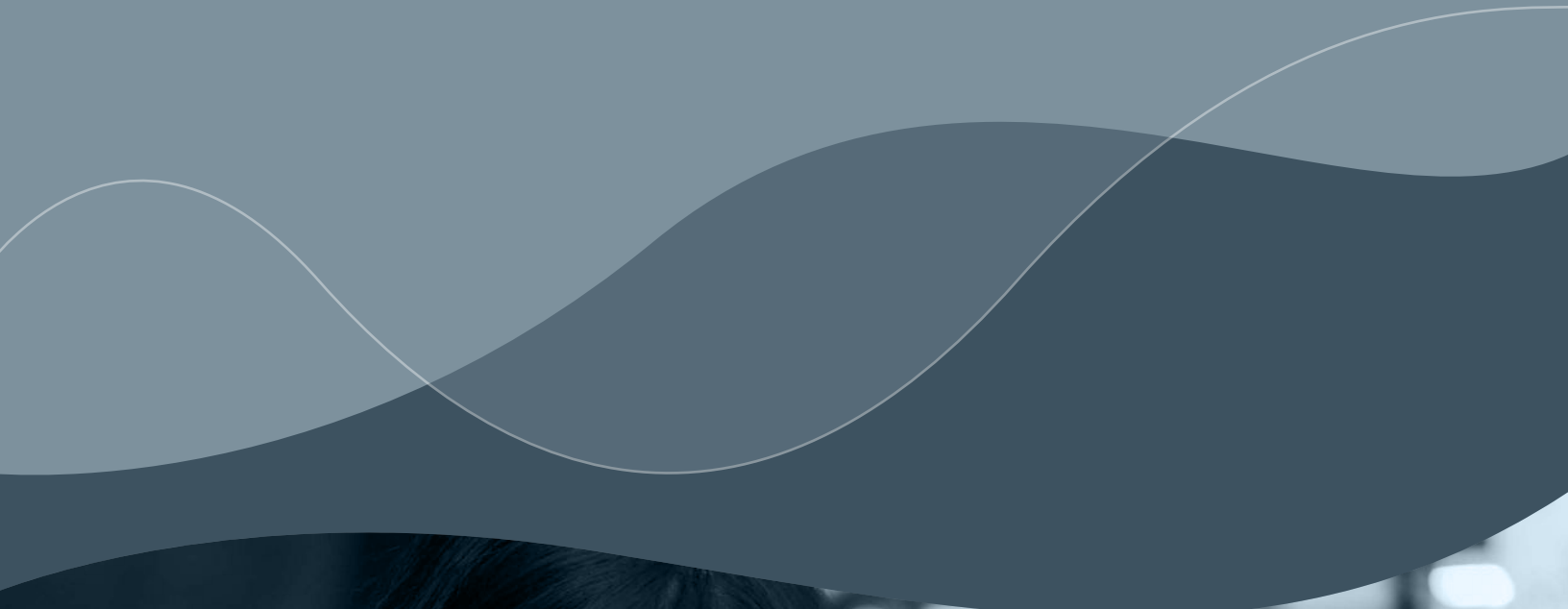
Tampa Bay benefits the region beyond influencing the lives of participants in its programs.

The study uses a wide array of data that are based on several sources, including the CY 2019 participant and financial reports from Tampa Bay; industry and employment data from the Bureau of Labor Statistics and Census Bureau; outputs of Emsi's impact model and MR-SAM model; and a variety of published materials relating training to social behavior. See the Resources and References section and the appendices for more information on these sources and models.



CHAPTER 2:

Profile of Tampa Bay and the Regional Economy





About Tampa Bay

Gainful employment is the key element in economic success for any region; individuals require it in order to support themselves and businesses need the skilled workforce it creates in order to grow and thrive. But work isn't simply an economic necessity—it is also essential to people's overall well-being to find purpose in their lives. To these ends, Tampa Bay strives to support individual and business prosperity in the county and Florida. There were three types of services funded by Tampa Bay in CY 2019:

- **Training services**—includes Occupational Skills Training through qualified training providers, Individual Training Accounts, and On-The-Job training provided by employers.
- **Non-training services**—those services that do not include a formal training service.
 - **Individualized services**—includes more comprehensive assessment; one-on-one counseling; basic skills education; workshop education such as interview skills, resume development, career exploration; career plan development; and other staff assisted help.
 - **Basic career services**—includes outreach, basic workshops, and job interview assistance.





Tampa Bay operates as a division of a state agency. In order to fulfill its mission, Tampa Bay coordinates grants and funding from a variety of federal, state, local, and private sources, and partners with stakeholders like businesses, labor groups, government, and all levels of educational institutions.

In any year, Tampa Bay supports a wide variety of programs and initiatives. These primarily consist of its core programs, funded through the Workforce Innovation and Opportunity Act (WIOA) programs: Adult Worker, Dislocated Worker and Youth as well as non-WIOA programs such as TAA, SNAP, WT and WP. For the purposes of this study, we will look at WP.

The following subsections provide a summary of each of these programs and their participation statistics for CY 2019. All data in these subsections were reported by Tampa Bay. All data in these subsections was reported by Tampa Bay.

Adult Worker

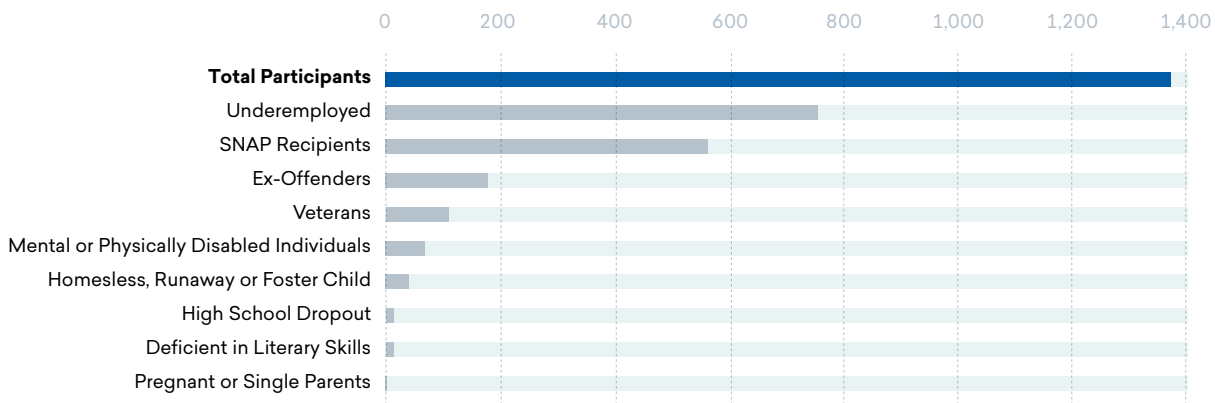
A substantial share of Tampa Bay's operations center on assisting adult workers throughout the region in a variety of services. Assisting adult workers is a twofold benefit to the region and the state; as it improves the lives of the individuals who use Tampa Bay supported services, and it helps local businesses thrive by meeting their staffing needs.

Tampa Bay's Adult Worker program includes services like adult basic education, career planning, and other occupational and on-the-job training.

PARTICIPANT STATISTICS

In CY 2019, Tampa Bay's Adult Worker program served a total of 1,383 enrolled participants. Of those enrolled in the program, 973 participants exited the during the program year. On average, it was reported that participants spent 694 days in the program. Of exited participants, 208 were employed before entering the program.

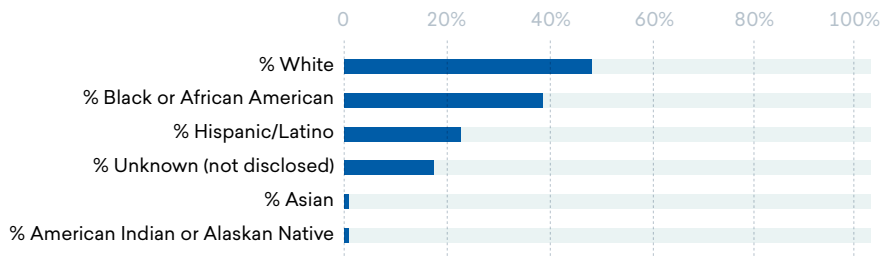
Figure 2.1: TYPES OF PARTICIPANTS IN THE ADULT WORKER PROGRAM



Note: participants had the option to select more than one category
Source: Tampa Bay

Demographically, participants were on average **35** years old and **42.2%** female. The following figures provide a demographic breakdown by race and ethnicity. White, non-Hispanic/Latino individuals represented **34%** of participants while **50%** were participants of color.

Figure 2.2: RACE/ETHNICITY OF PARTICIPANTS IN THE ADULT WORKER PROGRAM



Source: Tampa Bay

About 60% of Adult Worker participants had a high school diploma (includes equivalency) or less. On the other end of the education spectrum, 14% have a bachelor's degree or above.

OUTCOMES

Of those who participated in the Adult Worker program, 973 participants exited in CY 2019. Of the 1,383 enrolled participants, 1,229 were receiving training and 154 received non-training individualized services. We must keep in mind that some of the participants are duplicated in within programs. Upon exiting the program, 209 participants had found employment. This number increased to 245 by Q4. Of those participants, the reported average hourly salary was \$19.5.

Dislocated Worker

The Dislocated Worker program attempts to mitigate the negative effects of layoffs either by getting laid off individuals back to work as quickly as possible or by finding a way to support the employer to avoid the layoff altogether.

Dislocated workers include those whose job loss is due to a permanent business closure, a substantial layoff, foreign competition, or lack of demand for particular skills. They also include those who have exhausted their unemployment benefits and are unlikely able to return to their previous occupation, as well as a number of other categories.

PARTICIPANT STATISTICS

In CY 2019, Tampa Bay's Dislocated Worker program served a total of 788 enrolled participants. Of those enrolled, 532 participants exited the program during the program year. On average, it was reported that participants spent 789 days in the program. Of exited participants, 109 were employed before entering the program.

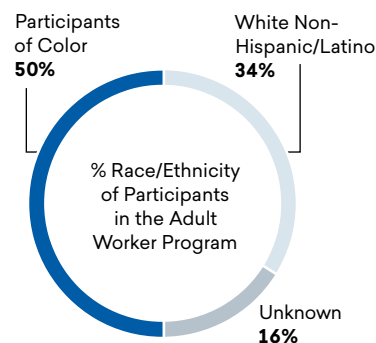
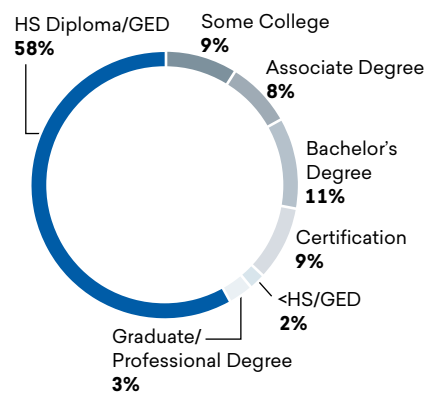
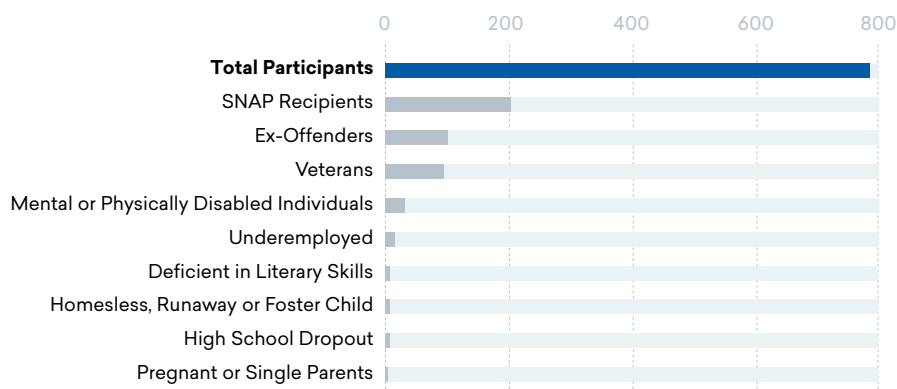


Figure 2.3: LEVEL OF EDUCATION OF PARTICIPANTS IN THE ADULT WORKER PROGRAM



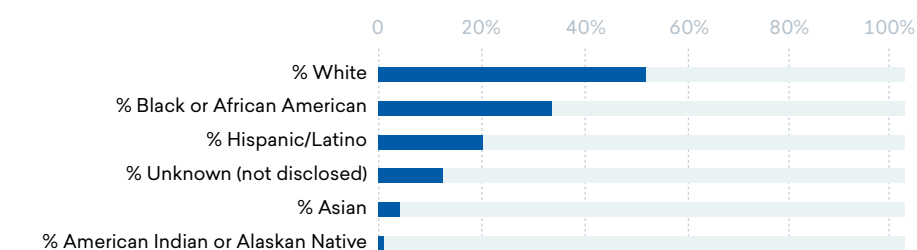
Source: Tampa Bay

Figure 2.4: TYPES OF PARTICIPANTS IN THE DISLOCATED WORKER PROGRAM



Note: participants had the option to select more than one category
Source: Tampa Bay

Figure 2.5: RACE/ETHNICITY OF PARTICIPANTS IN THE DISLOCATED WORKER PROGRAM



Source: Tampa Bay

Of the participants, **93** indicated they were Veterans. Participants were on average **44** years old and **50.9%** were female. The following figures provide demographic breakdowns by race and ethnicity. White, non-Hispanic/Latino individuals represent **37%** of participants while **51%** are participants of color.

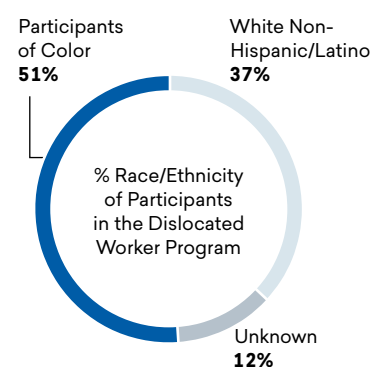
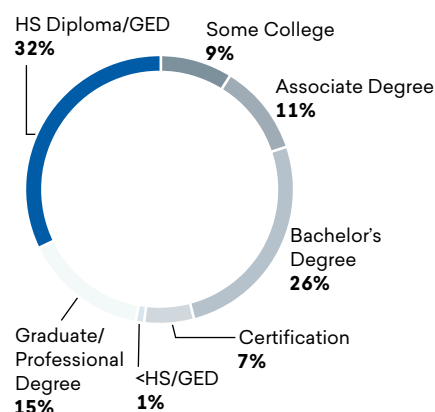


Figure 2.6: LEVEL OF EDUCATION OF PARTICIPANTS IN THE DISLOCATED WORKER PROGRAM



Source: Tampa Bay

OUTCOMES

Of those who participated in the Dislocated Worker program, 109 participants exited in CY 2019. Of the 773 participants, 672 received training-related services and 116 received non-training related services. Upon exiting the program, 61 participants had found employment, a value that increase to 120 by Q4. Of those participants, the reported average hourly salary was \$27.

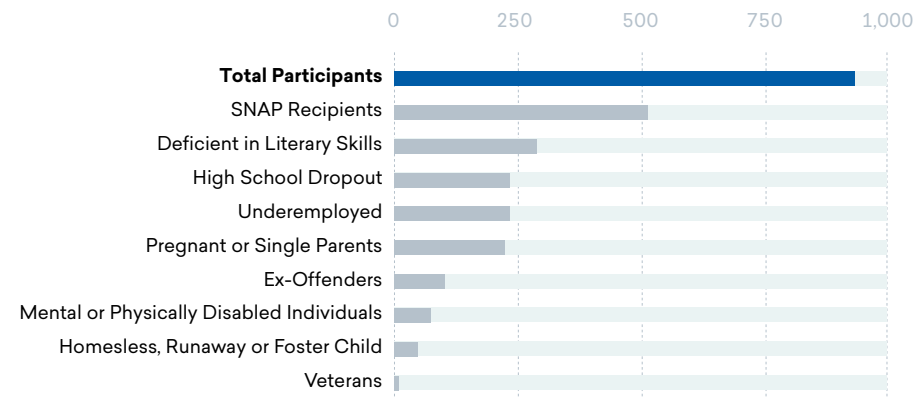
Youth

Tampa Bay oversees the administration of WIOA funds designated to increase employment and career readiness among Florida's youth, or those aged 14 to 24 years old. The Youth network supports Florida's young workers, especially low-income youth and those with obstacles to employment. It offers work readiness training and counseling, as well as supports certificate and degree attainment.

PARTICIPANT STATISTICS

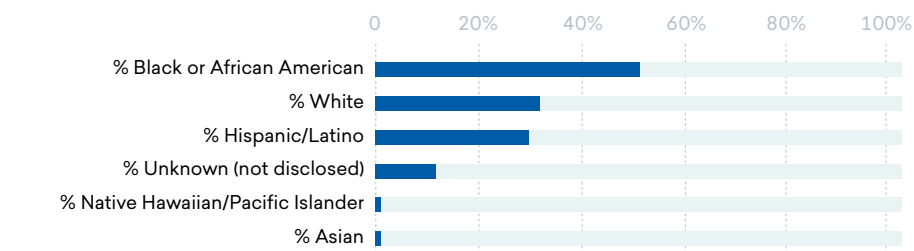
In CY 2019, Tampa Bay's Youth program served a total of 911 enrolled participants. Of those enrolled, 551 participants exited the program during the program year. On average, it was reported that participants spent 1,367 days in the program. Of exited participants, 233 were employed before entering the program.

Figure 2.7: TYPES OF PARTICIPANTS IN THE YOUTH PROGRAM



Note: participants had the option to select more than one category
Source: Tampa Bay

Figure 2.8: RACE/ETHNICITY OF PARTICIPANTS IN THE YOUTH PROGRAM



Source: Tampa Bay

Demographically, participants were on average **20** years old and **56.5%** female. Of the Youth participants, **75%** were people of color, while **14%** identified as White Non-Hispanic/Latino. The image below shows the demographic breakdown of participants.

OUTCOMES

Of those who participated in the Youth program in CY 2019, 551 participants exited the program in CY 2019. From the participants, 7 enrolled in higher education, while 59 achieved high school diploma or GED. In a sample of 196 Youth participants with records indicating employment at exit, average hourly wages were \$13.86.

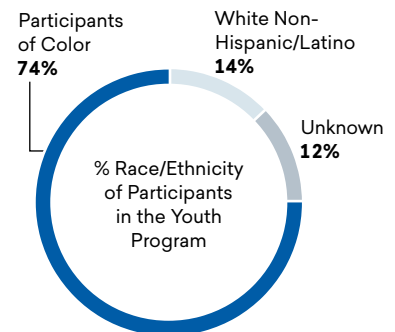
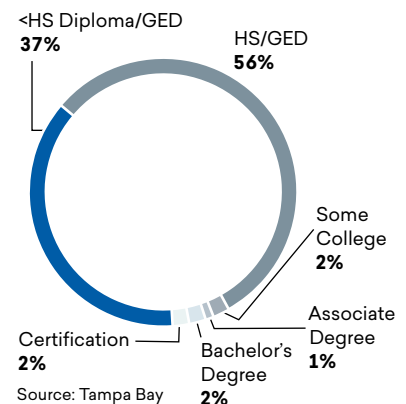


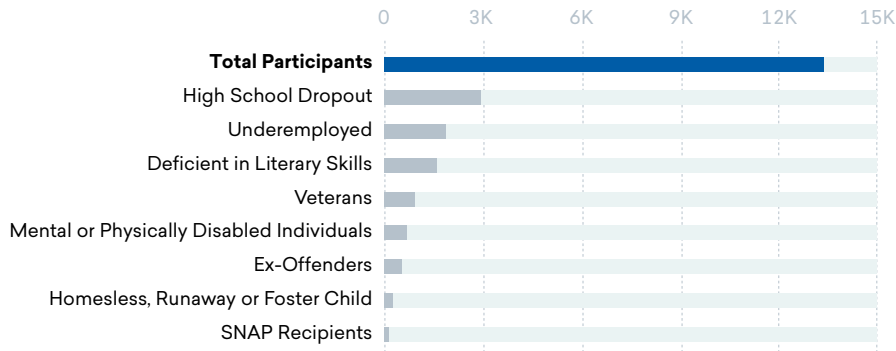
Figure 2.9: LEVEL OF EDUCATION OF PARTICIPANTS IN THE YOUTH PROGRAM



WP Program

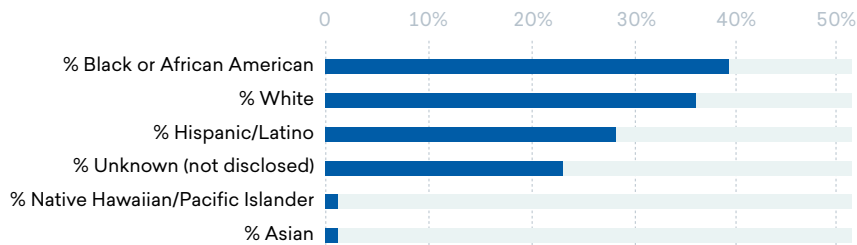
The Wagner-Peyser program seeks to improve the functioning of the nation's labor market by connecting individuals seeking employment and employers seeking workers.

