



December 5, 2018, 12:00 PM
13805 58th Street N. Clearwater, FL, 33760
Conference Dial: 1-844-815-8411
Conference Code: 268-750#

Compensation Committee Agenda

- I. Welcome and Introductions**..... Karla Leavelle, Chair

- II. Action/Discussion Items**
 - 1. Approval of Minutes – December 5, 2018 Meeting..... Page 2
 - 2. Performance Evaluation 2018: Jennifer Brackney..... Page 6
 - 3. 2019 CEO Goals and Evaluation..... Page 13
 - 4. Brackney Presentation-10/17/18 Page 20

- III. Other Administrative Matters**
(Items of urgency not meeting the seven-day guideline for review)

- IV. Public Comments**

- V. Committee Members Comments**

- VI. Adjournment**

Board of Directors – December 12, 2018
Ad Hoc Review Committee – December 12, 2018 (After BOD)

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**CareerSource Pinellas
Compensation Committee Minutes**

Date: Wednesday, November 28, 2018 at 12:00 p.m.

Location: 13805 58th Street N. Clearwater, FL 33760 (via conference call)

Call to Order

Chair Karla Leavelle called the meeting to order at 12:00 p.m. There was a quorum present with the following Compensation Committee members participating.

Committee Members in attendance

William Apple, Candida Duff, Karla Leavelle

Committee Members not in attendance

Jack Geller, Debbie Passerini, Michael Glinger

Guests

James Cornelius – Gallagher
Roberta Watson – Wagner

Staff Present

Jennifer Brackney, Linsey Stiglic, Dawn Evans

Action Items

Action Item 1 – Approval of Minutes

The minutes of October 31, 2018 Compensation Committee meeting were presented for approval.

Motion:	Candida Duff
Second:	William Apple

The minutes approved as presented. The motion carried unanimously.

Action Item 2 – Annual Performance Evaluation Stipend

An annual performance evaluation is completed for each staff on a calendar year basis and is based on the employee's performance during the entire year. The evaluation procedure in place establishes a cost of living adjustment as the basis for any salary increase or one time performance stipend that may be awarded as a result of the performance evaluation.

The Board has established in the past that staff may be provided a cost of living adjustment after taking into consideration the economic conditions in the area and the overall organization budget. The Consumer Price Index (CPI) has been the tool used by the Board for determining these economic conditions.

Below is the CPI information from the Bureau of Labor Statistics website for the Tampa Bay area through the second half of 2017: "The Consumer Price Index for All Urban Consumers (CPI-U) in the Tampa-St. Petersburg-Clearwater area rose 2.2 percent from the second half of 2016 to the second half of 2017, the U.S. Bureau of Labor Statistics reported today. Regional Commissioner Janet S. Rankin noted that the all items less food and energy index was up 2.0 percent compared to its second half 2016 level as price increases were noted for several

categories, most notably shelter. Food prices increased 2.4 percent over the year and energy prices advanced 5.1 percent.”

For the past three years, after reviewing the CPI and the organization budget, management has recommended, and the Board has approved, a performance stipend payable in one lump sum in lieu of base salary increases.

Discussion

Committee members discussed that there should be a new salary study conducted before June 2019 to ensure salaries are still in line with current economic conditions. CareerSource Pinellas’ HR Manager will research salaries and present her findings to the Committee to review by the established June deadline.

Motion:	William Apple
Second:	Candida Duff

The Compensation Committee recommends that in lieu of base salary increases, staff be provided a performance stipend, payable in one lump sum following the completion of all annual performance evaluations around mid-December with the range for the one-time stipend from 0% to 5% of the employee’s base salary determined by the individual’s overall rating on his/her annual performance evaluation.

The motion carried unanimously.

Action Item 3 – Employee Health Benefits and Stipend

In 2013, the Board of Directors approved for WorkNet Pinellas to (1) create a cafeteria style plan that offers full time employees the flexibility to select the benefits that best meet their needs and (2) provide a 28% benefit stipend for each employee to use to select from the various benefit options offered in the plan, including health insurance. It is the employee’s choice whether to select a benefit or not and, if a benefit is selected, the level of coverage desired, including family coverage. If the cost of benefits selected exceeds the 28% stipend, the remaining premium cost is deducted from the employee’s paycheck. In accordance with IRS guidelines, WorkNet Pinellas must include the entire 28% benefit stipend as wages on the employee’s W-2.