Figure 2.7: TYPES OF PARTICIPANTS IN THE WP PROGRAM

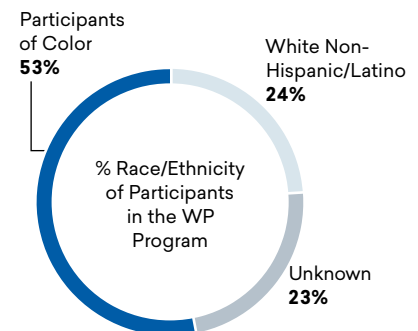


Note: participants had the option to select more than one category
Source: Tampa Bay

Figure 2.8: RACE/ETHNICITY OF PARTICIPANTS IN THE WP PROGRAM



Source: Tampa Bay



PARTICIPANT STATISTICS

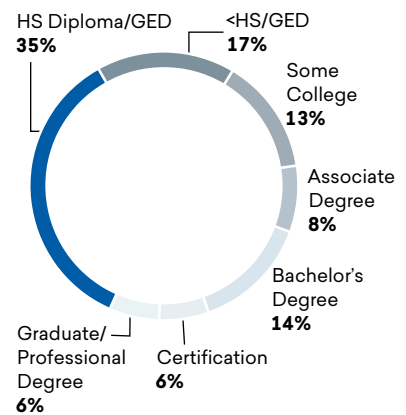
In CY 2019, Tampa Bay's WP program served a total of 13,572 enrolled participants. Of those enrolled, 11,913 participants exited the program during the program year. On average, it was reported that participants spent 200 days in the program. Of exited participants, 509 were employed before entering the program.

Demographically, participants were on average **39** years old and **48.9%** female. Of the WP participants, **53%** were people of color, while **24%** identified as White Non-Hispanic/Latino. The image below shows the demographic breakdown of participants.

OUTCOMES

Of those who participated in the WP program, 11,913 participants exited in CY 2019. Of the 13,572 participants, all participants received non-training related

Figure 2.9: LEVEL OF EDUCATION OF PARTICIPANTS IN THE WP PROGRAM



Source: Tampa Bay

services. Upon exiting the program, 1,173 participants had found employment. Of those participants, the reported average hourly salary was \$9.3.

PROGRAM PARTICIPANT OVERVIEW	WIOA			Non-WIOA
	Adult Worker	Dislocated Worker	Youth	WP
Avg. length of program (days)	87	215	720	200
Participants who exited the program	2,020	532	750	11,913
Average age	39	44	21	39
% Female	53%	56%	63%	48.9%
% Black or African American	21%	13%	17%	35.5%
# pregnant or single parent	0	0	192	0
# deficient in basic literacy skills	114	51	838	1,620
# ex-offenders	283	58	43	574
# mental or physically disabled	242	37	175	1,767
# underemployed	9	7	4	1,890
# SNAP recipients	608	116	195	32
# employed prior to entering program (of exits)	445	17	153	509
# school dropout	201	79	218	2,935
# achieved professional, industry, or other recognized certificate	246	307	304	0
Total PY 19 Participants	2,259	773	931	13,572



TAMPA BAY'S ECONOMY



Tampa Bay serves the Tampa Bay area and from early on, it has been pursuing and investing resources to improve the quality of the workforce in the region as well as the state as a whole. Before we look at the impacts and benefits created by Tampa Bay on the regional economy, it is important to gain context on the regional industry composition.

Table 2.1 provides the breakdown of jobs by industry in the region. Among the region's non-government industry sectors, the Professional and Technical Services sector is the largest employer, supporting 69,095 jobs or 10.4% of total employment in the region. The second largest employer is the Finance & Insurance sector, supporting 66,623 jobs or 10.0% of the region's total employment. Altogether, the region supports nearly 666.8 thousand jobs.²

Table 2.1: JOBS BY MAJOR INDUSTRY SECTOR IN TAMPA BAY, 2021

Industry sector	Total jobs	% of Total
Agriculture, Forestry, Fishing, & Hunting	5,387	0.8%
Mining, Quarrying, & Oil and Gas Extraction	96	<0.1%
Utilities	1,560	0.2%
Construction	40,017	6.0%
Manufacturing	21,840	3.3%
Wholesale Trade	28,163	4.2%
Retail Trade	51,929	7.8%
Transportation & Warehousing	27,033	4.1%
Information	13,631	2.0%
Finance & Insurance	66,623	10.0%
Real Estate & Rental & Leasing	36,416	5.5%
Professional & Technical Services	69,095	10.4%
Management of Companies & Enterprises	10,025	1.5%
Administrative & Waste Services	58,196	8.7%
Educational Services	14,543	2.2%
Health Care & Social Assistance	66,120	9.9%
Arts, Entertainment, & Recreation	16,497	2.5%
Accommodation & Food Services	38,587	5.8%
Other Services (except Public Administration)	37,261	5.6%
Government, Non-Education	27,344	4.1%
Government, Education	36,391	5.5%
Total	666,756	100.0%

Source: Emsi industry data.

² Job numbers reflect Emsi's complete employment data, which includes the following four job classes: 1) employees that are counted in the Bureau of Labor Statistics' Quarterly Census of Employment and Wages (QCEW), 2) employees that are not covered by the federal or state unemployment insurance (UI) system and are thus excluded from QCEW, 3) self-employed workers, and 4) extended proprietors.

Table 2.2: LABOR AND NON-LABOR INCOME BY MAJOR INDUSTRY SECTOR IN TAMPA BAY, 2021*

Industry sector	Labor income (millions)	Non-labor income (millions)	GRP (millions)**	% of total income
Agriculture, Forestry, Fishing & Hunting	\$179	-\$43	\$135	0.2%
Mining, Quarrying, & Oil and Gas Extraction	\$5	\$4	\$8	<0.1%
Utilities	\$230	\$626	\$856	1.3%
Construction	\$2,570	\$536	\$3,106	4.5%
Manufacturing	\$1,652	\$1,618	\$3,271	4.8%
Wholesale Trade	\$2,672	\$2,921	\$5,593	8.2%
Retail Trade	\$2,205	\$1,406	\$3,610	5.3%
Transportation & Warehousing	\$1,111	\$230	\$1,341	2.0%
Information	\$1,271	\$3,025	\$4,297	6.3%
Finance & Insurance	\$6,398	\$5,919	\$12,316	18.0%
Real Estate & Rental & Leasing	\$1,761	\$1,595	\$3,356	4.9%
Professional & Technical Services	\$6,013	\$1,468	\$7,481	10.9%
Management of Companies & Enterprises	\$1,185	\$94	\$1,279	1.9%
Administrative & Waste Services	\$2,592	\$529	\$3,121	4.6%
Educational Services	\$595	\$94	\$689	1.0%
Health Care & Social Assistance	\$4,170	\$618	\$4,788	7.0%
Arts, Entertainment, & Recreation	\$553	\$258	\$811	1.2%
Accommodation & Food Services	\$949	\$500	\$1,449	2.1%
Other Services (except Public Administration)	\$1,126	\$4,070	\$5,196	7.6%
Government, Non-Education	\$2,363	\$944	\$3,307	4.8%
Government, Education	\$2,372	\$0	\$2,372	3.5%
Total	\$41,972	\$26,410	\$68,382	100.0%

* Data reflect the most recent year for which data are available. Emsi data are updated quarterly.

** Numbers may not add due to rounding.

Source: Emsi industry data.

Table 2.2 summarizes the breakdown of the regional economy by major industrial sector, with details on labor and non-labor income. Labor income refers to wages, salaries, and proprietors' income. Non-labor income refers to profits, rents, and other forms of investment income. Together, labor and non-labor income comprise the region's total income, which can also be considered as the region's gross regional product (GRP).

As shown in Table 2.2, the total income, or GRP, of Tampa Bay is approximately \$68.4 billion, equal to the sum of labor income (\$42.0 billion) and non-labor income (\$26.4 billion). In Section 2, we use the total added income as the measure of the relative impacts of Tampa Bay on the state economy.

Combined Investment Analysis Results for WIOA and Wagner-Peyser



This chapter outlines the methodology for determining the return on investment of Tampa Bay's programs. We present the methodology by looking at the collective return on investment for the WIOA and non-WIOA programs. Return on investment is reported as a benefit-cost ratio in the following section.





THE BENEFITS GENERATED by Tampa Bay affect the lives of many people. Participants receive the training and support they need to become gainfully employed or to increase their earnings. As participants earn more, communities and citizens throughout the region benefit from an enlarged economy and a reduced demand for social services. For the purpose of this report, benefits primarily consisted of increased income tax revenues for the region.

Investment analysis is the process of evaluating total costs and measuring these against total benefits to determine whether or not a proposed venture will be profitable. If benefits outweigh costs, then the investment is worthwhile. If costs outweigh benefits, then the investment will lose money and is, thus, considered infeasible. In this case, costs are equal to the contribution of federal government funding passed through the State of Florida to Tampa Bay for each program along with any state and local funding. Benefits consist of increased state tax revenues and public sector savings.

The pivotal step here will be to hone in on the public benefits that specifically translate into higher tax revenues. For example, benefits resulting from earnings growth are limited to tax payments within the state. Similarly, savings related to improved health, reduced crime, and fewer welfare and unemployment claims are limited to those received strictly by state and local government. In all instances, benefits to private residents, local businesses, or the federal government are excluded.

As participants **earn more**, communities and citizens throughout the region **benefit** from an enlarged economy and a reduced demand for social services.

PARTICIPANT HIGHER EARNINGS

As a Workforce Development Board, Tampa Bay provides services and training that lead to employment outcomes from program participants, as well as funding, oversight, and management of contracted programs through third-party vendors that directly assist program participants. In the state of Florida, contracted programs are most often run through American Job Centers but, in certain instances, can also be ran through other public-private partnerships or community-based organizations.

The first step in measuring the return on investment of Tampa Bay's programs is to determine participant earnings outcomes. For the purpose of this analysis, the return-on-investment analysis considers the participants of each program, not just the exits. We are particularly interested in the change in earnings for participants before and after they entered a program, as these represent the marginal benefit from participating in the program. Thankfully, Tampa Bay was able to provide the average wages prior to participation in a program. Additionally, Tampa Bay was able to provide post-program earnings for all the programs included in this analysis, along with the estimated number of participants employed at exit, Q2 after exit, Q3 and Q4 after completing a program.³ Consequently, we are able to directly analyze pre—and post-program earnings.

In order to calculate pre-program earnings, the participants were split into two categories: employed and unemployed.⁴ Approximately 18% of participants were employed prior to entering a program funded by Tampa Bay. To estimate pre-program earnings for employed participants at enrollment, the Florida living wage (an hourly rate an individual must earn to support themselves) of \$14.82 per hour was used.⁵ This hourly rate was then converted to annual earnings using the average hours worked per week for each program. Thus, we arrive at the pre-program earnings for those participants employed before entering Tampa Bay program.

For the 82% of participants that were unemployed at enrollment, an estimated 10% of them received unemployment insurance (UI).⁶ Multiplying the maximum weekly benefit amount for Florida (\$243) by the maximum number of weeks people can receive UI in Florida (14 weeks), we arrive at the annual earnings the unemployed participants receive from UI (\$3300). Those unemployed participants



3 For all programs, Tampa Bay provided the hourly wages along with the average hours worked per week for each program, which allowed Emsi to calculate the average annual earnings for these programs.

4 Employment data supplied by CareerSource Tampa Bay.

5 Living wage data for Florida was supplied by the Massachusetts Institute of Technology and adjusted for inflation (<http://livingwage.mit.edu/states/41>). The living wage for one adult was used for the purpose of this report.

6 Unemployment insurance rates supplied by the National Employment Law Project (<https://waysandmeans.house.gov/wp-content/uploads/2016/09/20160907HR-Testimony-Conti.pdf>).

who receive no unemployment insurance are assumed to have \$0 in annual income. Table 3.1 displays the pre-program earnings across the pre-program employment status categories.

Table 3.1: PRE-PROGRAM EARNINGS, CY 2019

ADJUSTING FOR UNEMPLOYMENT	Percent	Participants	Earnings
Employed	18%	550	\$34,864
Unemployed	82%	2,532	\$330
Unemployed with UI benefits	10%	253	\$3,300
Unemployed without UI benefits	90%	2,279	\$0
Total weighted average*	82%	3,082	\$5,994

Source: Tampa Bay and Emsi impact model

* Numbers may not add due to rounding

This process was then repeated for calculating the average earnings after completing Tampa Bay's programs. Recall that Tampa Bay provided the earnings for those participants employed after completing the programs, so the living wage data was not needed for post-program earnings. Tampa Bay also provided the number of participants employed after exiting a program. Table 3.2 provides the post-program earnings across the post-program employment status categories.

Table 3.2: POST-PROGRAM EARNINGS, CY 2019

ADJUSTING FOR UNEMPLOYMENT	Percent	Participants	Earnings
Employed	27%	841	\$39,260
Unemployed	73%	2,241	\$330
Unemployed with UI benefits	10%	224	\$3,300
Unemployed without UI benefits	90%	2,017	\$0
Total weighted average*	27%	3,082	\$10,499

Source: Tampa Bay and Emsi impact model

* Numbers may not add due to rounding

Comparing the total weighted average pre-program annual earnings to the total weighted average post-program annual earnings, we arrive at an annual increase of \$4,505 (\$10,499–\$5,994) or an increased hourly rate of approximately \$2.30. However, there are other factors beyond participating in a Tampa Bay's program that may have led to the participants' increased earnings. We want to hone in on the increased earnings solely attributable to services provided by Tampa Bay. We, therefore, apply an attribution factor, which dampens the results, depending upon the type of service the participant received (training, non-training individualized, non-training basic).

For the WP, approximately 4% of participants were unemployed at enrollment and approximately 10% of them received unemployment insurance. We use the same metrics to calculate the annual earnings of unemployed participants as we did for the WIOA programs and the unemployed participants who receive no unemployment insurance are assumed to have a \$0 annual income. Table 3.3 displays the pre-program earnings across the pre-program employment status categories for WP.

Table 3.3: PRE-PROGRAM EARNINGS, CY 2019

ADJUSTING FOR UNEMPLOYMENT	Percent	Participants	Earnings
Employed	4%	509	\$27,905
Unemployed	96%	13,063	\$330
Unemployed with UI benefits	10%	1,306	\$3,300
Unemployed without UI benefits	90%	11,757	\$0
Total weighted average*	96%	13,572	\$1,364

Source: Tampa Bay and Emsi impact model

* Numbers may not add due to rounding

Once again, this process was repeated for calculating the average earnings after the completion of Tampa Bay's programs. This was possible given that CareerSource Tampa Bay provided the earnings for the participants employed after completing the programs, so the living wage data was not used for the post-program earnings. Table 3.4 provides the post-program earnings across the post-program employment status categories. As can be seen, for WP, there was an increase in participant earnings. The overall increase was of about \$0.68 in the hourly rate. This is due to the percentage increase in employment.

Table 3.4: POST-PROGRAM EARNINGS, CY 2019

ADJUSTING FOR UNEMPLOYMENT	Percent	Participants	Earnings
Employed	13%	1,773	\$18,860
Unemployed	87%	11,808	\$330
Unemployed with UI benefits	10%	1,181	\$3,300
Unemployed without UI benefits	90%	10,627	\$0
Total weighted average*	13%	13,581	\$2,749

Source: Tampa Bay and Emsi impact model

* Numbers may not add due to rounding

Each of the types of services require a different level of involvement from Tampa Bay —funded contractors, so the increase in participant earnings attributable to Tampa Bay differs depending on the type of service received. We apply



conservative attribution factors, which dampen each of the types of services provided to arrive at an adjusted increase in earnings.⁷ Table 3.5 provides a breakdown of the number of participants in each type of service, the attribution factor applied to the earnings, and the adjusted increase in earnings.

Table 3.5: ADJUSTED INCREASED EARNINGS BY TYPE OF SERVICE, CY 2019

	Base	Training	Individualized Services	Total Weighted average	WP
Number of participants	3,082	2,210	872		13,572
Average hourly increase in wages	\$12.70				\$0.68
Attribution Factor	100%	90%	75%	78%	100%
Adjusted annual increase earnings	\$4,505	\$4,054	\$3,378	\$3,863	\$1,385
Adjusted hourly increase earnings	\$2.30	\$2.07	\$1.73	\$1.97	\$0.68
Total Adjusted Increase in Earnings	\$13,883,160	\$8,959,638	\$2,946,005	\$11,905,643	\$18,797,680

Source: Tampa Bay and Emsi impact model

The first column in Table 3.5 represents the base case, where no dampening has been applied. Without applying attribution factors, the total increase in annual earnings for all CY 2019 participants comes to approximately \$13.8 million. After applying the attribution factor to the different types of services and summing the total adjusted increase in earnings for each service, we arrive at a total increase in annual earnings of \$11.9 million.

⁷ Given data limitations, the attribution factors are based on Emsi assumptions. See Section 5 for a sensitivity analysis on how altering the attribution factor adjustments affect results.

GROWTH IN REGIONAL TAX REVENUES



As a result of their time in programs administered by Tampa Bay in CY 2019, participants earn more because of the skills they gained making them more employable. These increased earnings will continue to accrue into the future as long as the participants remain employed.⁸ This, in turn, increases tax revenues since the state is able to apply state tax rates to higher earnings. The increased tax revenues have been projected 10 years into the future and are limited to the participants who remain in the region.

Estimating the effect of Tampa Bay on increased tax revenues begins with the present value of the participants' future 10-year earnings stream. For each year, we apply the prevailing tax rates, so we capture only the increased state tax revenues from the higher earnings. Not all of these tax revenues may be counted as benefits to the state, however. Some participants leave the state during the



Discount rate

The discount rate is a rate of interest that converts future costs and benefits to present values. For example, \$1,000 in higher earnings realized 10 years in the future is worth much less than \$1,000 in the present. All future values must therefore be expressed in present value terms in order to compare them with investments (i.e., costs) made today. The selection of an appropriate discount rate, however, can become an arbitrary and controversial undertaking. As suggested in economic theory, the discount rate should reflect the investor's opportunity cost of capital, i.e., the rate of return one could reasonably expect to obtain from alternative investment schemes. In this study we assume a 0.1% discount rate.

⁸ Earnings are projected into the future using the Mincer function. See Appendix 4 for more information on the Mincer function and how it is used to predict future earnings growth.

course of their careers, and the higher earnings they receive as a result of their training leaves the state with them. To account for this dynamic, we combine participant settlement data from Tampa Bay with data on migration patterns from the Census Bureau to estimate the number of participants who will leave the state workforce over time.⁹

After adjusting for attrition, we calculate the present value of the future added tax revenues that occur in the region as a result of participants served in CY 2019, equal to approximately \$5.8 million for the WIOA programs. The present value represents the sum of the future benefits that accrue each year over the course of the time horizon, discounted to current year dollars to account for the time value of money. Given that the stakeholder in this case is the public sector, we use the discount rate of 0.1%. This is the real treasury interest rate recommended by the Office of Management and Budget (OMB) for 10-year investments, and in Section 5, we conduct a sensitivity analysis of this discount rate.¹⁰



⁹ Tampa Bay provided an estimation of the percentage of participants who remain in the region upon program completion.

¹⁰ Office of Management and Budget. "Circular A-94 Appendix C." *Real Interest Rates on Treasury Notes and Bonds of Specified Maturities (in Percent)*. <https://www.whitehouse.gov/wp-content/uploads/2017/11/DISCHIST-2018-1.pdf>.

GOVERNMENT SAVINGS

In addition to the creation of higher regional tax revenues, training is statistically associated with a variety of lifestyle changes that generate social savings, also known as external or incidental benefits of training. These represent the avoided costs to the government that otherwise would have been drawn from public resources absent the training made possible by Tampa Bay. For every program, we apply savings from avoided costs on the reduced number of unemployment insurance claims. However, because the majority of these programs serve people that are approaching middle age, the participants are most likely already committed to their social behaviors, such as smoking, alcohol consumption, obesity, mental health, drug abuse, and criminal activities. Thus, we do not assume that participants will change these social behaviors because of their experience at Tampa Bay, resulting in minimal additional government savings.

With that said, there is one program in which the participants are impressionable—the Youth program. The participants in the Youth program are an average of 21 years old and their exposure to Tampa Bay can influence their social behaviors. As these participants become more educated and earn their GED or continue on to higher education, they are less likely to consume alcohol, develop a mental illness, use drugs, commit crimes, or require the benefits of welfare. Interestingly, as participants earn their GED or high school diploma, research shows that they are actually more likely to smoke and become obese, negating potential government savings. However, in total, the government savings associated with the Youth program are positive.

The model quantifies government savings by calculating the probability at the less than high school and high school education levels that individuals will have poor health, commit crimes, or claim welfare and unemployment benefits. Deriving the probabilities involves assembling data from a variety of studies and surveys analyzing the correlation between training and health, crime, welfare, and unemployment at the national and state levels. We dampen these results by the ability bias adjustment to account for factors (besides training) that influence individual behavior. We then multiply the marginal effects of training times the associated costs of health, crime, welfare, and unemployment.¹¹ Finally, we apply the same adjustments for attrition to derive the net savings to the government.

Table 3.6 displays the present value of all benefits to taxpayers in CY 2019 coming from the WIOA programs. The first row shows the added tax revenues created in the region, equal to \$5.8 million, from participants' higher earnings. A breakdown in



¹¹ For a full list of the data sources used to calculate the social externalities, see the Resources and References section.



government savings by health, crime, and welfare/unemployment-related savings appears next. These total to \$268 thousand. The sum of the government savings and the added income in the region is \$6.1 million, as shown in the bottom row of Table 3.6. These savings continue to accrue in the future as long as the CY 2019 participants remain in the workforce.

Table 3.6: PRESENT VALUE OF ADDED TAX REVENUE AND GOVERNMENT SAVINGS (THOUSANDS), CY 2019

Added Tax Revenue	\$5,877
Government Savings	
Health Related Savings	-\$313
Crime Related Savings	\$551
Welfare/Unemployment Related Savings	\$30
Total Government Savings	\$268
Total Taxpayer Benefits	\$6,146

Source: Emsi impact model.

For WP, the added income is negative, totaling approximately—\$5.1 million. However, the total government savings that originate from the support of these programs, which total \$12.05 million, leads to a positive value for taxpayer benefits of \$6.9 million, as can be seen in table 3.7 below. This is one further example on how the gains that come from these programs extends from the monetary gains directly but through the social benefits that come from the support of these participants.

Table 3.7: PRESENT VALUE OF ADDED TAX REVENUE AND GOVERNMENT SAVINGS (THOUSANDS), CY 2019

Added Tax Revenue	-\$5,110
Government Savings	
Health Related Savings	-\$4,223
Crime Related Savings	\$15,759
Welfare/Unemployment Related Savings	\$520
Total Government Savings	\$12,056
Total Taxpayer Benefits	\$6,946

Source: Emsi impact model.




Taxpayer costs for CY 2019 are reported in Table 3.8 and come to \$7.2 million¹², equal to the contribution of federal government funding passed through the State of Florida to the Tampa Bay County. Regional taxpayers are rewarded with an investment benefit-cost ratio of 0.85 (= \$6.1 million ÷ \$7.2 million), indicating a loss in profit.¹³ In other words, for every dollar spent funding the WIOA programs at Tampa Bay, Florida's taxpayers will see a loss of \$0.15 over the next 10 years.

Considering the WP program, we see a positive cost-ratio. For this program, regional taxpayers are rewarded with an investment benefit-cost ratio of 6.83 (= \$6.9 million ÷ \$1 million), indicating that for every dollar spent, taxpayers will experience a benefit of \$5.83 over the next 10 years per dollar invested. Table 3.9 shows the breakdown of the taxpayer benefits and the net cash flow referent to these programs.

Table 3.8: PROJECTED BENEFITS AND COSTS, TAXPAYER PERSPECTIVE, CY 2019

1	2	3	4
Year	Benefits to taxpayers (millions)	Program funding costs (millions)	Net cash flow (millions)
0	\$0.5	\$7.2	-\$6.7
1	\$0.7	\$0.0	\$0.7
2	\$0.7	\$0.0	\$0.7
3	\$0.7	\$0.0	\$0.7
4	\$0.7	\$0.0	\$0.7
5	\$0.7	\$0.0	\$0.7
6	\$0.6	\$0.0	\$0.6
7	\$0.6	\$0.0	\$0.6
8	\$0.6	\$0.0	\$0.6
9	\$0.6	\$0.0	\$0.6
Present value	\$6.1	\$7.2	-\$1.1




Benefit-cost ratio

.85

Source: Emsi impact model.

Table 3.9: PROJECTED BENEFITS AND COSTS, TAXPAYER PERSPECTIVE, CY 2019, NON-WIOA PROGRAMS

1	2	3	4
Year	Benefits to taxpayers (millions)	Program funding costs (millions)	Net cash flow (millions)
0	\$0.7	\$1.0	-\$0.3
1	\$0.8	\$0.0	\$0.8
2	\$0.8	\$0.0	\$0.8
3	\$0.8	\$0.0	\$0.8
4	\$0.7	\$0.0	\$0.7
5	\$0.7	\$0.0	\$0.7
6	\$0.7	\$0.0	\$0.7
7	\$0.7	\$0.0	\$0.7
8	\$0.7	\$0.0	\$0.7
9	\$0.6	\$0.0	\$0.6
Present value	\$6.9	\$1.0	\$5.9



Benefit-cost ratio

6.83

Source: Emsi impact model.

12 Only funding directly related to the programs analyzed were included for taxpayer costs.

13 Note that the beneficiaries are not necessarily the same as the original investors. Nonetheless, the benefit-cost ratio provides an indicator on the return on investment of the programs provided by CareerSource Tampa Bay.

Individual Investment Analysis Results Across All Programs



This section provides the CY 2019 results for WIOA Adult Worker and Dislocated Worker programs combined, all the WIOA programs combined, non-WIOA programs combined, and the individual programs. All results presented below follow a similar methodology outlined in the previous section.



INVESTMENT ANALYSIS RESULTS



Table 4.1 presents the CY 2019 results of each of the following:

- Each WIOA program
- Adult and Dislocated Worker combined
- WIOA programs combined
- Each non-WIOA (competitive grant) program
- Wagner-Peyser

Youth-related programs typically see lower ratios because they tend to serve populations with more barriers to employment while also providing more cost-intensive services compared to the broader Adult and Dislocated Worker service populations. In Tampa Bay, this remained true, with both WIOA Youth and Dislocated Worker presenting a negative cost ratio—driving the overall aggregate result down. The Dislocated Worker program had the highest benefit-cost ratio of 0.86. Meanwhile, the Adult and Youth programs had benefit-cost ratios of 0.89 and 0.77, respectively.

The WP program experience a ratio of 6.86. These results was driven mainly by the high success rate post-program, where a considerable percentage of



Table 4.1: TAMPA BAY-FUNDED PROGRAMS INVESTMENT ANALYSIS RESULTS, CY 2019

Program Profile	Adult	Dislocated Worker	Youth	Adult/Dislocated Worker combined	WIOA combined	WP
# of total participants	1,383	788	911	2,171	3,082	13,572
# of training	1,229	672	309	1,901	2,210	0
# of non-training, individualized service	154	116	602	197	872	13,572
Increased Earnings						
Increase in earnings, annual	4,323	4,828	2,444	4,531	3,863	-776
Increase in earnings, hourly	\$2.13	\$2.36	\$1.39	\$2.22	\$1.97	-\$0.38
Total increased earnings across participants (thousands)	\$5,979,087	\$3,804,584	\$2,226,814	\$9,505,236	\$11,905,643	\$10,526,863
Investment Results (thousands)						
Total costs of program	\$3,284,384	\$2,250,865	\$1,670,209	\$5,535,249	\$7,205,458	\$1,034,234
Total benefits, NPV	-\$357,762	-\$319,689	-\$650,790	-\$677,451	-\$1,328,241	-\$6,237,305
Total added taxes, NPV	\$2,926,622	\$1,931,176	\$1,019,419	\$4,857,798	\$5,877,217	-\$5,203,071
Total government savings, NPV	\$4,393	\$3,714	\$260,345	\$8,107	\$268,452	\$12,269,891
Benefit-Cost Ratio	0.89	0.86	0.77	0.88	0.85	6.83

Source: Emsi Impact Model.

participants were able to be reintegrated in the workforce thanks to the program as well as the cost of the program and the number of participants Tampa Bay was able to serve.

A very important factor that might help explain the WIOA results is the small difference pre-program and post-program earnings for the participants. Nonetheless, it is important to keep in mind that a variety of successful outcomes that exist in these programs do not include gainful employment—enrolling into post-secondary education and entering the job-market after searching for a while are examples of successful outcomes that cannot be quantified. Therefore, despite the benefit-cost ratio being lower than 1, the region and the state experience a gain in other ways, as we were able to see in the previous section, where government savings and taxpayer benefits were positive for the region.



Sensitivity Analysis



Sensitivity analysis measures the extent to which a model's outputs are affected by hypothetical changes in the background data and assumptions. This is especially important when those variables are inherently uncertain. This analysis allows us to identify a plausible range of potential results that would occur if the value of any of the variables is in fact different from what was expected. In this section we test the sensitivity of the model to the following input factors: 1) the discount rate and 2) the attribution factors.





Discount Rate

The discount rate is a rate of interest that converts future monies to their present value. In investment analysis, the discount rate accounts for two fundamental principles: 1) the time value of money, and 2) the level of risk that an investor is willing to accept. Time value of money refers to the value of money after interest or inflation has accrued over a given length of time. An investor must be willing to forego the use of money in the present to receive compensation for it in the future. The discount rate also addresses the investors' risk preferences by serving as a proxy for the minimum rate of return that the proposed risky asset must be expected to yield before the investors will be persuaded to invest in it. Typically, this minimum rate of return is determined by the known returns of less risky assets where the investors might alternatively consider placing their money.

In this study, we assume a 0.1% discount rate.¹⁴ We vary the base case discount rates for participants, taxpayers, and society on either side by increasing the discount rate by 10%, 25%, and 50%, and then reducing it by 10%, 25%, and 50%.

Table 5.1: SENSITIVITY ANALYSIS OF DISCOUNT RATE

% variation in assumption	-50%	-25%	-10%	Base case	10%	25%	50%
Discount rate	0.50%	0.75%	0.90%	1.00%	1.10%	1.25%	1.50%
PV of benefits (millions)	\$6.3	\$6.2	\$6.2	\$6.1	\$6.1	\$6.1	\$6.0
NPV (millions)	-\$0.9	-\$1.0	-\$1.0	-\$1.1	-\$1.1	-\$1.1	-\$1.2
Benefit-cost ratio	0.87	0.86	0.86	0.85	0.85	0.84	0.83

As demonstrated in Table 5.1, an increase in the discount rate leads to a corresponding decrease in the expected returns, and vice versa. For example, reducing the discount rate by 50% (from 0.1% to 0.05%) increases the benefit-cost ratio from 0.85 to 0.87.

For the WP program, we can see the results are similar to the WIOA programs, where a decrease in the discount rates lead to an increase in the expected returns. In this case, reducing the discount rate by 50% increases the benefit-cost ratio from 6.83 to 6.90, as can be seen in Table 5.2.

Table 5.2: SENSITIVITY ANALYSIS OF DISCOUNT RATE FOR WP

% variation in assumption	-50%	-25%	-10%	Base case	10%	25%	50%
Discount rate	0.77%	0.75%	0.90%	1.00%	1.10%	1.25%	1.50%
PV of benefits (millions)	\$7.1	\$7.0	\$7.0	\$6.9	\$6.9	\$6.9	\$6.8
NPV (millions)	\$6.1	\$6.0	\$5.9	\$5.9	\$5.9	\$5.8	\$5.8
Benefit-cost ratio	6.90	6.86	6.85	6.83	6.69	6.65	6.58

14 These values are based on the baseline forecasts for the 10-year Treasury rate published by the Congressional Budget Office and the real treasury interest rates recommended by the Office of Management and Budget for 10-year investments. See the Congressional Budget Office "Table 4. Projection of Borrower Interest Rates: CBO's June 2017 Baseline" and the Office of Management and Budget "Circular A-94 Appendix C."



Attribution Factors

The attribution factors for each type of service are some of the most difficult assumptions to calculate. The attribution factors determine how much of the increased earnings participants experience after exiting a program can be attributed to Tampa Bay's programs. There are other factors beyond the services offered by the organization that may lead to a participants' increased earnings or new job. For example, participants receiving basic career services may attend a workshop to improve their interviewing capabilities but may in fact be offered a job mainly because of their work experience and skills. Thus, we apply attribution factors to each type of service. However, because no one really knows for certain how much of their increased earnings is attributable to the organization, we conduct a sensitivity analysis around each of the attribution factors. Each attribution factor is adjusted independently of the others; in other words, all other factors are held constant.

Table 5.3: SENSITIVITY ANALYSIS OF ATTRIBUTION FACTORS BY SERVICE

% variation in assumption	-50%	-25%	-10%	Base case	10%	25%	50%
Training Services							
Attribution factor	45%	67.5%	81%	90%	99%	112.5%	135%
Net present value (millions)	-\$6.9	-\$6.9	-\$6.9	-\$1.1	-\$6.9	-\$6.9	-\$6.9
Benefit-cost ratio	0.0	0.0	0.0	0.9	0.0	0.0	0.0
Non-training, Individualized Services							
Attribution factor	37.5%	56.3%	67.5%	75%	82.5%	93.8%	112.5%
Net present value (millions)	-\$6.9	-\$6.9	-\$6.9	-\$1.1	-\$1.1	-\$6.9	-\$6.9
Benefit-cost ratio	0.0	0.0	0.0	0.9	0.9	0.0	0.0

Source: Emsi Impact Model

Based on this sensitivity analysis, the conclusion can be drawn that Tampa Bay investment analysis results are fairly sensitive to relatively large variations in the attribution factors, regardless of the service. For both training services and non-training services, if we decrease the attribution factors, the benefit cost-ratios decrease. The conclusion is that although the assumptions are difficult to specify, their effects on investment analysis results are fairly sensitive.

Regional Economic Impact of Tampa Bay's Operations



Tampa Bay impacts the county's economy and consequently Florida's economy in a variety of ways. The organization is an employer and buyer of goods and services. It brings new money into the region through its operations that otherwise would not have entered the regional economy, with its program-specific funding stemming from federal sources. This section provides an overview of economic impact terminology and then discusses the economic impact of Tampa Bay's operations.



Economic Impact Terminology

For this analysis, we consider the following hypothetical question:

How would economic activity change in the region if Tampa Bay did not exist in CY 2019?

To answer this question, we measure net impacts, not gross impacts. Gross impacts represent an upper-bound estimate in terms of capturing all activity stemming from the organization; however, net impacts reflect a truer measure since they demonstrate what would not have existed in the regional economy if not for the organization.

Economic impact analyses use different types of impacts to estimate the results. The impact focused on in this study assesses the change in income; however, multiple measures of impact are calculated. This measure is similar to the commonly used gross regional product (GRP). Income may be further broken out into the **labor income impact**, also known as earnings, which assesses the change in employee compensation; and the **non-labor income impact**, which assesses the change in business profits. Together, labor income and non-labor income sum to total income.

Another way to state the impact is in terms of **jobs**, a measure of the number of full—and part-time jobs that would be required to support the change in income. Finally, a frequently used measure is the **sales impact**, which comprises the change in business sales revenue in the economy as a result of increased economic activity. It is important to bear in mind, however, that much of this sales revenue leaves the regional economy through intermediary transactions and costs.¹⁵ All of these measures—added labor and non-labor income, total income, jobs, and sales—are used to estimate the economic impact results presented in this section. The analysis breaks out the impact measures into different components, each based on the economic effect that caused the impact. The following is a list of each type of effect presented in this analysis:

- The **initial effect** is the exogenous shock to the economy caused by the initial spending of money, whether to pay for salaries and wages, purchase goods or services, or cover operating expenses.
- The initial round of spending creates more spending in the economy, resulting in what is commonly known as the **multiplier effect**. The multiplier effect comprises the additional activity that occurs across all industries in the economy and may be further decomposed into the following three types of effects:



Net impacts reflect a truer measure since they demonstrate what would not have existed in the regional economy if not for the organization.

¹⁵ See Appendix 2 for an example of the intermediary costs included in the sales impact but not in the income impact.

- The **direct effect** refers to the additional economic activity that occurs as the industries affected by the initial effect spend money to purchase goods and services from their supply chain industries.
- The **indirect effect** occurs as the supply chain of the initial industries creates even more activity in the economy through their own inter-industry spending.
- The **induced effect** refers to the economic activity created by the household sector as the businesses affected by the initial, direct, and indirect effects raise salaries or hire more people.

The terminology used to describe the economic effects listed above differs slightly from that of other commonly used input-output models, such as IMPLAN. For example, the initial effect in this study is called the “direct effect” by IMPLAN, as shown in the table below. Further, the term “indirect effect” as used by IMPLAN refers to the combined direct and indirect effects defined in this study. To avoid confusion, readers are encouraged to interpret the results presented in this section in the context of the terms and definitions listed above. Note that, regardless of the effects used to decompose the results, the total impact measures are analogous.

Multiplier effects in this analysis are derived using Emsi’s Multi-Regional Social Accounting Matrix (MR-SAM), which is an input-output model that captures the

Emsi	Initial	Direct	Indirect	Induced
IMPLAN	Direct	Indirect		Induced

interconnection of industries, government, and households in the region. The Emsi MR-SAM contains approximately 1,000 industry sectors at the highest level of detail available in the North American Industry Classification System (NAICS) and supplies the industry-specific multipliers required to determine the impacts associated with increased activity within a given economy. For more information on the Emsi MR-SAM model and its data sources, see Appendix 3.

Economic Impact of Tampa Bay’s Operations

Employee payroll is part of the region’s total earnings, and the spending of employees for groceries, apparel, and other household expenditures helps support regional businesses. In CY 2019, Tampa Bay employed 118 people. All of these employees lived in the region (Table 6.1). The organization itself also purchases supplies and services for its daily operations, and many of its vendors are located within the county. These expenditures create a ripple effect that generates more jobs and income throughout the economy.

Table 6.2 presents Tampa Bay’s expenditures broken down across a variety of categories. The first step in estimating the multiplier effects of the organization’s operational expenditures is to map these categories of expenditures to the

Table 6.1: TAMPA BAY’S EMPLOYEE DATA, CY 2019

Full-time employees	117
Part-time employees	1
Total employees	118
% of employees that work in region	67%
% of employees that live in region	99%



approximately 1,000 industries of the Emsi MR-SAM model. Assuming that the spending patterns of the organization personnel approximately match those of the average consumer, we map salaries, wages, and benefits to spending on industry outputs using national household expenditure coefficients supplied by Emsi's MR-SAM. For the other expenditure categories, we map the spending patterns to the appropriate industry sectors. For example, the professional services category is mapped to travel-related industries as well as professional-related industries such as the Payroll Services industry.

Table 6.2: TAMPA BAY'S OPERATIONAL EXPENSES BY FUNCTION, CY 2019

Function	In-region/state expenditures (thousands)	Outside region/state expenditures (thousands)	Total (thousands)
Payroll	\$6,747	\$3,323	\$10,071
Non-pay expenditures	\$6,590	\$1,158	\$7,748
Professional services (including travel)	\$629	\$84	\$713
Office expense & supplies (including telephone & communications)	\$311	\$173	\$483
Depreciation and interest and facilities	\$1,391	\$175	\$1,567
Payments to third-party contractors & program operators	\$571	\$63	\$634
Training services	\$2,913	\$324	\$3,237
All other expenditures	\$775	\$338	\$1,114
Grand Total	\$13,338	\$4,481	\$17,819

Source: Data supplied by Tampa Bay and the Emsi impact model

We now have seven vectors of expenditures for Tampa Bay. The next step is to estimate the portion of these expenditures that occur inside the region. The expenditures occurring outside the region are known as leakages. All Tampa Bay's employees work within the state, and therefore we consider 100% of the expenditures for employee salaries, wages, and benefits as being initially spent in the region. We estimate in-region expenditures for the non-pay categories using regional purchase coefficients (RPCs), a measure of the overall demand for the commodities produced by each sector that is satisfied by regional suppliers for each of the approximately 1,000 industries in the MR-SAM model.¹⁶

For example, if 40% of the demand for NAICS 541211 (Offices of Certified Public Accountants) is satisfied by regional suppliers, the RPC for that industry is 40%. The remaining 60% of the demand for NAICS 541211 is provided by suppliers located outside the region. The seven vectors of expenditures are multiplied, industry by industry, by the corresponding RPC to arrive at the in-region expenditures associated with the organization. See Table 6.2 for a break-out of the expenditures that occur in-region. Finally, in-region spending is entered, industry by industry, into the MR-SAM model's multiplier matrix, which in turn provides an

¹⁶ See Appendix 3 for a description of Emsi's MR-SAM model.



estimate of the associated multiplier effects on regional labor income, non-labor income, total income, sales, and jobs.

Table 6.3 presents the economic impact of the organization’s operations spending. The people employed by Tampa Bay and their salaries, wages, and benefits comprise the initial effect, shown in the top row of the table in terms of labor income, non-labor income, total added income, sales, and jobs. The additional impacts created by the initial effect appear in the next four rows under the section labeled *multiplier effect*. Summing the initial and multiplier effects, the gross impacts are \$13.1 million in labor income and \$3.3 million in non-labor income. This comes to a total impact of \$16.5 million in total added income associated with the spending of Tampa Bay and its employees in the region.

Table 6.3: OPERATIONS SPENDING IMPACT OF TAMPA BAY, CY 2019

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	% of Total	Jobs supported
Total income in region	\$41,971,829	\$26,409,756	\$68,381,532	100.0%	666,756
Initial effect	\$6,747	\$0	\$6,747	<0.1%	79
Multiplier effect					
Direct effect	\$2,562	\$682	\$3,244	<0.1%	41
Indirect effect	\$783	\$188	\$971	<0.1%	13
Induced effect	\$3,100	\$2,470	\$5,570	<0.1%	59
Total multiplier effect	\$6,445	\$3,341	\$9,785	<0.1%	113
Gross impact (initial + multiplier)	\$13,192	\$3,341	\$16,533	<0.1%	192
Less alternative uses of funds	\$0	\$0	\$0	<0.1%	0
Net impact	\$13,192	\$3,341	\$16,533	<0.1%	192

Source: Emsi impact model.

Conclusion





WHILE TAMPA BAY'S VALUE to both the Tampa Bay area and Florida is larger than simply its economic impact, understanding the dollars and cents value is an important asset to understanding the organization's value as a whole. This report has evaluated the organization from the perspectives of economic impact analysis and investment analysis.

From an economic impact perspective, we calculated that Tampa Bay generates a total economic impact of \$16.5 million in total added income for the regional economy. This is equivalent to supporting the creation of 192 jobs. The \$16.5 million in total added income stems from the payroll for Tampa Bay employees and other expenditures toward non-payroll activities. This spending then ripples throughout the regional economy, for example towards groceries, apparel, and housing, to generate the additional income and supporting jobs.

Modeling the benefits of the organization is subject to many factors, the variability of which we considered in our sensitivity analysis. With this variability accounted for, we present the findings of this study as a robust picture of the economic value of Tampa Bay. An important factor to take into account in this study is the conjecture under which these results occurred. The post-program results were strongly influenced by COVID 19 and the impact it had on the employment conditions.

These impacts not only serve the local economy, through the employees and the added tax revenue, but create a ripple effect throughout the economy and the state that would have otherwise not occurred in the same proportion as it did. The better placement of these workers in the workforce leads to higher wages which in turn leads to consumption and an improvement of the overall economy, thus bringing even more value to CareerSource Tampa Bay.

Tampa Bay generates a total economic impact of **\$16.5 million** in total added income for the regional economy.

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Alternative use of funds A measure of how monies that are currently used to fund the organization might otherwise have been used if the organization did not exist.

Asset value Capitalized value of a stream of future returns. Asset value measures what someone would have to pay today for an instrument that provides the same stream of future revenues.

Attrition rate Rate at which participants leave the workforce due to out-migration, unemployment, retirement, or death.

Benefit-cost ratio Present value of benefits divided by present value of costs. If the benefit-cost ratio is greater than 1, then benefits exceed costs, and the investment is feasible.