In addition to the increasing cost of health insurance coverage which impacts affordability under the ACA, providing a benefit stipend which must be included in the gross wages figure and not separately identified on the W-2 does not give WorkNet the ability to prove that it pays the cost of health insurance as is required under the ACA. Because of these two factors, WorkNet is now facing the possibility of significant fines as we cannot document and report that we offered health insurance coverage that meets the IRS definition of affordability.

On Dec. 16, 2015 the IRS issued Notice 2015-87, which provides lengthy and complex guidance on how various provisions of the Affordable Care Act (ACA) apply to employer-provided health coverage. The Notice provides new guidance on the “employer mandate” rules (aka employer shared responsibility or “play-or-pay”) and on employer flex credits.

Included within this IRS notice was the clarification that employer flex credits (such as our benefit stipend) to a cafeteria plan that may be used either for health coverage, for other types of benefits (such as life insurance or dental care) or may be cashed out do NOT count toward the employee’s share of the premium for employer-provided coverage, thus they do NOT reduce the dollar amount of the required contribution.

As a result of this IRS notice, we have determined that our current benefit stipend arrangement does not meet the affordability requirement under Section 4980(b) of the Affordable Care Act thus creating potential exposure to fines/penalties from the IRS.

IRS Notice 2015-87 also notes that since regulatory guidance has been less than clear on the above types of payments, transition relief will apply for plan years 2015 and 2016 for flex credit arrangements that were adopted no later than December 16, 2015. This transition relief states that all flex credits for plan years 2015 and 2016 will count toward reducing the employee's required contribution, even if they may be used for non-health benefits or taken as cash.

Staff met with the benefits consultant, Arthur Gallagher & Company, several times to discuss the benefit stipend and process, how the benefit stipend (employer flex credits) is impacted by the ACA, and potential options to bring the organization into compliance with the ACA. An action was presented to the Compensation Committee on June 1, 2016 recommending that effective July 1, 2016, WorkNet Pinellas should begin directly paying for the lowest cost minimal coverage health insurance (currently at \$5,175/year) for all full time eligible employees and reduce the 28% benefit stipend by the cost of that health insurance coverage. If an employee waives this offer of health insurance coverage, they will not be compensated for the cost of the coverage. It would also be necessary to conduct an open enrollment in June as a result of this qualified change.

The Compensation Committee had recommended and approved the following motion. "The compensation committee recommends to continue communicating with subject matter experts to prepare and alleviate any potential financial ramifications presented under the current IRS reporting regulations, prepare a one page explanation with matrix for the board, send a notice to all eligible staff notifying them of this situation and requiring them to advise us if they are receiving a health insurance premium tax credit/subsidy, creation of an Affordable Care Act Policy and to revisit this issue prior to benefit open enrollment in late fall 2016." (See attachments)

Attachments for reference

- CareerSource Pinellas and CareerSource Tampa Bay 2016 Staff Memo detailing the Affordable Care Act and CareerSource insurance coverage
- Affordable Care Act – Statement of Coverage
- 2019 Medical Coverage Current & Renewal for CareerSource Pinellas

Discussion

Committee members discussed whether the proposed benefit stipends affected employees with lower salaries in the same manner as employees with higher salaries. Committee members expressed concern that there should be a more equitable plan in the future to address the needs of lower salary employees better for next year. CareerSource Pinellas' CEO and insurance broker ensured that employees are accustomed to the stipend at the current level and would not recommend changing that at this time. Discussion concluded that more insurance options and viable plans need to be considered for next year, and CareerSource Pinellas' insurance broker assured he would provide additional information and options.