Discounting Expressing future revenues and costs in present value terms.

Earnings (labor income) Income that is received as a result of labor; i.e., wages.

Economics Study of the allocation of scarce resources among alternative and competing ends. Economics is not normative (what ought to be done), but positive (describes what is, or how people are likely to behave in response to economic changes).

Externalities Impacts (positive and negative) for which there is no compensation. Positive externalities of training include improved social behaviors such as lower crime, reduced welfare and unemployment, and improved health. Educational institutions do not receive compensation for these benefits, but benefits still occur because training is statistically proven to lead to improved social behaviors.

Gross Regional Product Measure of the final value of all goods and services produced in a region after netting out the cost of goods used in production. Alternatively, Gross Regional Product (GRP) equals the combined incomes of all factors of production; i.e., labor, land and capital. These include wages, salaries, proprietors' incomes, profits, rents, and other. GRP is also sometimes called value added or added income.

Initial effect Income generated by the initial injection of monies into the economy through the payroll of Tampa Bay.

Input-output analysis Relationship between a given set of demands for final goods and services and the implied amounts of manufactured inputs, raw materials, and labor that this requires. When institutions pay wages and salaries and spend money for supplies in the region, they also generate earnings in all sectors of the economy, thereby increasing the demand for goods and services and jobs.

Multiplier effect Additional income created in the economy as Tampa Bay spends money in the region. It consists of the income created by the supply chain of the industries initially affected by the spending of Tampa Bay (i.e., the direct effect), income created by the supply chain of the initial supply chain (i.e., the indirect effect), and the income created by the increased spending of the household sector (i.e., the induced effect).

NAICS The North American Industry Classification System (NAICS) classifies North American business establishment in order to better collect, analyze, and publish statistical data related to the business economy.

Net cash flow Benefits minus costs, i.e., the sum of revenues accruing from an investment minus costs incurred.

Net present value Net cash flow discounted to the present. All future cash flows are collapsed into one number, which, if positive, indicates feasibility. The result is expressed as a monetary measure.

Non-labor income Income received from investments, such as rent, interest, and dividends.

Opportunity cost Benefits Florida from alternative B once a decision is made to allocate resources to alternative A. Or, if individuals choose to attend college, they forego earnings that they would have received had they chose instead to work full-time. Florida earnings, therefore, are the “price tag” of choosing to attend college.

APPENDIX 2: EXAMPLE OF SALES VERSUS INCOME

Emsi's economic impact study differs from many other studies because we prefer to report the impacts in terms of income rather than sales (or output). Income is synonymous with value added Gross Regional Product (GRP). Sales include all the intermediary costs associated with producing goods and services. Income is a net measure that excludes these intermediary costs:

$$\text{Income} = \text{Sales} - \text{Intermediary Costs}$$

For this reason, income is a more meaningful measure of new economic activity than reporting sales. This is evidenced by the use of gross domestic product (GDP)—a measure of income—by economists when considering the economic growth or size of a country. The difference is GRP reflects a region and GDP a country.

To demonstrate the difference between income and sales, let us consider an example of a baker's production of a loaf of bread. The baker buys the ingredients such as eggs, flour, and yeast for \$2.00. He uses capital such as a mixer to combine the ingredients and an oven to bake the bread and convert it into a final product. Overhead costs for these steps are \$1.00. Total intermediary costs are \$3.00. The baker then sells the loaf of bread for \$5.00.

The sales amount of the loaf of bread is \$5.00. The income from the loaf of bread is equal to the sales amount less the intermediary costs:

$$\text{Income} = \$5.00 - \$3.00 = \$2.00$$

In our analysis, we provide context behind the income figures by also reporting the associated number of jobs. The impacts are also reported in sales and earnings terms for reference.

Emsi's MR-SAM represents the flow of all economic transactions in a given region. It replaces Emsi's previous input-output (IO) model, which operated with some 1,000 industries, four layers of government, a single household consumption sector, and an investment sector. The old IO model was used to simulate the ripple effects (*i.e.*, multipliers) in the regional economy as a result of industries entering or exiting the region. The MR-SAM model performs the same tasks as the old IO model, but it also does much more. Along with the same 1,000 industries, government, household and investment sectors embedded in the old IO tool, the MR-SAM exhibits much more functionality, a greater amount of data, and a higher level of detail on the demographic and occupational components of jobs (16 demographic cohorts and about 750 occupations are characterized).

This appendix presents a high-level overview of the MR-SAM. Additional documentation on the technical aspects of the model is available upon request.

Data sources for the model

The Emsi MR-SAM model relies on a number of internal and external data sources, mostly compiled by the federal government. What follows is a listing and short explanation of our sources. The use of these data will be covered in more detail later in this appendix.

Emsi Data are produced from many data sources to produce detailed industry, occupation, and demographic jobs and earnings data at the local level. This information (especially sales-to-jobs ratios derived from jobs and earnings-to-sales ratios) is used to help regionalize the national matrices as well as to disaggregate them into more detailed industries than are normally available.

BEA Make and Use Tables (MUT) are the basis for input-output models in the U.S. The *make* table is a matrix that describes the amount of each commodity made by each industry in a given year. Industries are placed in the rows and commodities in the columns. The *use* table is a matrix that describes the amount of each commodity used by each industry in a given year. In the use table, commodities are placed in the rows and industries in the columns. The BEA produces two different sets of MUTs, the benchmark and the summary. The benchmark set contains about 500 sectors and is released every five years, with a five-year lag time (e.g., 2002 benchmark MUTs were released in 2007). The summary set contains about 80 sectors and is released every year, with a two-year lag (e.g., 2010 summary MUTs were released in late 2011/early 2012). The MUTs are used in

the Emsi MR-SAM model to produce an industry-by-industry matrix describing all industry purchases from all industries.

BEA Gross Domestic Product by State (GSP) describes gross domestic product from the value added (also known as added income) perspective. Value added is equal to employee compensation, gross operating surplus, and taxes on production and imports, less subsidies. Each of these components is reported for each state and an aggregate group of industries. This dataset is updated once per year, with a one-year lag. The Emsi MR-SAM model makes use of this data as a control and pegs certain pieces of the model to values from this dataset.

BEA National Income and Product Accounts (NIPA) cover a wide variety of economic measures for the nation, including gross domestic product (GDP), sources of output, and distribution of income. This dataset is updated periodically throughout the year and can be between a month and several years old depending on the specific account. NIPA data are used in many of the Emsi MR-SAM processes as both controls and seeds.

BEA Local Area Income (LPI) encapsulates multiple tables with geographies down to the county level. The following two tables are specifically used: CA05 (Personal income and earnings by industry) and CA91 (Gross flow of earnings). CA91 is used when creating the commuting submodel and CA05 is used in several processes to help with place-of-work and place-of-residence differences, as well as to calculate personal income, transfers, dividends, interest, and rent.

Bureau of Labor Statistics Consumer Expenditure Survey (CEX) reports on the buying habits of consumers along with some information as to their income, consumer unit, and demographics. Emsi utilizes this data heavily in the creation of the national demographic by income type consumption on industries.

Census of Government's (CoG) state and local government finance dataset is used specifically to aid breaking out state and local data that is reported in the MUTs. This allows Emsi to have unique production functions for each of its state and local government sectors.

Census' OnTheMap (OTM) is a collection of three datasets for the census block level for multiple years. **Origin-Destination** (OD) offers job totals associated with both home census blocks and a work census block. **Residence Area Characteristics** (RAC) offers jobs totaled by home census block. **Workplace Area Characteristics** (WAC) offers jobs totaled by work census block. All three of these are used in the commuting submodel to gain better estimates of earnings by industry that may be counted as commuting. This dataset has holes for specific years and regions. These holes are filled with Census' Journey-to-Work described later.

Census' Current Population Survey (CPS) is used as the basis for the demographic breakout data of the MR-SAM model. This set is used to estimate the

ratios of demographic cohorts and their income for the three different income categories (i.e., wages, property income, and transfers).

Census' Journey-to-Work (JtW) is part of the 2000 Census and describes the amount of commuting jobs between counties. This set is used to fill in the areas where OTM does not have data.

Census' American Community Survey (ACS) Public Use Microdata Sample (PUMS) is the replacement for Census' long form and is used by Emsi to fill the holes in the CPS data.

Oak Ridge National Lab (ORNL) County-to-County Distance Matrix (Skim Tree) contains a matrix of distances and network impedances between each county via various modes of transportation such as highway, railroad, water, and combined highway-rail. Also included in this set are minimum impedances utilizing the best combination of paths. The ORNL distance matrix is used in Emsi's gravitational flows model that estimates the amount of trade between counties in the country.

Overview of the MR-SAM model

Emsi's MR-SAM modeling system is a comparative static model in the same general class as RIMS II (Bureau of Economic Analysis) and IMPLAN (Minnesota Implan Group). The MR-SAM model is thus not an econometric model, the primary example of which is PolicyInsight by REMI. It relies on a matrix representation of industry-to-industry purchasing patterns originally based on national data which are regionalized with the use of local data and mathematical manipulation (i.e., non-survey methods). Models of this type estimate the ripple effects of changes in jobs, earnings, or sales in one or more industries upon other industries in a region.

The Emsi MR-SAM model shows final equilibrium impacts—that is, the user enters a change that perturbs the economy and the model shows the changes required to establish a new equilibrium. As such, it is not a dynamic model that shows year-by-year changes over time (as REMI's does).

NATIONAL SAM

Following standard practice, the SAM model appears as a square matrix, with each row sum exactly equaling the corresponding column sum. Reflecting its kinship with the standard Leontief input-output framework, individual SAM elements show accounting flows between row and column sectors during a chosen base year. Read across rows, SAM entries show the flow of funds into column accounts (also known as receipts or the appropriation of funds by those column accounts). Read down columns, SAM entries show the flow of funds into row accounts (also known as expenditures or the dispersal of funds to those row accounts).

The SAM may be broken into three different aggregation layers: broad accounts, sub-accounts, and detailed accounts. The broad layer is the most aggregate and will be covered first. Broad accounts cover between one and four sub-accounts,

which in turn cover many detailed accounts. This appendix will not discuss detailed accounts directly because of their number. For example, in the industry broad account, there are two sub-accounts and over 1,000 detailed accounts.

MULTI-REGIONAL ASPECT OF THE MR-SAM

Multi-regional (MR) describes a non-survey model that has the ability to analyze the transactions and ripple effects (i.e., multipliers) of not just a single region, but multiple regions interacting with each other. Regions in this case are made up of a collection of counties.

Emsi's multi-regional model is built off of gravitational flows, assuming that the larger a county's economy, the more influence it will have on the surrounding counties' purchases and sales. The equation behind this model is essentially the same that Isaac Newton used to calculate the gravitational pull between planets and stars. In Newton's equation, the masses of both objects are multiplied, then divided by the distance separating them and multiplied by a constant. In Emsi's model, the masses are replaced with the supply of a sector for one county and the demand for that same sector from another county. The distance is replaced with an impedance value that takes into account the distance, type of roads, rail lines, and other modes of transportation. Once this is calculated for every county-to-county pair, a set of mathematical operations is performed to make sure all counties absorb the correct amount of supply from every county and the correct amount of demand from every county. These operations produce more than 200 million data points.

Components of the Emsi MR-SAM model

The Emsi MR-SAM is built from a number of different components that are gathered together to display information whenever a user selects a region. What follows is a description of each of these components and how each is created. Emsi's internally created data are used to a great extent throughout the processes described below, but its creation is not described in this appendix.

COUNTY EARNINGS DISTRIBUTION MATRIX

The county earnings distribution matrices describe the earnings spent by every industry on every occupation for a year—i.e., earnings by occupation. The matrices are built utilizing Emsi's industry earnings, occupational average earnings, and staffing patterns.

Each matrix starts with a region's staffing pattern matrix which is multiplied by the industry jobs vector. This produces the number of occupational jobs in each industry for the region. Next, the occupational average hourly earnings per job are multiplied by 2,080 hours, which converts the average hourly earnings into a yearly estimate. Then the matrix of occupational jobs is multiplied by the occupational annual earnings per job, converting it into earnings values. Last, all

earnings are adjusted to match the known industry totals. This is a fairly simple process, but one that is very important. These matrices describe the place-of-work earnings used by the MR-SAM.

COMMUTING MODEL

The commuting sub-model is an integral part of Emsi's MR-SAM model. It allows the regional and multi-regional models to know what amount of the earnings can be attributed to place-of-residence vs. place-of-work. The commuting data describe the flow of earnings from any county to any other county (including within the counties themselves). For this situation, the commuted earnings are not just a single value describing total earnings flows over a complete year, but are broken out by occupation and demographic. Breaking out the earnings allows for analysis of place-of-residence and place-of-work earnings. These data are created using Bureau of Labor Statistics' OnTheMap dataset, Census' Journey-to-Work, BEA's LPI CA91 and CA05 tables, and some of Emsi's data. The process incorporates the cleanup and disaggregation of the OnTheMap data, the estimation of a closed system of county inflows and outflows of earnings, and the creation of finalized commuting data.

NATIONAL SAM

The national SAM as described above is made up of several different components. Many of the elements discussed are filled in with values from the national Z matrix—or industry-to-industry transaction matrix. This matrix is built from BEA data that describe which industries make and use what commodities at the national level. These data are manipulated with some industry standard equations to produce the national Z matrix. The data in the Z matrix act as the basis for the majority of the data in the national SAM. The rest of the values are filled in with data from the county earnings distribution matrices, the commuting data, and the BEA's National Income and Product Accounts.

One of the major issues that affect any SAM project is the combination of data from multiple sources that may not be consistent with one another. Matrix balancing is the broad name for the techniques used to correct this problem. Emsi uses a modification of the “diagonal similarity scaling” algorithm to balance the national SAM.

GRAVITATIONAL FLOWS MODEL

The most important piece of the Emsi MR-SAM model is the gravitational flows model that produces county-by-county regional purchasing coefficients (RPCs). RPCs estimate how much an industry purchases from other industries inside and outside of the defined region. This information is critical for calculating all IO models.

Gravity modeling starts with the creation of an impedance matrix that values the difficulty of moving a product from county to county. For each sector, an impedance matrix is created based on a set of distance impedance methods for that sector. A distance impedance method is one of the measurements reported in the Oak Ridge National Laboratory's County-to-County Distance Matrix. In this matrix, every county-to-county relationship is accounted for in six measures: great-circle distance, highway impedance, rail miles, rail impedance, water impedance, and highway-rail-highway impedance. Next, using the impedance information, the trade flows for each industry in every county are solved for. The result is an estimate of multi-regional flows from every county to every county. These flows are divided by each respective county's demand to produce multi-regional RPCs.

Human capital theory holds that earnings levels do not remain constant; rather, they start relatively low and gradually increase as the worker gains more experience. Research also shows that the earnings increment between educated and non-educated workers grows through time. These basic patterns in earnings over time were originally identified by Jacob Mincer, who viewed the lifecycle earnings distribution as a function with the key elements being earnings, years of training, and work experience, with age serving as a proxy for experience.¹⁷ While some have criticized Mincer's earnings function, it is still upheld in recent data and has served as the foundation for a variety of research pertaining to labor economics. Those critical of the Mincer function point to several unobserved factors such as ability, socioeconomic status, and family background that also help explain higher earnings. Failure to account for these factors results in what is known as an "ability bias." Research by Card (1999 and 2001) suggests that the benefits estimated using Mincer's function are biased upwards by 10% or less. As such, we reduce the estimated benefits by 10%. We use state-specific and education-level-specific Mincer coefficients.

Figure A4.1: LIFECYCLE CHANGE IN EARNINGS, 12 YEARS VERSUS 14 YEARS OF TRAINING

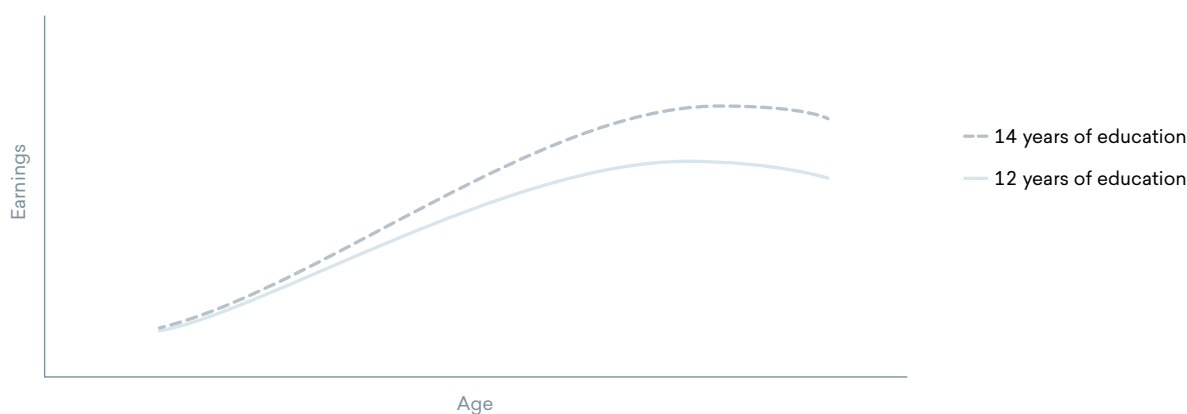


Figure A4.1 illustrates several important points about the Mincer function. First, as demonstrated by the shape of the curves, an individual's earnings initially increase at an increasing rate, then increase at a decreasing rate, reach a maximum somewhere well after the midpoint of the working career, and then decline in

¹⁷ See Mincer (1958 and 1974).

later years. Second, individuals with higher levels of training reach their maximum earnings at an older age compared to individuals with lower levels of training (recall that age serves as a proxy for years of experience). And third, the benefits of training, as measured by the difference in earnings between education levels, increase with age.



Information Item

CSTB Board Retreat – Post Survey Results

Information:

CSTB Board of Directors Annual Retreat post survey results. We value the input of our board leadership and appreciate your input to let us know how we can improve future events.

We received a total of 7 responses.

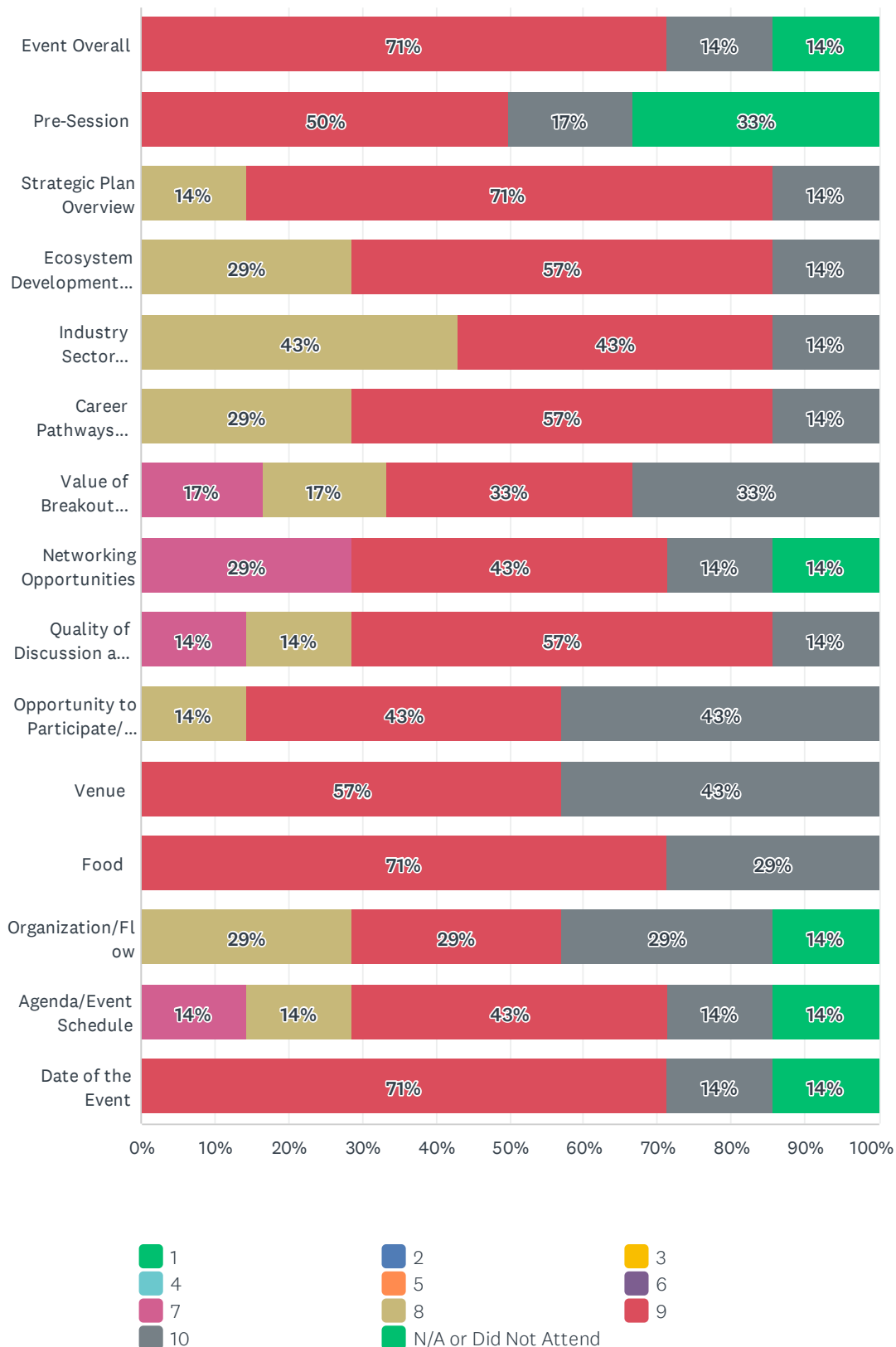
- Event rating on a scale of 1-10, 10 being outstanding:
- Of members attending, 100% rated the event overall as 9 or above (14% responded N/A or not attending)
- Of members attending, 100% rated the Pre-Session as 9 or above (33% responded N/A or not attending)
- For all categories, respondents rated as 7 or above.