Motion:	Candida Duff
Second:	Karla Leavelle

The Compensation Committee recommends that current benefit stipend of 28% is divided into two parts, as follows: Part 1 – Cost of Basic Health Coverage for Employee: Part 1 would be the EXACT COST, for a single employee, of the basic (bronze level) coverage that CareerSource offers its employees. This basic coverage must meet all the ACA requirements

applicable to CareerSource, including its being “minimum essential coverage” and its having “minimum value.” Employees would be offered Part 1 on an all or nothing basis. Those who elected the coverage would get the coverage, and those who waived it would get the dollar amount that the coverage would have cost, but ONLY if they demonstrated proof that they had actual alternative coverage. Part 2 – Balance of 28% of Compensation Amount: Part 2 for a participant would be 28% of that participant’s compensation minus the amount of Part 1. The dollar amount resulting from this formula would need to be computed for each participant. The participant can use the Part 2 amount for anything other than Basic Health Coverage – dental, vision, the upgrade cost for the Platinum Health coverage, coverage for the participant’s spouse and/or children, a health FSA, whatever the cafeteria plan offers. Since Part 1 fully covers the cost of the Basic coverage, which is the only coverage to which the affordability rules apply, there should be no concern about fitting Part 2 to the affordability rules. All the above must operate under CareerSource’s Section 125 cafeteria plan. The operation of these choices must be clearly set forth in CareerSource’s cafeteria plan documents. Also, if there is a “wrap” plan for your health plans, it must be clearly set forth in those documents.

The motion carried unanimously.

Other Administrative Matters

None

Public Comments

None

Adjournment

The meeting was adjourned at 12:24 p.m.



Action Item 2

Performance Evaluation 2018: Jennifer Brackney

Background

An annual performance evaluation is completed for each staff on a calendar year basis and is based on the employee's performance during the entire year. The evaluation procedure in place establishes a cost of living adjustment as the basis for any salary increase or one time performance stipend that may be awarded as a result of the performance evaluation.

The Board has established in the past that staff may be provided a cost of living adjustment after taking into consideration the economic conditions in the area and the overall organization budget.

On 11/28/18 , this compensation committee has approved that in lieu of base salary increases, staff be provided a performance stipend, payable in one lump sum following the completion of all annual performance evaluations around mid-December.

The range for the one-time stipend would be from 0% to 5% of the employee's base salary determined by the individual's overall rating on his/her annual performance evaluation.

Recommendation

Review and rate the attached performance evaluation for Jennifer Brackney, for the year 2018.

**WORKNET PINELLAS
STAFF PERFORMANCE EVALUATION
2017 - 2018**

Name: Jennifer Brackney

Job Title: Executive Director, Interim

Supervisor: LWDB

	Relative Impact (weight)	Employee's Rating	Supervisors Rating	Final Rating	Points RI x rating	Comments
Soft Skills						
Decision Making	5	2.0		2	10	
Dependability	5	3.0		3	15	
Teamwork / Interpersonal Skills	5	3.0		3	15	
Job Related Skills						
Job Knowledge and Adherence to Policies	5	3.0		3	15	
Quality and Quantity of Work	5	3.0		3	15	
Service Delivery / Communications	5	3.0		3	15	
Goal Attainment (per attached sheet)	70				190.00	
Total Points	100.00	17.0	0.0		275.00	
Overall Rating					3	

OVERALL EVALUATION COMMENTS

Employee Signature ____/____/____
Date

Supervisor Signature ____/____/____
Date

Rating	Level of Performance	Range of Overall Rating (points)
3	Performance is above standards for the position	201-300
2	Performance meets the standards for the position	101-200
1	Performance is below standards for the position	0-100

WORKNET PINELLAS
STAFF PERFORMANCE EVALUATION

Name: Jennifer Brackney	Job Title: Executive Director Interim	Supervisor: LWDB
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Goals - List and evaluate goals set for this position and employee.	Impact	Self-Eval Rating	Supervisor Rating	Final Rating	Points	Comments
Financial Compliance	10	2		2	20	Managed a budget of \$14M. Enlisted the assistance of a CFO consultant to bridge the gap until a permanent CFO could be put in place. Made strides in incorporating technology by migrating the Abila MIP systems to a hosted cloud server.
Develop a Transition Plan for Shared Services and Ensure a Smooth Transition to Non-Shared Services	10	3		3	30	Served as the Interim Executive Director of the 8th largest workforce development organization in Florida. Led a team of over 100 workforce professionals and volunteers while overseeing a budget of \$14M, and successfully implemented 54 complex workforce development programs in Pinellas County. Supported the staff and the Board. Worked with CSTB to ensure a smooth transition of shared services.