See following pages for a complete breakdown of the survey.

Q2 How would you rate the retreat? On a scale of 1-10, with 10 being Outstanding.

Answered: 7 Skipped: 0

CSTB Board of Directors Post-Retreat Attendee Survey



CSTB Board of Directors Post-Retreat Attendee Survey

	1	2	3	4	5	6	7	8	9	10	N/A OR DID NOT ATTEND	TOTAL
Event Overall	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	71% 5	14% 1	14% 1	7
Pre-Session	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	50% 3	17% 1	33% 2	6
Strategic Plan Overview	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	14% 1	71% 5	14% 1	0% 0	7
Ecosystem Development Overview	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	29% 2	57% 4	14% 1	0% 0	7
Industry Sector Strategies Overview	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	43% 3	43% 3	14% 1	0% 0	7
Career Pathways Overview	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	29% 2	57% 4	14% 1	0% 0	7
Value of Breakout Sessions	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	17% 1	17% 1	33% 2	33% 2	0% 0	6
Networking Opportunities	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	29% 2	0% 0	43% 3	14% 1	14% 1	7
Quality of Discussion and Dialogue	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	14% 1	14% 1	57% 4	14% 1	0% 0	7
Opportunity to Participate/ Provide Feedback	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	14% 1	43% 3	43% 3	0% 0	7
Venue	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	57% 4	43% 3	0% 0	7
Food	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	71% 5	29% 2	0% 0	7
Organization/Flow	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	29% 2	29% 2	29% 2	14% 1	7
Agenda/Event Schedule	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	14% 1	14% 1	43% 3	14% 1	14% 1	7
Date of the Event	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	71% 5	14% 1	14% 1	7

#	PLEASE PROVIDE ANY SPECIFIC FEEDBACK HERE.	DATE
1	Great event overall. Package and visuals were excellent. Staff presentations were excellent too.	10/29/2021 4:40 PM
2	I thought it was very productive!	10/28/2021 8:00 PM
3	i always expect more meat from the Directors	10/28/2021 3:28 PM

Q3 What was your favorite aspect of the retreat?

Answered: 7 Skipped: 0

#	RESPONSES	DATE
1	Strategic overview	11/1/2021 3:32 PM
2	Presentations by different members of the staff responsible for leading parts of the work of Career Source. Visuals -- boards created to show case the elements of the strategic plan Small table talk groups (although there were many missed opportunities) The number of staff taking a prominent role and the diversity of the staff displayed.	10/29/2021 4:40 PM
3	meeting everyone	10/29/2021 10:12 AM
4	The networking and career pathway discussion	10/28/2021 8:00 PM
5	the tools to crosswalk skills to jobs that the "new dude with a PhD" presented. and the prospect of developing a customer friendly interface - and making \$\$\$ with it.	10/28/2021 3:28 PM
6	Meeting everyone in person.	10/28/2021 3:28 PM
7	Breakout Sessions	10/28/2021 3:14 PM

Q4 How could we have improved the retreat?

Answered: 6 Skipped: 1

#	RESPONSES	DATE
1	Not much, but probably covering a little less because of time constraints or maybe longer time period. More time to talk with other board members (maybe a get to know you).	11/1/2021 3:32 PM
2	The small groups were a great idea and could have been more impactful if the discussions had been planned more intentionally. Discussion questions needed to be better constructed to provide specific feedback to address specific challenges or opportunities within each area of work. More time was required to present the context for the question or opportunity and to allow participants to engage fully in the question. (For the most part, my small group had a difficult time getting through even the first question). In some cases, the facilitators weren't prepared to guide the group discussion and weren't sure what they were to do.	10/29/2021 4:40 PM
3	Not sure it needs to be that fancy	10/29/2021 10:12 AM
4	Perhaps the breakout could have been smoother	10/28/2021 8:00 PM
5	compile and analyze the comments made during the break out sessions.	10/28/2021 3:28 PM
6	More interaction	10/28/2021 3:14 PM

Q5 What was the most beneficial outcome of the retreat?

Answered: 7 Skipped: 0

#	RESPONSES	DATE
1	finding ways to be involved in strategic plan besides board meetings and voting.	11/1/2021 3:32 PM
2	Great event overall. Wonderful experience. The board package was great and the materials prepared were great too.	10/29/2021 4:40 PM
3	Learning more	10/29/2021 10:12 AM
4	Really getting to know CareerSource betetr	10/28/2021 8:00 PM
5	seeing the high caliber of staff that is being onboarded.	10/28/2021 3:28 PM
6	Getting to know some of the people on the board and at Career Source and learning about Career Source.	10/28/2021 3:28 PM
7	Understanding the vision	10/28/2021 3:14 PM

Q6 What ideas do you have for future retreats?

Answered: 4 Skipped: 3

#	RESPONSES	DATE
1	Let's get board members involved in developing the priorities for the event, key questions to raise and respond to and set the agenda. But great job to all.	10/29/2021 4:40 PM
2	More of the same!	10/28/2021 8:00 PM
3	see # 4 above.	10/28/2021 3:28 PM
4	Excercises that allow us to get to know our fellow board members better ..	10/28/2021 3:14 PM

Q7 What would be the most effective ways to educate employers on the value and benefits of work-based learning and apprenticeships?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	Tampa Business Journal. Working directly with Chambers and EDC. have them promote. Advertising alone will not do it. News articles in other outlets as well. using board to spread info.	11/1/2021 3:34 PM
2	We have tried about everything over the years. I think they understand the value, but I do not think many of them are motivated enough to take the time and effort it needs to implement.	10/28/2021 3:39 PM
3	they likely know that already. But E,ers are not educators - so CSTB can help develop the lesson plans that E,er can use.	10/28/2021 3:35 PM

Q8 A career pathway is an organized roadmap of skills training and support services available to help someone advance to a specific job or occupation. Would you be interested in providing feedback on our plans and progress to identify priority career pathways and to increase awareness and access to them?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	Sure	11/1/2021 3:34 PM
2	That's my job :)	10/28/2021 3:39 PM
3	absolutely !!!	10/28/2021 3:35 PM

Q9 What community partners should we engage that can help make an impact on target audiences (business community, youth, jobseekers, veterans, apprenticeships)?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	Chamber and EDC for business community. Schools (peach jar), Guidance Counselors, churches, Youth programs and nonprofits (BBBS, YMCA, etc.) Other Nonprofits job seekers may seek out such as Feeding Tampa Bay, Tampa Housing, CDCs, etc.	11/1/2021 3:40 PM
2	Chambers of Commerce, Economic Development Council, colleges and schools, Hillsborough County, Children's Board, Computer Mentors, etc.	10/29/2021 9:35 AM
3	find and enlist the "mayor" of each target audience.	10/28/2021 3:59 PM

Q10 CSTB is working to redo our website, what changes would you like to see to make it more user friendly? What would you recommend increasing our brand awareness?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	I think starting page with one click for 1) Job Seekers, 2) Youth, 3) Businesses, etc. make it as easy and user friendly as possible. Test with potential users and look at customer journey and user experience experts. For brand awareness, I think a subcommittee and use some advertising and marketing volunteers. Surveys to see where we are on brand awareness. Then a PR onslaught.	11/1/2021 3:40 PM
2	I have not had a lot of exposure to the website so I cannot provide an informed opinion. More targeted marketing to increase awareness.	10/29/2021 9:35 AM
3	engaging and effective programs, catchy slogans, Burma Shave road side visuals, popups triggered by key words. and take this down " NATIONAL VIRTUAL CAREER FAIR FOR VETERANS September 1, 2020" that is on the site today.	10/28/2021 3:59 PM

Q11 What ways can we increase our business and community engagement?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	Getting staff on Chamber, EDC, TBP, committees, Leadership Tampa, etc. Be everywhere job seekers are and businesses are.	11/1/2021 3:40 PM
2	Get out there and show value added. With the job market with the way it is, that should be an easier task. Focus on low hanging fruit and use the successes in selling the prospect to other business/organizations/industries.	10/29/2021 9:35 AM
3	too many to list. But developing the Eco-Systems will make it happen.	10/28/2021 3:59 PM

Q12 Are there areas pertaining to marketing you would like to see enhanced to make an impact on the goal of growing the mission to create positive community awareness, build relationships and broaden the foundation of support?

Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	I haven't seen any CSTB marketing in my daily life so I don't have an opinion. There are a lot of options and probably consulting the experts and defining the goals and target populations would be a good idea.	10/29/2021 9:35 AM
2	see item # 10 above	10/28/2021 3:59 PM

Q13 To ensure that CSTB program rebranding launch is successful, what key recommendations would you like to see?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	I feel I answered some of this on last page.	11/1/2021 3:43 PM
2	Implement a strategic marketing plan	11/1/2021 9:21 AM
3	develop the Youth Development Eco-System - and develop a job shadowing strategy for grades 5-12	10/28/2021 4:11 PM

Q14 Young Adult programs require a significant number of specialized services to gain, engage and retain them, what are some unique outreach efforts that you would like to see from our program?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	Answered on last page, but being places with brand ambassadors and volunteers will be key.	11/1/2021 3:43 PM
2	I think this question needs to be asked on an expert(s) and researched for proven models.	11/1/2021 9:21 AM
3	busloads of Jack, Jill, Momma, & Daddy to E,er clusters to let me see what & how others enjoy the work of work.	10/28/2021 4:11 PM

Q15 Identify 3- 5 organizations that you have a contact with that you would like for CSTB Tampa Bay Hires to make contact with for recruitment of young adults?

Answered: 3 Skipped: 4

#	RESPONSES	DATE
1	YMCA Hillsborough Schools Metropolitan Ministries Feeding Tampa Bay University Area CDC Tampa EDC	11/1/2021 3:43 PM
2	HCC and the SDHC	11/1/2021 9:21 AM
3	the consideration is more involved than this question implies.	10/28/2021 4:11 PM

Q16 Identify 3-5 local businesses that you feel would be an ideal partner for Work Based Learning programs for young adults.

Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	USAA, ReliaQuest, Sun Coast Credit Union	11/1/2021 9:21 AM
2	the consideration is more involved than this question implies.	10/28/2021 4:11 PM

Q17 As members within the Hillsborough community, what suggestions for enhanced outreach or recommendations for a diverse marketing plan might you have to engage the diverse populations within our community?

Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	Go out into the communities where the target populations and engage them. Set up a table and have brochures and/or electronic media to get the information to people directly.	11/1/2021 9:26 AM
2	begin by reaching out to the "Communities" listed in the preface to " https://citizencorpscouncilhc.com/community ".	10/28/2021 4:26 PM

Q18 Are there any recommendations that you as a CSTB Board member would make to promote improved efficiencies and productivity within our workforce operations?

Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	I am not familiar enough with the operations yet.	11/1/2021 9:26 AM
2	the senior leadership team being assembled and who are developing strategies seem to have the muscle to improve outcomes across the board.	10/28/2021 4:26 PM

Q19 Do you have any suggested approaches that you have utilized as a professional with our community that have yielded positive results in building and developing your internal talent?

Answered: 1 Skipped: 6

#	RESPONSES	DATE
1	hire the best, present difficult targets, provide the best tools, expect the best outcomes, ask who they admire / respect. get out of the way.	10/28/2021 4:26 PM

Q20 As leaders within our Hillsborough community, what recommendations would you make to restructure and expand our current Service delivery to engage additional populations within our community?

Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	Go out into the communities where the target populations and engage them. Set up a table and have brochures and/or electronic media to get the information to people directly.	11/1/2021 9:26 AM
2	reflect on comment to # 17 - and then we can talk.	10/28/2021 4:26 PM

Q21 In 75 words or less, make a case for donors to support our organization.

Answered: 1 Skipped: 6

#	RESPONSES	DATE
1	our staff can achieve more than the Federal funding restricts us to. Your workplace / organization / local economy can realize greater benefits and sustainability if we could hire supplemental staff and resources. case in point is the "E-Harmony" style customer interface with the Crosswalk data sets and tolls presented during the retreat. Licensing and "fee for Service" outside of the WIOA restrictions.	10/28/2021 4:39 PM

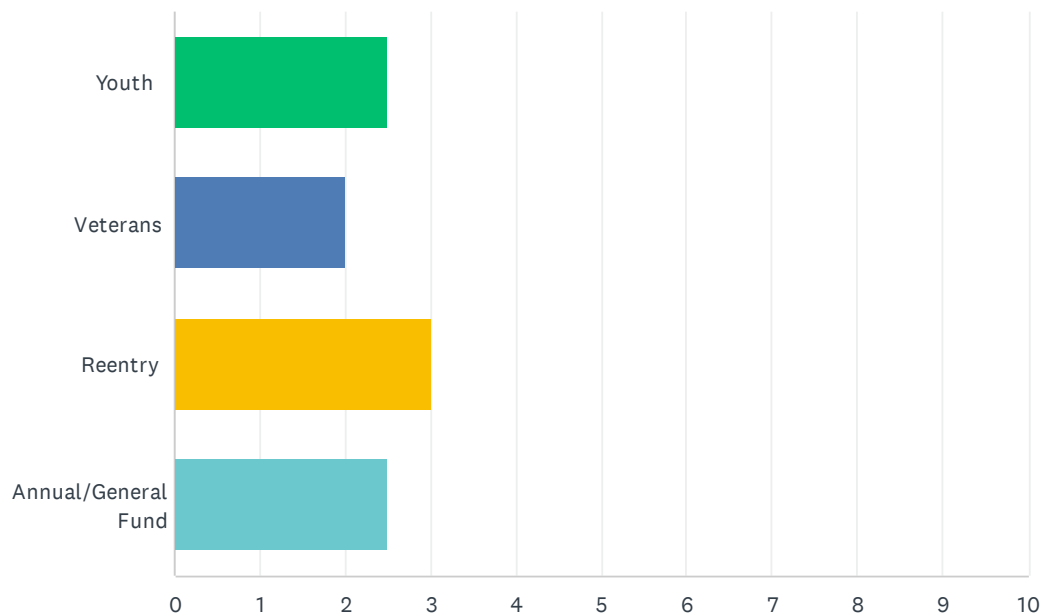
Q22 Please list five organizations CSTB should partner with to expand community awareness of services, and/or solicit donations or sponsorships.

Answered: 1 Skipped: 6

#	RESPONSES	DATE
1	develop the Licensing and "fee for service" packages first - then we can talk.	10/28/2021 4:39 PM

Q23 Please prioritize the following funds for our organization. These funds would be separate from the program dollars received through state and federal allocations, and built through alternate resources, such as donations, sponsorships and special grants.

Answered: 2 Skipped: 5



	1	2	3	4	TOTAL	SCORE
Youth	50.00% 1	0.00% 0	0.00% 0	50.00% 1	2	2.50
Veterans	0.00% 0	0.00% 0	100.00% 2	0.00% 0	2	2.00
Reentry	0.00% 0	100.00% 2	0.00% 0	0.00% 0	2	3.00
Annual/General Fund	50.00% 1	0.00% 0	0.00% 0	50.00% 1	2	2.50

Q24 What keeps you motivated to be a member of the CSTB Board?

Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	It is a great cause and critical for helping those you need it to get out of poverty and/or get back on their feet.	11/1/2021 9:29 AM
2	the excitement of seeing peeps realize their potential, smile, and contribute to their community.	10/28/2021 4:43 PM

Q25 Why do you continue to believe in the work we do?

Answered: 2 Skipped: 5

#	RESPONSES	DATE
1	It's a great organization going in the right direction!	11/1/2021 9:29 AM
2	because it makes # 24 happen.	10/28/2021 4:43 PM

Q26 Do you have any additional feedback? If so, please let us know here.

Answered: 1 Skipped: 6

#	RESPONSES	DATE
1	too many things and so little time and space.	10/28/2021 4:43 PM



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.



Information Item:

Primary Indicators of Performance: PY 2021-2022 July-September

Region 15

Measures	PY2020-2021 4th Quarter Performance	PY2020-2021 % of Performance Goal Met For Q4	PY2020-2021 Performance Goals	PY2021-2022 1st Quarter Performance	PY2021-2022 % of Performance Goal Met For Q1	PY2021-2022 Performance Goals
Adults:						
Employed 2nd Qtr After Exit	77.40	90.53	85.50	77.20	90.29	85.50
Median Wage 2nd Quarter After Exit	\$10,138	111.41	\$9,100	\$10,102	107.47	\$9,400
Employed 4th Qtr After Exit	75.80	87.13	87.00	85.50	95.00	90.00
Credential Attainment Rate	74.90	88.12	85.00	83.20	97.88	85.00
Measurable Skill Gains	73.60	122.67	60.00	73.90	123.17	60.00
Dislocated Workers:						
Employed 2nd Qtr After Exit	83.00	97.65	85.00	81.80	96.24	85.00
Median Wage 2nd Quarter After Exit	\$13,599	144.67	\$9,400	\$13,407	135.42	\$9,900
Employed 4th Qtr After Exit	68.90	79.20	87.00	81.40	91.46	89.00
Credential Attainment Rate	85.70	122.43	70.00	88.00	125.71	70.00
Measurable Skill Gains	68.90	90.07	76.50	66.50	86.93	76.50
Youth:						
Employed 2nd Qtr After Exit	71.40	90.38	79.00	68.10	83.05	82.00
Median Wage 2nd Quarter After Exit	\$5,898	125.49	\$4,700	\$5,627	114.84	\$4,900

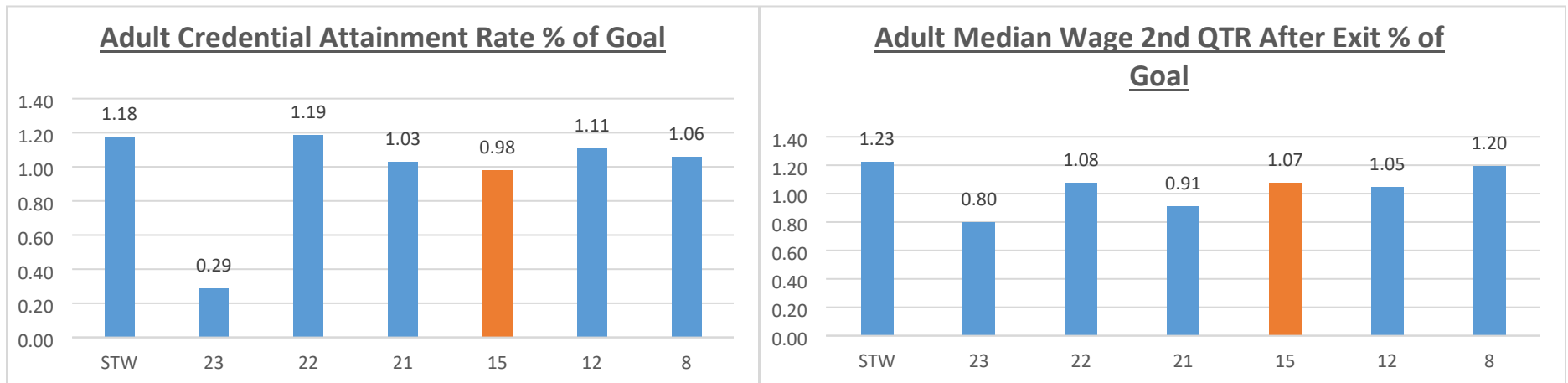
Employed 4th Qtr After Exit	71.20	85.78	83.00	71.20	83.76	85.00
Credential Attainment Rate	45.10	51.84	87.00	66.70	74.94	89.00
Measurable Skill Gains	14.40	28.80	50.00	17.60	32.00	55.00
Wagner Peyser:						
Employed 2nd Qtr After Exit	65.80	96.48	68.20	63.50	90.71	70.00
Median Wage 2nd Quarter After Exit	\$6,112	105.38	\$5,800	\$6,169	104.56	\$5,900
Employed 4th Qtr After Exit	65.40	99.09	66.00	65.10	95.74	68.00
Not Met (less than 90% of negotiated)						
Met (90-100% of negotiated)						
Exceeded (greater than 100% of negotiated)						

Statewide

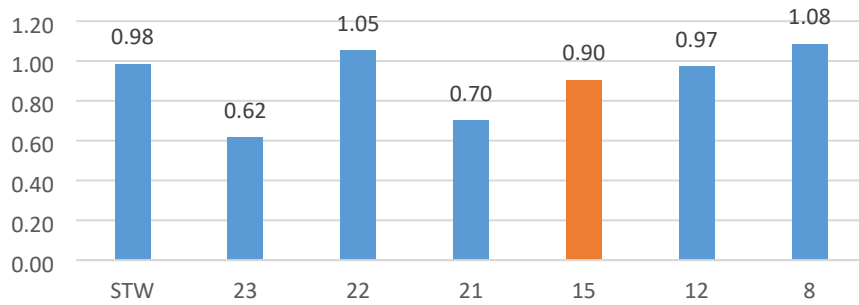
Measures	PY2020-2021 4th Quarter Performance	PY2020-2021 % of Performance Goal Met For Q4	PY2020-2021 Performance Goals	PY2021-2022 1st Quarter Performance	PY2021-2022 % of Performance Goal Met For Q1	PY2021-2022 Performance Goals
Adults:						
Employed 2nd Qtr After Exit	84.50	98.83	85.50	84.20	98.48	85.50
Median Wage 2nd Quarter After Exit	\$8,381	119.73	\$7,000	\$8,586	122.66	\$7,000
Employed 4th Qtr After Exit	82.80	98.57	84.00	82.90	98.11	84.50
Credential Attainment Rate	78.50	115.44	68.00	80.00	117.65	68.00
Measurable Skill Gains	80.70	171.70	47.00	73.50	150.00	49.00
Dislocated Workers:						
Employed 2nd Qtr After Exit	83.90	98.71	85.00	83.90	98.71	85.00
Median Wage 2nd Quarter After Exit	\$10,666	152.37	\$7,000	\$10,529	148.30	\$7,100
Employed 4th Qtr After Exit	76.60	96.96	79.00	77.80	96.65	80.50

Credential Attainment Rate	82.50	117.86	70.00	84.30	120.43	70.00
Measurable Skill Gains	83.20	177.02	47.00	75.80	154.69	49.00
Youth:						
Employed 2nd Qtr After Exit	79.50	100.63	79.00	79.60	100.13	79.50
Median Wage 2nd Quarter After Exit	\$3,900	121.88	\$3,200	\$3,900	121.88	\$3,200
Employed 4th Qtr After Exit	76.60	104.93	73.00	76.30	103.11	74.00
Credential Attainment Rate	80.50	105.23	76.50	90.40	118.17	76.50
Measurable Skill Gains	53.00	116.48	45.50	55.50	119.35	46.50
Wagner Peyser:						
Employed 2nd Qtr After Exit	62.30	95.85	65.00	59.50	91.54	65.00
Median Wage 2nd Quarter After Exit	\$5,510	110.20	\$5,000	\$5,578	109.37	\$5,100
Employed 4th Qtr After Exit	62.20	96.88	64.20	60.50	94.24	64.20
Not Met (less than 90% of negotiated)						
Met (90-100% of negotiated)						
Exceeded (greater than 100% of negotiated)						

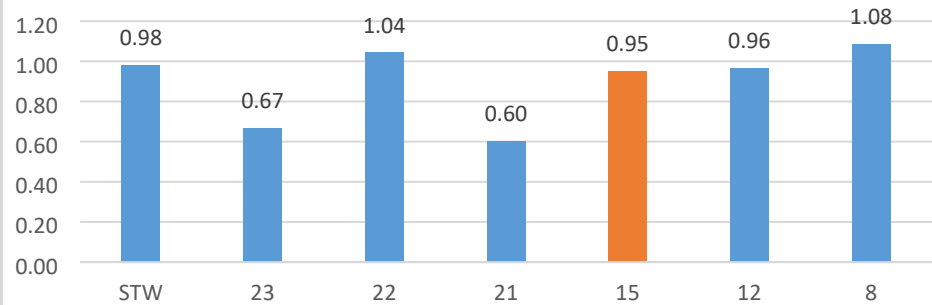
Regional Comparison



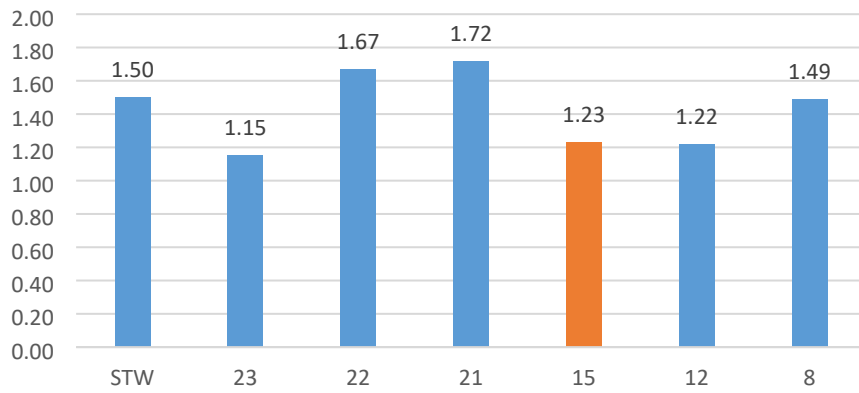
Adult Employed 2 QTR After Exit % of Goal



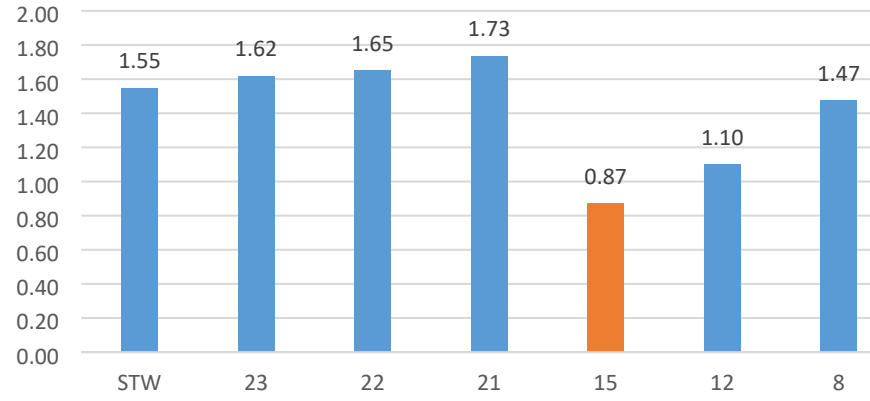
Adult Employed 4th QTR After Exit % of Goal



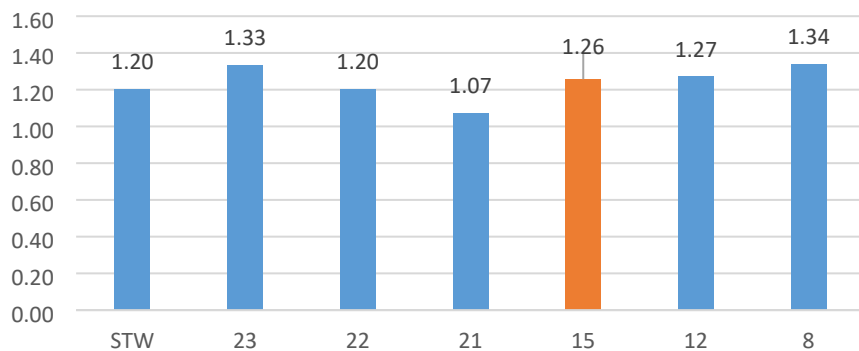
Adult Measurable Skills Gains



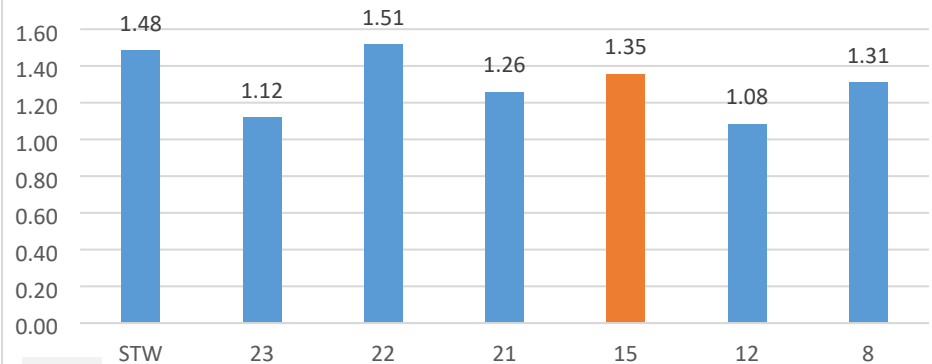
DW Measurable Skills Gains



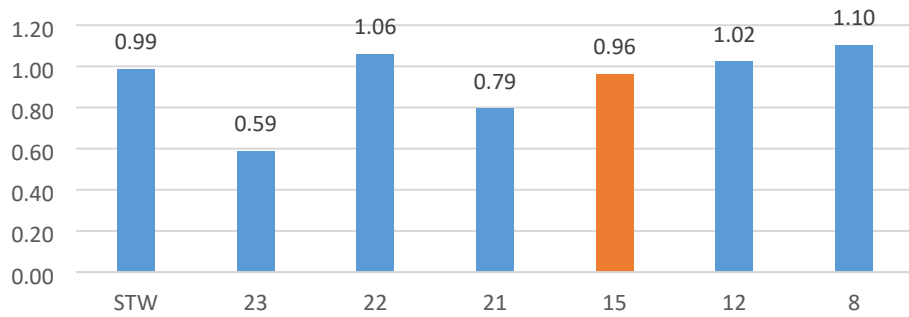
DW Credential Attainment Rate % of Goal



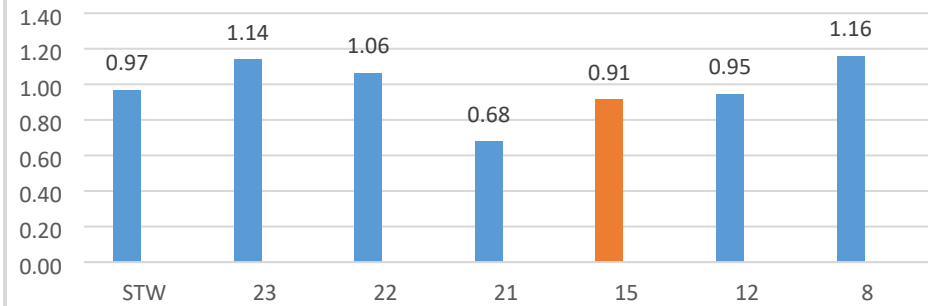
DW Median Wage 2nd QTR After Exit % of Goal



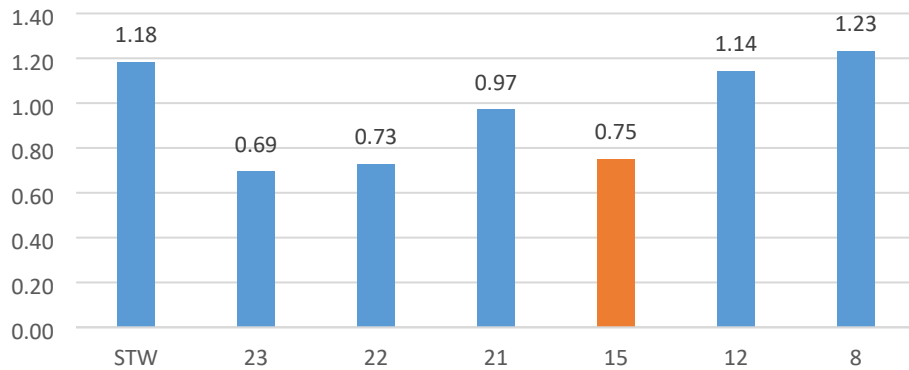
DW Employed 2nd QTR After Exit % of Goal



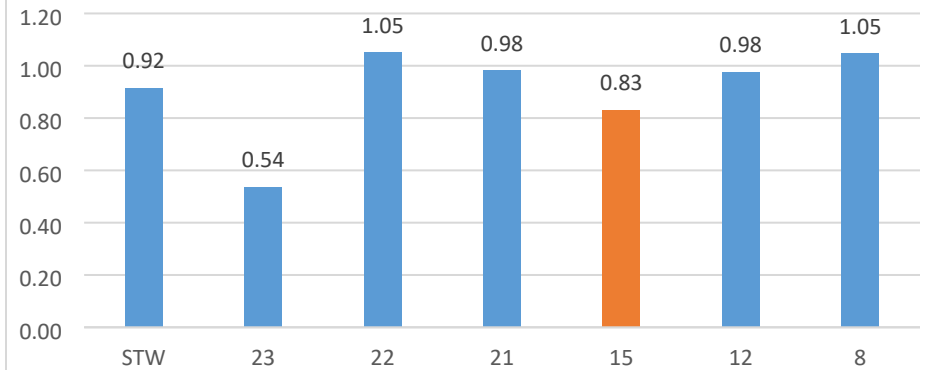
DW Employed 4th QTR After Exit % of Goal



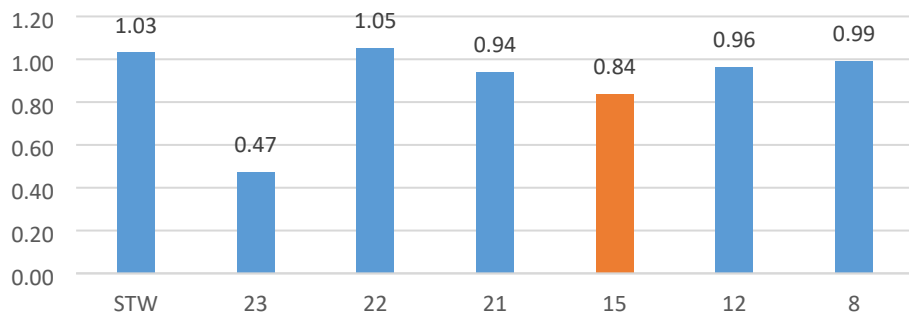
Youth Credential Attainment % of Goal



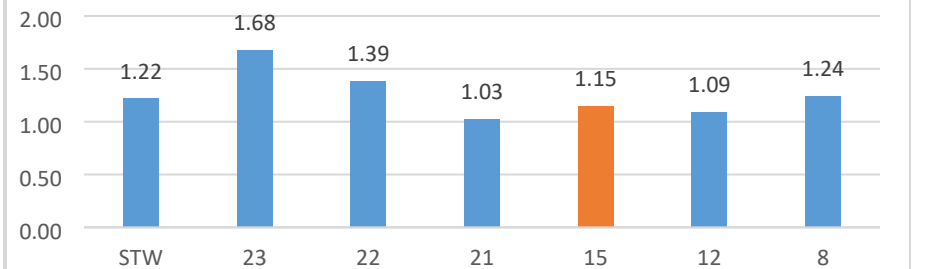
Youth Employed 2nd QTR After Exit % of Goal



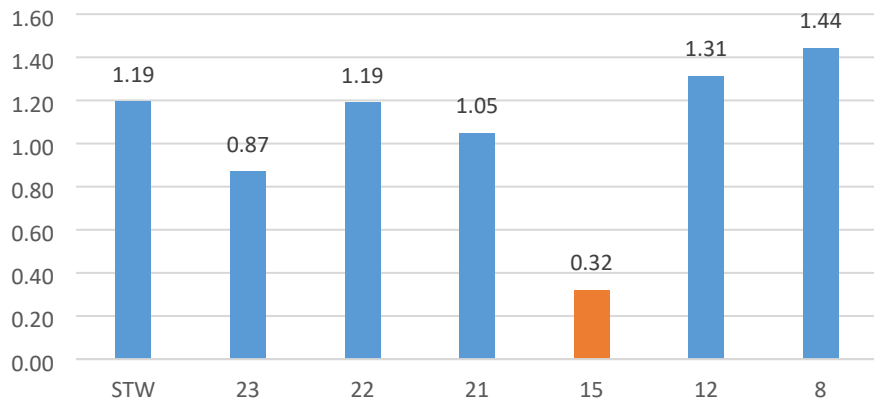
Youth Employed 4th QTR After Exit % of Goal



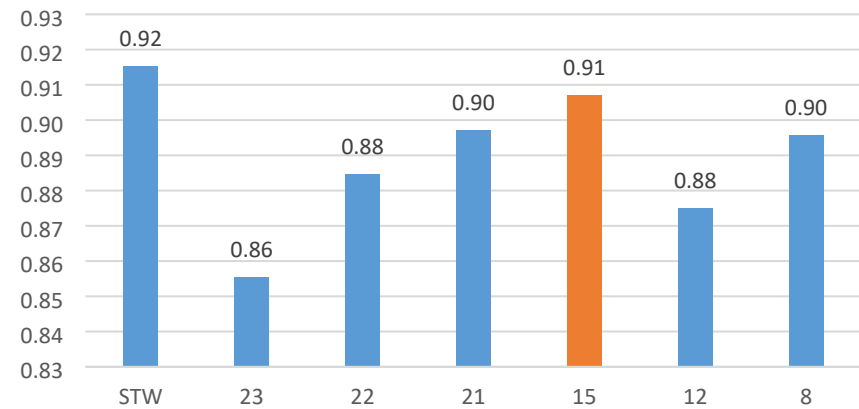
Youth Median Wage 2nd Quarter After % of Goal



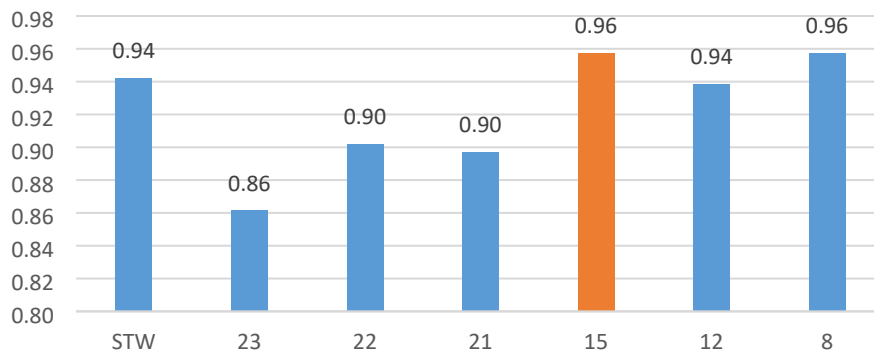
Youth Measurable Skills Gains



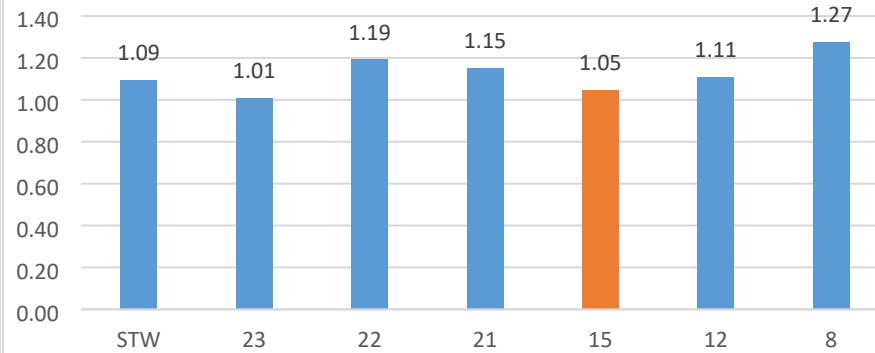
WP Employed 2nd QTR After Exit % of Goal



WP Employed 4th Quarter After Exit % of Goal



WP Median Wage 2nd QTR After Exit % of Goal



Region 8- CareerSource North Florida

Region 12 CareerSource Central Florida

Region 21- CareerSource Palm Beach

Region 22- CareerSource Broward

Region 23- CareerSource South Florida



Information Item

Public Relations/Marketing Report (1st Quarter)

CSTB Board of Directors

Updated September 30, 2021

Strategic Goals

Establish a comprehensive marketing and communications plan to support current programs, projects, and events.

- **Action Item:** Establish and update the marketing and communication plan during PY 21-22.
 - **Status:** Marketing is updating the existing marketing and communication plan. Ongoing. The first step we are taking is to hire a marketing/pr firm to assist with strategy. We are in the final stages of a contract with Vistra Communications. Vistra will assist the VP of Marketing/Public Relations in developing a strategic marketing/outreach plan for the program year 2021-22.

Refine brand perception and increase brand visibility.

- **Action Item:** Develop innovative strategies and outreach materials to market various programs and increase the effectiveness of advertising, inclusive of website, social media, and earned media statistics.
 - **Status:** Marketing produces a *Quarterly Marketing Report* that includes all of the action items. See report below.

Improve understanding of our work and relevance to businesses and the greater community.

- **Action Items:**
 - **Annual Community Survey**
 - **Status:** Marketing is currently working on the language for the community survey. The last community survey was completed by the Marketing Department in 2019. The 2021 survey will focus on businesses partners and job seekers.
 - **Earned Media Report**
 - **Status:** See 1st Quarter Marketing Report (below)
 - **Public Relations Development**
 - **Status:** Marketing continues to update the existing Public Relations Communications and Outreach Plan to find ways of reaching our target audiences: Partners, Businesses, and Job Seekers.

- **Website Analytics**
 - **Status:** Key website analytics is included in the quarterly marketing report. (See *Marketing Report* below)
- **Customer Survey (Kiosks)**
 - **Status:** In July 2021, marketing, working closely with Special Projects, is surveying visitors to our One-Stop location for outreach information as part of our kiosk survey. See the latest results below.

Quarterly Marketing Report

Below you will find *Key Performance Indicators* done quarterly by the Marketing/Public Relations Department. We measure the primary outreach efforts of social media, website, and media outreach via an Earned Media Report.

WEBSITE USAGE:

Total Website Page Views	205,315
Website Users	31,675
Average Session Duration	3:54
Pages per session	3.32
Bounce Rate	47.77%
Sessions	61,822

TOP 10 WEB PAGES		
Page Views (<i>July 1, 2021 to September 30, 2022</i>)		
Main page	36,348	17.70%
Job Seekers <i>Career Training & Development</i>	7,776	3.79%
Job Seekers <i>WIOA</i>	7,402	3.61%
Job Seekers <i>Job Search / Employability Skills Training</i>	5,073	2.47%
Job Seekers <i>Job Search</i>	4,764	2.32%
Job Fairs	4,708	2.29%
ECourses	2,870	1.40%
Vision 2021	2,622	1.28%
Ace	2,404	1.17%
Job Seekers <i>Assistance Programs</i>	1,950	(0.95%)

SOCIAL MEDIA:

Due to a global shutdown of Facebook and their social media products, there was a loss of data for our first quarter social media sites. Some data that we have includes a 14.35% increase in the number of followers across all social media platforms going from 8,034 followers in the 1st Quarter of 2020-21 to 9,187 followers in the 1st Quarter of 21-22.

PUBLIC RELATIONS

Number of Press Releases	11
Reporter Inquiries	6
Positive Viewers/Reach	330,802
Positive Stories Published	9
Earned Media dollar figure	\$19,527

2021 Community Survey

The Marketing/Public Relations team completed the last community survey in the fall of 2019. The 2020 report was not done due to the pandemic. We plan to execute the Community survey using many of the same questions in the fall of 2021. The survey will be posted on the CSTB website, social media pages and done via an email blast. Below are links to questions that we asked during the last community survey. The CSTB Leadership Team will be surveyed to see if the questions need updating.

1. Employer survey <https://www.surveymonkey.com/r/WCXTB29>
2. Job Seeker Survey Questions <https://www.surveymonkey.com/r/W2TDK6T>

Customer Survey (Kiosks)

The following questions are being asked of all CSTB customers who sign in on the kiosks when they enter one of the Customer Service Centers. Below is the report for the 1st Quarter of 2020-21. *(Not final as data trails 30 days)*

How did you hear about CSTB?	
Other <i>Other comments top responses:</i> <ul style="list-style-type: none">• Unemployment• Walk-in or word of mouth• Referral from another agency	54.7%
Referral from another Agency	32.0%
Digital Marketing (computer/phone)	8.3%
Social Media	7.2%
Television	2.3%
Print Media (Newspaper, Magazines)	1.1%
Billboards	.9%
Radio	0%

Program Support:

Programs:

- *ACE Program* Marketing is supporting the program by developing flyers, webs updates, and press releases.
- Relaunch the *Professional Networking Group*

Event Planning:

The CSTB Marketing/Public Relations team fully supports event planning. Support includes help with planning, website support, event software management, producing marketing collateral, videos, and emceeing. Among the events we supported during Q1 include:

- July 2021 - Ribbon Cutting Ceremony (New Brandon Location)
- August 2021 - Summer Job Connection (Youth Summit)
- August 2021 - Summer Job Connection (End of Program Event)
- Vision 2022 - Planning for the event on January 10, 2022
- Job Fairs & Virtual Job Fairs

Advertising/Outreach:

- Print: We are currently making advertising spend in the *Tampa Bay Business Journal* and *Tampa Bay Business Wealth* targeting businesses and business leaders. We will be targeting job seekers in the next three quarters. We are in the process of developing an outreach plan for fiscal year 21-22.

Youth Rebranding & Website Build:

- CSTB Marketing worked closely with the **CSTB Youth Leadership Team** on rebranding and developing a new Youth & Summer Job Connection website. The website was completed in October 2021.

New Youth Name: Tampa Bay Hires

New Summer Job Connection Name: Tampa Bay Summer Hires

Tagline: Hire Now. A Higher Tomorrow

Job Fairs: Marketing supported the following Job Fairs

- Bay Area Manufacturers Association (BAMA) in-person hiring event October 14, 2021
- National ITEN WIRED Job Fair October 27, 2021
- MacDill AFB virtual hiring event October 29, 2021
- EDSI (Educational Data Systems, Inc.) in-person hiring event October 13, 2021
- Amazon in-person hiring events September/October 2021
- CRH Companies (Manufacturing in-person hiring event) August 2, 2021
- Senator Janet Cruz Job Fair July 28, 2021
- SONOCO Job Fair, Plant City, July 27, 2021



Information Item

ACE Program Information

Apprenticeship-to-Career Empowerment (ACE) Program

CareerSource Tampa Bay in partnership with Hillsborough Board of County Commissioners: Kick-Start your career by earning a credential in as little as 12 weeks while building your resume earning \$15/hour in a paid work experience. This program offers **tuition assistance** and a **paid work experience** with a Hillsborough County employer. Industries will include IT, Healthcare, Manufacturing, and Finance.

ABOUT ACE

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.

Current ACE Training Tracks:

Digital Marketing: 8 weeks

Cyber Security: 12 weeks

Front End or Software Development: 12 weeks

Business Operations Specialist: 9 weeks

Aircraft Electronics Technician: 12 weeks

CNC – Milling, Programming and Operations: 10 week program

NEW! TechWorks – Help Desk, IT Support Specialists: 12 week program

Served to Date:

- 41 students were seated to date
- 37 remain active
- 25 employers active in ACE with contracts or contracts in process with 65 total PWE worksite positions
- Total of 60 employers have expressed interest in the ACE program
- Close to 225 young adults have submitted interest in the ACE Program to date.
- CSTB continues to conduct outreach and marketing to promote the ACE program and enlist young adults and employer partners within Hillsborough County
 - Close to 11,500 emails have been sent to local young adults.
 - Business Services team continues to promote ACE program and partnership opportunity with Hillsborough employers.
 - Marketing team continues to promote thru social media and community partners.



Information Item

CareerSource Tampa Bay

Special Grants

National Dislocated Worker Grant (NDWG): COVID-19 Disaster Relief Employment

This NDWG grant targets assisting Hillsborough residents that have been impacted by COVID and meet the defined eligibility criteria to be placed into temporary employment within positions defined by the Department of Labor (DOL) as directly related to disaster recovery. COVID-19 has affected Hillsborough County residents through job loss and decreased income.

NEW! CSTB recently requested and was approved by the Department of Economic Opportunity (DEO) to broaden the scope of our NDWG program to include occupational skills or upskilling to an eligible NDWG participant. CSTB has modified the current contract for EDSI, our CSTB service provider for Adult and Dislocated Worker program to include a provision for occupational skills training following our WIOA guidelines to a targeted 47 Covid impacted participants under the NDWG grant.

The other component under the NDWG is temporary part-time employment providing Covid impacted participants the opportunity to earn wages working for a local non-profit agency and get back into the workforce through the NDWG Paid Work Experience program. Some recent activities under this module are:

- 23 job seekers placed in temporary part-time employment making \$15.50 per hour at 25 hours per week for a period of up to 12 weeks.
- November activity: 2 additional job seekers placed and 2 more set to start next week. Staff are working with 4 additional candidates to complete intake and eligibility to place also in November. An additional 7 job seekers are in process.
- Grant budget: \$843,937 Spend to date: \$188,590 Remaining: \$655,347 thru Oct 19,2021

Employer Partners and Worksite Opportunities:

- Feeding Tampa Bay = 13
- Metropolitan Ministries = 5
- CSTB = 10
- United Food Bank Plant City = 2
- Total current openings = 30

Two H-1B Job Training Grants (H1B): Tech Quest Apprenticeship (TQA) and TechBoost

NEW! CSTB has partnered with Clark University as the grant lead and several other Local Workforce Development boards under two H-1B grant initiatives seeking to broaden talent development with the Information Technology (IT) Industry.

TQA: The first H-1B grant is the Tech Quest Apprenticeship expansion grant called TQA which targets to assist IT and IT-related apprenticeships and pre-apprenticeship programs in development, expansion and active enrollment. Training must be in occupations and industries for which employers are currently using H-1B visas to hire foreign talent. Targeted participants must be 17 years of age or older who are currently not in school and unemployed, underemployed, or an incumbent worker. Participants may be co-enrolled with the WIOA program. An average of \$600 occupational training assistance may be provided under the grant award of \$79,000.

CSTB will use the grant funds to assist with the cost of training for apprentice and pre-apprentice participants. The ACE program is targeted to make use of TQA funds to broaden training resources. Currently, there are 13 targeted enrollments under TQA.

TechBoost: The second H-1B grant is TechBoost which seeks to build public-private partnerships of education, workforce, employers and other stakeholders to leverage grant funds with existing resources to increase Information Technology (IT) and IT-related industry sector-based credentials and work-based training. As with TQA, training must be in occupations and industries for which employers are currently using H-1B visas to hire foreign talent. Targeted participants must be 17 years of age or older who are currently not in school and unemployed or underemployed. TechBoost training assistance may not exceed an average of \$5,000 per participant under the grant award of \$387,000. Participants may be co-enrolled with the WIOA program.

Staff have currently been attending a series of grant trainings on grant eligibility, tools, required MIS and planning for grant rollout.

Information Item- One Stop Operator Update 9.30.2021

CareerSource Tampa Bay defined the role of a One-Stop Operator as an entity that coordinates the service delivery of participating one-stop partners and service providers within the Career Centers.

EDSI, Inc. has been our One-Stop Operator for the past 3 months. Nicole Beverley, One-Stop Operator of EDSI, Inc. manages our One-Stop Operator contract.

Below is a summary of their achievements during the time period of July 1 - September 30, 2021:

Maintain & Develop New Linkages



5 new partners have joined CSTB's partner network

1. Habitat for Humanity of Hillsborough County
2. Fifth Third Bank - Financial Wellness Program
3. Success 4 Kids & Families
4. The Centre for Women
5. Blanket Tampa Bay



Total connections received from portal portal:

23 connections were made

Including:

9 partner organizations received connections



18 connections were made by CSTB

Net Promoter (Job Seeker) Results:

Time Period: July 1 - August 31, 2021

- 1,805 total surveys were sent out with 153 responses received for an average rate of 8%
- Regional NPS (**41%**) scores have exceeded target every month of the 30% goal:
 - July Regional NPS score: **39%**
 - August Regional NPS score: **42%**

55%

of Job Seekers

rated ease of access to be very easy!

Employer Results:

- 589 total surveys were sent out with **37 responses** received for an average rate of 6.3%.
- **41%** of employers listed CSTB as a top 3 resource for recruiting qualified candidate for this program year.
- **57%** of employers rated CSTB services as Effective, Very Effective, or Extremely Effective.
- **88%** of employers rated the CSTB staff as Extremely Professional to Professional.



Information Item

Updated CSTB Policies

Programmatic policies are administered by the CSTB Chief Policy and Performance Officer (CPPO). The CPPO and his/her designee reviews all relevant USDOL ETA Training Employment Guidance letter and Training Employment Notices to determine if there is a need for a policy or policy revision.

When a need for a new or revised policy occurs, the CareerSource Florida Strategic Policy and Performance Team and DEO's Division of Workforce services Bureau of One Stop and Program Support receive the policy assignment. Administrative policies are issued from DEO, while strategic policies are issued from CareerSource Florida. Both types are reviewed by the CareerSource Florida Policy Development Workgroup to ensure that they align with the key characteristics of the Policy Development Framework prior to dispersing to Florida's 24 LWDBs. LWDBs are responsible for adapting the issued policy to a local level within their region.

Modification of a policy could include but is not limited to minor revisions or major changes at federal, state or local level. Policy updates are minor revisions needed to preexisting policies that do not affect the intent or objective of the policy, which may include:

- Clarify points outlined in the initial policy
- Restructure the initial information in the policy for a better flow, description, or explanation
- Corrections to existing definitions, punctuation, spelling, or agency titles
- Addition of new definitions
- Incorporating attachments to assist in policy statements or clarification

As policy modifications are made as indicated above, CSTB staff have authority to make required changes and disperse to management and staff.

Outlined below are the existing CSTB Board approved policies that have been modified during Quarter 2 (October 1, 2020 through December 31, 2020):

Policy Title	Policy #	Revision Date	Language Update/ Addition
On-the-Job Training	018-C0011	10.15.2021	<p>"A skills gap analysis will be conducted using Skilldex to determine the areas OJT candidates need training in. OJT funds should not be used for orientation of standard operating procedures of the employer."</p> <p>"Submitting Job Order Form to the Job Order Unit OJT positions must be posted in Employ Florida in order to source candidates for OJT opportunities. Job Order Form will be submitted to Joborders@careersourcetb.com and will be entered in Employ Florida within 24 hours of receipt by the CSTB Job Order Unit."</p>

CSTB Paid Work Experience	019-C0016	10.01.2021	"Work experience trainees will be paid minimum an hourly wage rate of \$13.00 per hour."
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All CSTB policies can be viewed in full on the CSTB website (<https://www.careersourcetampabay.com/reports-and-publications/>) located under the "Reports and Publications section under "About Us"



Information Item # 2

R15 DEO Quality Assurance Report Program Years 2020-2021

Programmatic and Financial Compliance Monitoring Review

Overview:

The Department of Economic Opportunity (DEO) must perform annual monitoring of its subrecipient workforce entities as required by federal and state laws, rules, regulations and applicable DEO guidance. A joint programmatic and financial monitoring review of CareerSource Tampa Bay's (the "LWDB") workforce programs was conducted by DEO's Bureau of One-Stop and Program Support (OSPS) and Bureau of Financial Monitoring and Accountability (FMA) staff. The monitoring activities included assessing the LWDB's program operations, management practices, system protocols, internal controls, financial record keeping and reporting to determine if the LWDB operated in compliance with each of the programs' laws, regulations, state and local plans, policies and guidance, and any contracts or agreement terms. For the review period of January 1, 2020 – March 30, 2021, the monitoring was conducted via a desk review to test participant case file records and financial activities and transactions.

Local operating procedures (LOP), program services and activities, local plans and reports, as well as financial management practices, record keeping, safeguards and reporting were reviewed to determine if appropriate processes, procedures and controls were in place and properly implemented. The review revealed that the LWDB has the systems in place to perform the broad management, operational, and financial functions required to operate workforce programs.

On 9.22.21 Department of Economic Opportunity (DEO) provided CSTB with the LWDB 15 Monitoring Report Transmittal Letter for PY 20-21. This included the DEO Quality Assurance Report dealing with the outcome of PY 2020-2021 of CSTB's workforce programs, operations and financial activities.

Financial Monitoring

FMA financial monitoring procedures included tests of transaction details, file inspections, and inquiries to (1) determine the status of recommendations from the prior year monitoring visit, and (2) to adequately support current year Findings, Issues of Noncompliance, Observations and Technical Assistance. There were no recommendations from the prior year monitoring visit. The results are as follows:

- No Findings or Issues of Noncompliance identified
- No technical assistance issued identified
- One observation pertaining to board composition and structure.

Programmatic Monitoring

The report includes issues (Findings, Other Non-Compliance Issues, General Comments and Observations) for all workforce development funded programs.

Each Finding and Other Non-Compliance Issue requires CSTB to develop a formal Corrective Action Plan (CAP) that addresses how CSTB will correct the findings and non-compliance issue. Findings are instances where noncompliance with requirements contained in federal or state law, rules or regulations, administrative codes, state guidance or other documents are found and are considered higher risk issues that could impact the integrity of the program operations and/or result in questioned costs. Other Non-Compliance Issues are general non-compliance conditions considered lower risk findings but could potentially result in higher risk findings based on the nature of the deficiency (i.e. repeat violations, issues indicative of systemic problems in program operations, questioned costs, etc.). The CAP is due to DEO by 10/27/2021.

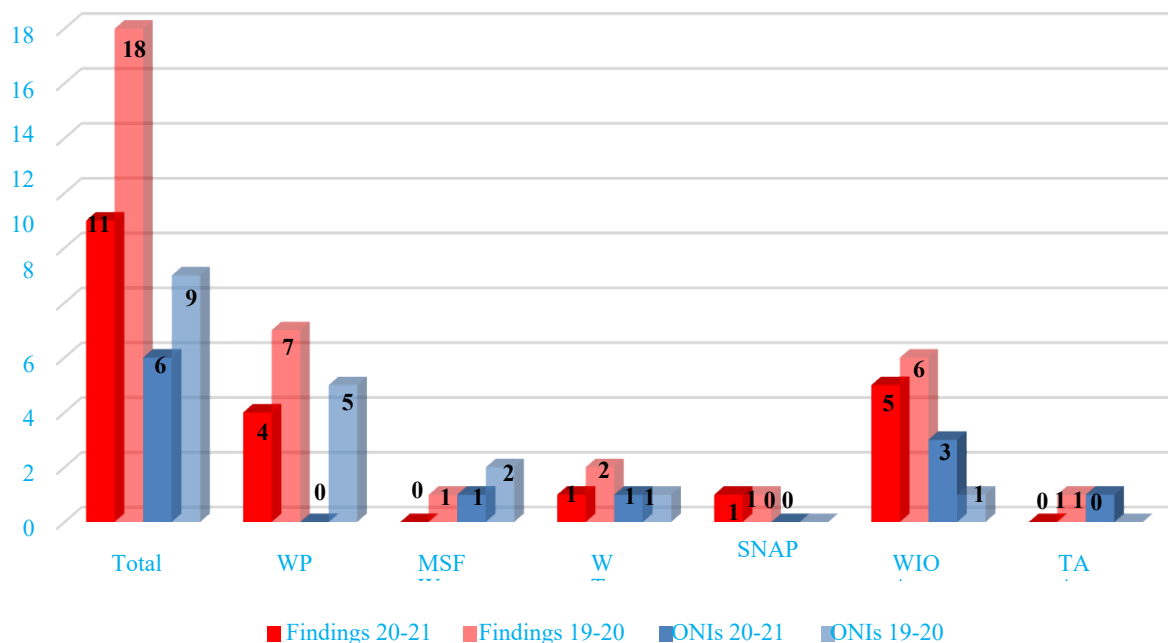
Below is summary table of monitoring results:

N=No Y=Yes N/A=Not Applicable

2020-21 Monitoring Results					
Workforce Program	Issue	Prior Year Finding	Current Year Finding	Prior Year Other Noncompliance Issue	Current Year Other Noncompliance Issue
WT	Transitional services and activities were not ended timely in OSST for several participants.			Y	Y
	Documentation was not retained in a participant's case file to verify the support services provided to a SYEP participant.	N	Y		
WT Totals		0	1	1	1
SNAP E&T	Several participants were either assigned to less than the required 80 hours in work activities, assigned to more than 120 hours per month in work activities in combination with employment, or case files were missing documentation to support all JPR hours entered in OSST.	Y	Y		
SNAP E&T Totals		1	1	0	0
WIOA Adult/DW	Documentation to support the OJT activity for several participants was either missing or not entered correctly.	N	Y		
	The income determination type recorded in Employ Florida did not match the supporting documentation maintained in a participant's case file.			N	Y
Youth	The required academic and occupational components of the work experience activity were not documented in a participant's case file.	Y	Y		
Special Projects	Individualized career services were not documented in a few participant case files.	N	Y		
	Documentation was missing in one participant's case file to support the employment verification information recorded in Employ Florida.	N	Y		
	One participant case file did not contain documentation to support that quarterly follow-ups were conducted.	Y	Y		
WIOA Common Issue	Measurable skills gains (MSG) for several participants were not recorded in Employ Florida. Additionally, the MSG attainment type was not retained in the participant's case file.			Y	Y

	The supportive services type recorded in Employ Florida for several participants did not match the documentation maintained in the participant case files.			Y	Y
WIOA Totals		2	5	2	3
TAA	Training benchmarks were not reviewed and/or documented every 60 days as required.			Y	Y
TAA Totals		0	0	1	1
WP	Permission to create Employ Florida registrations and referrals to job orders were not documented for multiple job seekers. Also, multiple job seeker applications were incomplete.	Y	Y		
	A few services recorded in Employ Florida did not meet the definition of a service or were inadequately documented.	N	Y		
	A new employer account was not verified within the required two business days.	N	Y		
RESEA	Multiple work search activities were not developed, assigned, and documented.	N	Y		
WP Totals		1	4	0	0
MSFW	The Brandon significant office did not meet the equity ratio indicators and minimum service level indicators during the review period. Additionally, no outreach activities were being conducted at the Plant City significant office (Note: The Plant City issue is listed as an observation in the report, but corrective action must be taken).			Y	Y
MSFW Totals		0	0	1	1
Results-All Programs		4	11	5	6

Monitoring Issues By Program PY 2020-2021 CareerSource Tampa Bay



DEO will conduct it's monitoring review in Program Year 2021-2022 from 4/11/21 to 4/15/21. The following pages of this information item contain the full programmatic report from DEO.



Information Item

CSTB PY 21-22: Internal Program Monitoring Update

Overview:

Each Program Year, CSTB Internal Program Monitoring Department develops a formal QC Monitoring Plan along with the annual QC Monitoring Schedule. The annual schedule evaluates all CSTB programs through comprehensive monitoring to ensure compliance against federal, state, rules and regulations and locally developed policies/procedures. For each programmatic area of review a structured report is provided documenting results and meetings are held with applicable program staff (Directors, Coordinators and Leads) to discuss and review results. Program Staff are then required to develop a Corrective Action Plan (CAP) to resolve identified issues of Findings and Other Non-Compliant Issues identified.

The Program Monitoring Department reviews the CAP to ensure that required elements are addressed sufficiently and where necessary follow-up monitoring may occur to ensure required action has been taken to rectify corrections/updates.

Below is a summary table of monitoring areas completed or in-progress as of 10/27/2021.

Period Monitored	Scheduled to Start	Program	Status	Total Cases Monitored
4/6/21 – 7/6/2021	7/19/2021	WIOA AD/DW (OST/RA all questions)	Completed	40
	7/23/2021	WIOA AD/DW (Follow up services/Quarterly Follow ups - All Activities)	Completed	60
4/6/2021 – 7/6/2021	7/13/2021	WIOA AD/DW Contract Specific Questions – IWT/PWE/OJT/CT activities)	Completed	5
5/17/21 – 7/19/2021	7/20/2021	WIOA Youth (All activities)	Completed	7
	7/28/2021	WIOA Youth (Credentialing/follow ups/follow up services)	Completed	20
2/3/21 – 8/4/2021	8/7/2021	WP (RESEA)	Completed	48
2/18/21 – 8/1/2021	8/12/2021	WP (MSFW)	Completed	50
2/18/21 – 8/1/2021	8/26/2021	WP (Job Development)	Completed	3
2/18/21 – 8/1/2021	8/20/2021	WP (Veterans 128's and 129's) – Codes removed	Completed	20



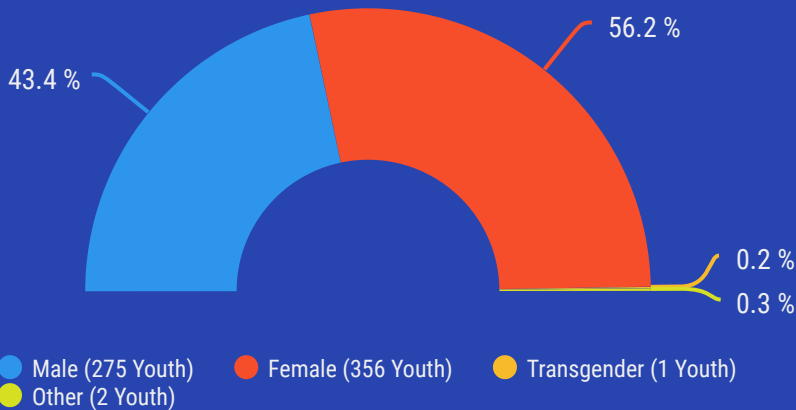
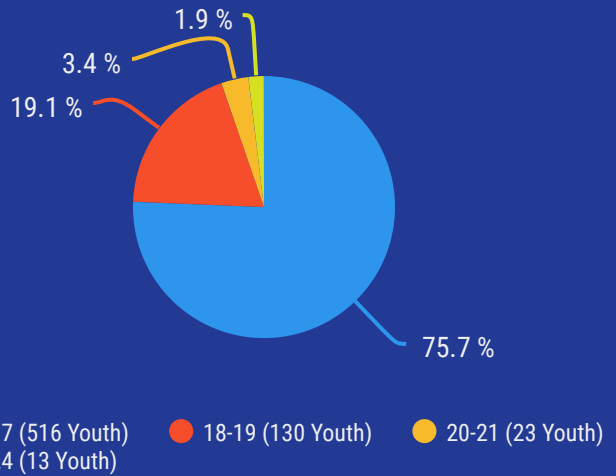
Information Item

Summer Job Connection (SJC) 2021 Recap

Summer Job Connections Recap can be found on the following pages:

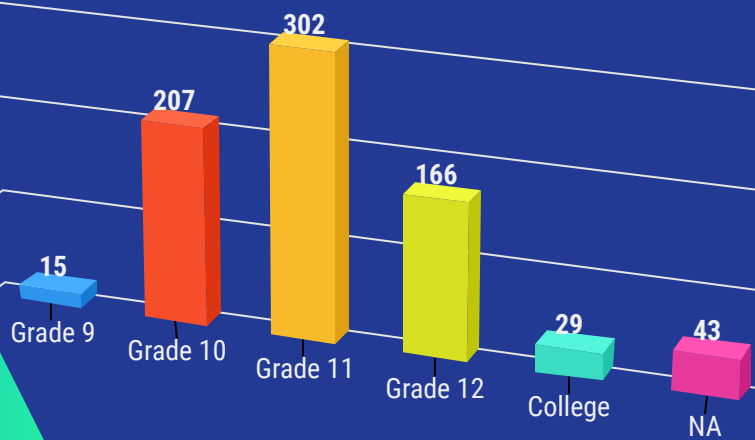
2021 Metrics

2021 Age Ranges



2021 Gender

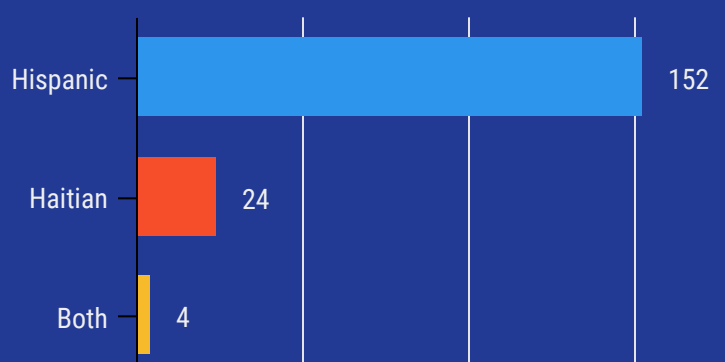
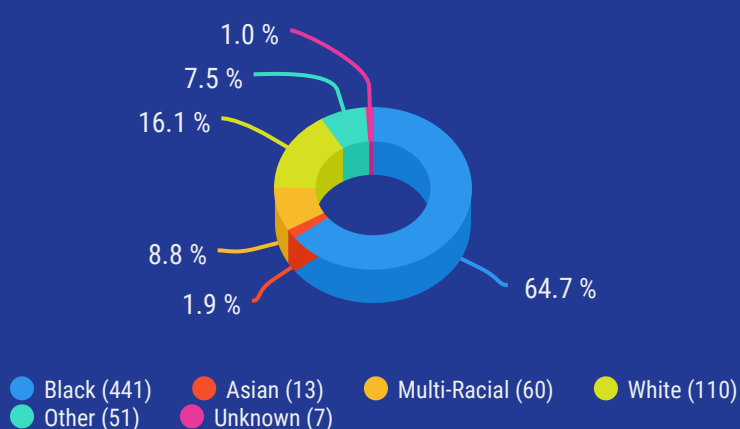
2021 Education Level



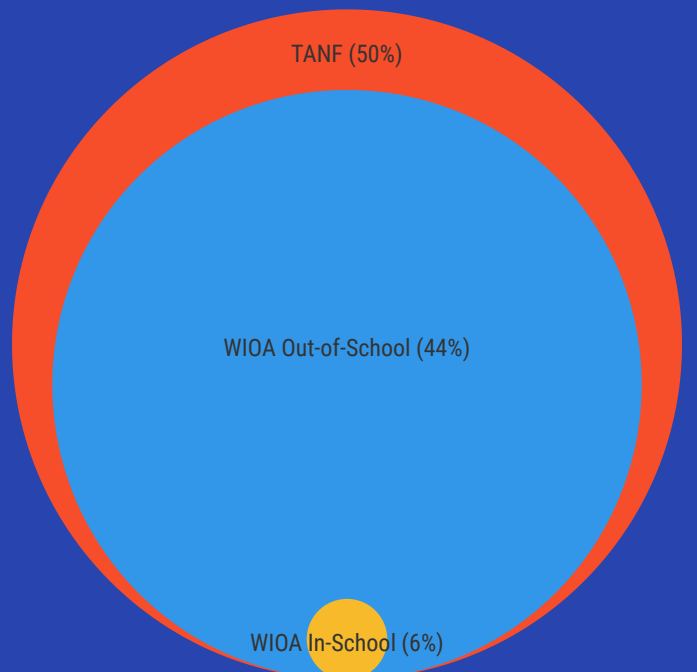
19%
of 2021 Participants
identified as having a disability



2021 Race & Ethnicity



2021 Program Funding



411 Youth in
Paid Work Experience



250 Youth in Online
Career Exploration



20 Youth in
Leadership Course

2021 Enrolled Participants

80% of Youth Completed the 2021 SJC
Program

Summer Job Connection is being rebranded as **Tampa Bay Summer Hires!**
The 2022 application goes live for both Employers and Youth on **January 10th, 2022.**

Information Item

Overview

- **Young Talent Tampa Bay rebrand completed – Tampa Bay Hires & Tampa Bay Summer Hires**
- **Website Update completed**
- **Paid Work Experience – YTD placements – 50**
 - Increased wage October 1st to \$13/hr.
 - Hours & weeks remain the same

Row Labels	Count of Provider/Worksite	Row Labels	Count of socHigh
City of Tampa	14	Recreation Workers	9
Bet Employment Solutions LLC	6	Executive Secretaries and Administrative Assistants	9
Academy of Tampa	4	Customer Service Representatives	8
Bullard Family Foundation	4	Preschool Teachers, Except Special Education	7
Delta Credit Restoration	2	Community and Social Service Specialists, All Other	4
Tampa Museum of Arts	2	Employment, Recruitment, and Placement Specialist	3
Supporting Bright Stars	2	Loan Officers	2
The Black Chef	2	Medical Secretaries	2
Best Friends for Kidz	2	Information Technology Project Managers	1
University Diagnostic Institute	2	Painters, Construction and Maintenance	1
Ybor City Food Mart	2	Healthcare Support Workers, All Other	1
YoYo Juice, Inc.	2	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	1
Basic Principles Corp. / Wingstop	1	Automotive Service Technicians and Mechanics	1
Toria's Support Care Service Inc.	1	General and Operations Managers	1
Brighter Days	1		
Ice Cold Air	1		
KatPro Technologies	1		
Country Villa Estates	1		
Grand Total	50	Grand Total	50

- **Graduation Ceremony - GED/Penn Foster**
 - December 10, 2021 @ N. Florida Avenue location 6:30 pm – 8:00 pm



Overview:

Tentative Dates for Tampa Bay Summer Hires (formerly Summer Job Connection):

- **December 17th** - Staff Info. Sessions
- **January 10, 2022** - Program application launch for Employers & Youth
- **January 24, 2022** - Youth registrations / Intake sessions
- **February 28, 2022** – Program Application closes (Youth only)
- **May 31 - June 3, 2022** - Youth Summit (tentative)
 - **June 13, 2022** - Participants first day of Program
 - **July 8, 2022** – Last day of CXP/Leadership
 - **July 22, 2022** – Last day of six-week internship
 - **August 5, 2022** – Last day of two-week extension

Hiring

- Summer Program is hiring up for application launch – Total of 23 staff
 - Program Specialists
 - Marketing Specialist
 - Career Coaches
 - Lead Career Coaches



Information Item

Gig Economy Statistics

Information

See the following pages on Gig Economy Statistics



The Future of Employment - 30 Telling Gig Economy Statistics

**By** Damjan Jugovic Spajic

May 26, 2021



The latest gig economy statistics tell us that times aren't just changing - they've already changed. Gone are the days of working from nine to five in a cradle-to-grave job. Nowadays, it's increasingly common to piece together an income from several different sources and work when you want, not when your boss tells you to.

The proliferation of freelancing and gig work - especially through major gig economy employers such as Uber, Lyft, Turo or Fiverr - shows this. We're witnessing a massive shift from traditional work and full-time employment to freelancing, working part-time, and independent contracting. This is often referred to as the gig economy.

So, how can we define the gig economy? Broadly speaking, the gig economy is a free-market system in which companies look to work with independent contractors or freelancers as opposed to hiring full-time workers. The 'gig' part of the name refers to the dominant model of work in this economy, where workers are employed and paid per job or project.

In this economy, workers have temporary or part-time positions, allowing them to frequently change employers or work for several different businesses at the same time. The rise of this economy is closely connected to advances in technology and the trend of working remotely as so-called digital nomads. This provides even more flexibility for both freelancers and clients.

We've compiled some interesting gig economy statistics to paint a better picture of what work looks like nowadays.

Gig Economy Statistics - Editor's Choice

- About 36% of US workers are part of the gig economy.
- 12% of the US workforce started taking freelance jobs during the pandemic.
- 10% of the US workforce was forced to pause freelancing because of the global health crisis.
- 86% of freelancers think the industry has an even brighter future ahead of it, despite the health crisis.
- If the gig economy keeps growing at its current rate, more than 50% of the US workforce will participate in it by 2027.
- In 2018, US independent workers spent a billion hours per week freelancing.
- 41% of postgraduates freelance.

The Size of the Gig Economy

1. Roughly 36% of US workers are part of the gig economy, either through their primary or secondary jobs.

(Gallup, Statista)



ā Gallup poll on the gig economy presented in the company's Gig Economy and Alternative Arrangements study. This study revealed that more than a third of all US workers – around 57.3 million people in total – were employed as independent workers before the global health crisis struck. At the start of the COVID-19 pandemic, 52% of worldwide gig economy workers lost their jobs due to the economic downturn. Meanwhile, 26% had to settle for reduced working hours.

2. 40% of US-based workers generate a large part of their income via the gig economy.

(PYMNTS)

Data from the latest Gig Economy Index shows that around 40% of US workers generate 40% of their income by freelancing. This shows how much people depend on the gig economy financially, with many forced to do gig work in addition to their regular job to make ends meet. Many earn extra income by driving an Uber or working for one of the other top gig economy companies.

3. The number of freelance workers kept growing until the COVID-19 pandemic struck.

(Wonolo, MBO Partners)

Based on the information published by Wonolo, the total number of freelancers in the US increased by 4.2% in 2017, compared to 1.3% in 2015. However, the MBO Partners' report revealed the number of full and part-time gig workers with consumers as primary customers decreased by 34% at the start of the global health crisis in 2020.

4. US independent workers spent more than a billion hours per week freelancing pre-COVID-19.

(Upwork)

According to a freelance industry report provided by Upwork and the Freelancers Union, employee monitoring data shows that freelancers spent a total of 1.07 billion hours per week freelancing pre-pandemic.

5. The gig economy is expanding three times faster than the US workforce as a whole.

(Forbes, Upwork)

Upwork statistics show that the number of independent workers is growing three times faster than the total US working population, which indicates a bright future for the gig economy. Moreover, compared to non-freelancers, independent workers are better equipped to weather the coronavirus storm.

6. US freelancers contributed \$1.21 trillion to the American economy in 2020.

(MBO Partners)

The MBO State of Independence report points out that the revenue generated by both full and part-time independent workers during last year equates to about 5.7% of US GDP. This is partly thanks to advances in technology and connectivity, which enable freelancers to tap into markets across the globe.

7. In 2013 alone, micro-businesses owned by freelancers generated \$2.4 trillion.

(AEO)

Freelance workforce statistics published by the Association for Enterprise Opportunity demonstrate just how much freelancer-owned businesses contribute to the US economy. In 2013, micro-businesses owned by freelancers generated \$2.4 trillion dollars, which made up 17% of the USA's GDP at the time.

8. Recent forecasts put the number of freelancers in the US at 86.5 million by 2027.

(Wonolo, Statista)

9. A growing number of independent workers are increasingly comfortable in the gig economy, with approximately 56% saying they feel more financially secure.

(MBO Partners)

Gig economy statistics from 2020 provided by the MBO's State of Independence show that more than half of the full-time independent workforce feels more financially secure than they would in traditional jobs. Although financial security is one of the most important factors when it comes to employment, job security and medical coverage are often big concerns for freelancers.

10. 51% of freelancers would not go back to traditional work for any amount of money.

(Upwork)

An Upwork study entitled "Freelancing in America" found that more than half of freelance workers are highly optimistic about the future and would not go back to traditional employment, no matter how much money was on offer.

11. 11Millennials are fueling the expansion of independent work and account for 33% of all freelancers.

(MBO Partners)

Between 2011 and 2020, the percentage of millennials making up the independent workforce grew from just 12% to a full third. Another 26% of freelancing jobs in the USA are held by Boomers, while Gen X accounts for 25% of the independent workforce. Gen Z only makes up 16% of the total, but as the newest generation to enter the workforce, it's expected to establish itself as the most entrepreneurial generation ever.

12. 84% of freelancers are living their preferred lifestyle compared to just 54% of those working in traditional jobs.

(Upwork)

It seems most workers now prioritize lifestyle over earnings. Striking the right balance appears to be much easier for freelancers than it is for those working full-time jobs.

13. 78% of gig workers say they're happier than those working traditional jobs, while 68% say they're healthier.

(McKinsey)

McKinsey gig economy research also reveals that [freelancers seem to be happier](#) and feel healthier than their full-time counterparts. As far as income security and benefits go, freelancers are as satisfied as traditional workers.

14. One in six traditional job workers would like to become an independent earner.

(McKinsey, Upwork)

In its Independent Work study, Mckinsey found that a substantial number of traditional job workers in the US and five other countries would like to become primary independent earners. Meanwhile, according to Upwork's report, 64% of freelancers say that professionals who are at the top of their industry are increasingly switching to working independently. The data only serves to highlight the growing popularity of freelance work.

15. Those who work in the freelance economy by choice are the most satisfied group within the workforce.

16. About 59% of male gig workers and 74% of female freelancers say they enjoy working independently because of the flexibility this type of work offers.

(MBO Partners)

Freelance statistics show that the majority of independent workers aim to stay independent. 54% of men and 43% of women earn more money working as freelancers.

17. The percentage of independent workers who freelance by choice rose from 55% to 67% between 2011 and 2019.

(MBO Partners)

This trend was disrupted in 2020 with the start of the COVID-19 pandemic when the percentage of gig economy workers who said they were freelancing by choice fell to 59%. This was the same level recorded in 2016.

18. The mean freelance hourly rate ranges from \$10 to \$28 worldwide.

(Payoneer)

Payoneer's 2020 Income Survey shows that hourly rates for freelancers fall between \$10 and \$28 in the most popular fields, with the average income for freelancers being \$21. In all cases, this average is significantly higher than the national average in the respondents' home countries. These freelance rates go some way to explaining why people begin to freelance or switch completely to the gig economy.

19. 66% of full-time freelancers work as independents in order to be their own boss.

(Statista)

Some of the key reasons for freelancing include the ability to work remotely, schedule flexibility, extra money, and independence. Many freelancers also like being their own boss. This is the case with 66% of full-time freelancers who are part of the gig economy as well as 61% of those engaged in part-time freelancing.

The Gig Economy and Tech

20. More than 70% of freelancers find jobs through online markets and gig economy websites.

(Payoneer)

The internet has played a huge role in freelancing and the growth of the gig industry. Payoneer's Freelance Income Report shows that more than 70% of all freelancers find projects through gig websites. Some of the biggest websites that provide gig work are Upwork - which has over 15 million users - as well as Fiverr and Toptal.

21. Approximately 77% of freelancers say technology makes it easier to find work.

(Upwork)

Most freelancers believe that technology, mainly through gig economy platforms such as Upwork, makes finding work much easier.

22. 53% of young adults in the US use a smartphone to search for a job.

(Federal Reserve Bank St. Louis)

Research by the Federal Reserve Bank of St. Louis shows that people aged between 18 and 29 are 53% more likely to use a smartphone

Drawing from Payoneer's gig economy statistics, we can see that more than a third of freelancers in the US use Facebook to promote their work. These numbers are similar to the ones reported in 2018. It seems that freelancers enjoy being their own bosses and doing their own PR work.

Global Gig Economy Stats

24. 20-30% of the workforce in the US and EU-15 area countries is part of the gig economy.

(McKinsey)

That's up to 162 million working-age people across the US and the EU-15 who are involved in some sort of independent work.

25. The gig economy in the UK doubled in size between 2016 and 2019, accounting for 4.7 million workers.

(The Guardian)

The UK seems to be following in the footsteps of the US in terms of gig economy growth, with Britain's freelancer economy experiencing a significant expansion in recent years. Millions of workers - or one in 10 working-age adults - were part of the gig economy prior to the pandemic. The most recent disruptions in the labor market are only increasing people's reliance on freelance work.

26. The number of freelancers has increased by 24% between 2008 and 2015.

(IPSE)

According to the Association of Independent Professionals and the Self Employed, the number of independent workers in the European Union rose by 24% between 2008 and 2015, jumping from 7.7 million to 9.6 million.

The Impact of COVID-19 on the Gig Economy

27. Nine out of 10 independent workers in the UK say they are worried about the financial impact of the pandemic.

(IPSE)

Global economic uncertainty has had a direct impact on the real estate market. Gig economy facts reveal that one in four freelancers who said they are not planning to buy a home in the next five years decided to wait because of concerns over the COVID-19 health crisis.

28. Approximately 10% of the US workforce was forced to pause freelancing due to the pandemic.

(Upwork)

These workers were typically working in industries most impacted by social distancing rules and didn't have an opportunity to [work remotely](#). About 41% said they were freelancing less than once a month.

29. About 12% of the US workforce started taking freelance jobs during the pandemic.

(Upwork)

There's no doubt that the gig economy is here to stay. Although gig workers in certain fields had to pause, others were presented with an opportunity to work independently as a result of the global health crisis. Technology and automation professionals, digital customer experience, and [virtual assistants](#) are in high demand. The most frequently stated reasons that these workers give for starting



Independent workers have reported a lower negative impact from COVID-19 on their lifestyle, mental health, financial situation, and overall well-being. Still, given the greater emphasis on remote work and [outsourcing](#), many freelancers had to adjust their business development and networking strategies.

31. Three in 10 freelancers in the United States have applied for financial support.

(Upwork)

Despite having an already established remote lifestyle, 30% of US freelancers said that the opportunity to get financial support during the pandemic was very useful for their business.

The Future of the Gig Economy

32. 86% of freelancers think the industry has a bright future, despite the health crisis.

(Upwork)

According to Upwork's comprehensive Freelancing in America survey, 86% of all independent workers in the US believe the gig economy will only improve as time goes by. That sentiment is shared by 90% of new freelancers.

33. 41% of those with a postgraduate education freelance.

(Upwork)

Upwork's research on gig economy trends shows that those with a postgraduate degree are best represented among freelancers, with 41% of them engaged in independent work.

34. Millennials will make up 75% of the global workforce by 2025.

(Forbes)

In the coming years, millennials will account for much of the world's workforce. When we consider that young people freelance more than any other generation, this may signal another boost for the gig economy as a whole.

35. 80% of large US companies plan to increase their reliance on a flexible workforce.

(Intuit)

According to the Intuit 2020 report on the future of gig work, more than 80% of large corporations plan to change their [recruitment](#) strategies and use more non-traditional workers in the coming years.

Final Thoughts

Is freelancing on the rise? The stats say yes. There are more people doing gig work, both in the US and elsewhere. Companies are increasingly working with freelancers, the gig economy pumps a significant amount of revenue into the US economy, and most freelancers seem happy with the state of the market. As our gig economy statistics show, the coronavirus pandemic has only accelerated the growth of the freelance market. If current trends persist, the gig economy will continue to expand rapidly. Soon, it could even overtake the traditional job market.

Frequently Asked Questions

Is the gig economy a good thing?

Sources

- [Gallup](#)
- [PYMNTS](#)
- [MBO Partners](#)
- [Upwork](#)
- [Upwork](#)
- [AEO](#)
- [Statista](#)
- [Upwork](#)
- [Upwork](#)
- [McKinsey](#)
- [McKinsey](#)
- [MBO Partners](#)
- [Statista](#)
- [Upwork](#)
- [Payoneer](#)
- [The Guardian](#)
- [IPSE](#)
- [Upwork](#)
- [Upwork](#)
- [Upwork](#)
- [Intuit](#)
- [Statista](#)
- [Wonolo](#)
- [Upwork](#)
- [Forbes](#)
- [MBO Partners](#)
- [Wonolo](#)
- [MBO Partners](#)
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- [McKinsey](#)
- [Upwork](#)
- [MBO Partners](#)
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Damjan

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Succession Planning Pathway Executive Director and BoD

Discussion for Board of Directors

Nov 18, 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”.

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.

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.

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 include annual update from CSTB Executive Director pertaining to internal candidate succession and their development plans and progress.

Questions?

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 to se 184 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, multichannel distribution, cybersecurity, sustainability or government relations). **There may be scenarios where it makes 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):

CSTB 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.	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	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.
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.	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
- Propose that initial identification of BoD KSA's sit 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, to deliver targeted Board Member selection, to ease CSTB transition through the upcoming Term Limit mandate and assist in delivery of our agreed-upon Strategic Plan.

Questions?