WORKNET PINELLAS
STAFF PERFORMANCE EVALUATION

<p>Work with the Board Chair to schedule and hold Board Meetings, Committee Meetings, Ad Hoc, Board Orientation and Special Meetings</p>	10	3		3	30	<p>Worked with the Board Chair to host 41 board, committee, ad hoc, and special meetings since February 1st. Held a very successful first board orientation. Based on a request from the board of county commissioners, formed an Ad Hoc committee to review the current bylaws and review recommendations made by the consultant. Worked with the Science Center Committee to review next steps for the Science Center, including the following: conducted the building inspection, outlined programs and services, worked with staff to address immediate safety concerns, secured an appraisal, and secured a refinance option.</p>
<p>Respond to Public Records Requests and Audit Requests</p>	10	3		3	30	<p>Responded as quickly and accurately as possible to over 150 public records requests and reviews. Promoted transparency. Supported the mission of the organization. Worked with DOL/DEO/OIG and others to conduct their review of past practices</p>
<p>Build Relationships, Maintain Partnerships and Procure a One-Stop Operator</p>	10	3		3	30	<p>Worked with partners to identify ways to work together and leverage resources to provide enhanced delivery of programs and services. Procured a new one-stop operator that will help coordinate the efforts of our one-stop partners. Reconnected with partners, including Early Learning Coalition, Collaborative Labs, Workforce Institute, SPC - Tarpon Springs, Pinellas County Schools, Pinellas Education Foundation, Goodwill, PERC, SPC - Clearwater and SPC - EPI. Reached out to several local chambers of commerce, EDC and employer groups to identify more effective ways to leverage resources for business services.</p>

WORKNET PINELLAS
STAFF PERFORMANCE EVALUATION

Organizational Leadership - Manage the CSPIN team to ensure program operations continue during the transition	10	3		3	30	The program year ended with an overall customer satisfaction rate of 94.5 percent compared to 93.8 percent last year. Managed staff and ensured program operations continued during the transition.
Conduct regular internal audits, review internal controls and desk guides	10	2		2	20	Changed service delivery to better align with state and federal guidelines. Worked with Powell and Jones to conduct a review of internal controls. Working with the newly appointed one-stop operator to conduct regular internal audit reviews, including internal controls and desk guides.

Total: 70

190

WorkNet Pinellas Staff Evaluation

Soft Skills and Job Related Skills' Standards/Expectations

DECISION MAKING	Prioritizes conflicting demands; exercises good judgment; delegates authority; takes appropriate action based on reliable data.
	Demonstrates the ability to identify a problem, gather information, critically evaluate options, seek alternative perspectives to identify root causes and develop prompt, practical solutions to the problem after taking into consideration resources, constraints, opinions of others and alternative courses of action.
	Focuses on solving the problem as opposed to blaming someone for it.
	Brings proposed recommendations to supervisor in a timely manner.
	Separates assumptions or anecdotal information from hard evidence.
DEPENDABILITY	Meets deadlines and completes projects on schedule; Follow through; honors commitments
	Exhibits regular and punctual attendance and remains on task for the duration of the assignment.
	Is constantly relied upon by others - can be counted on.
	Produces consistent results time and time again.
	Demonstrates efficient time management skills by effectively using available work time to the greatest advantage.
TEAMWORK / INTERPERSONAL SKILLS	Maintains professional and positive relationships with supervisors, peers, and subordinates; exhibits positive leadership; provides and accepts input in a constructive manner.
	Demonstrates the ability to work with others as a team and express individual viewpoint while considering and learning from the input of others. Shows respect for the opinions of others. Works successfully with others that have different personalities to find a mutually agreeable outcome.
	Demonstrates integrity, fairness, positive attitude, flexibility, adaptability, helpfulness, diplomacy, tact, optimism, empathy, tolerance of others, deals effectively with stress, and a collaborative attitude.
	Fosters a team approach; encourages input and involvement where appropriate; is accessible to other employees; recognizes and acknowledges others' accomplishments; creates a cooperative atmosphere.
	Is able to recognize both the strengths and weaknesses of co-workers and adjusts behavior, interactions and expectations accordingly.

	Is cooperative; willing to assist co-workers as needed to get the job done on time and accurately. Attempts to bring about agreement and understanding; even in a situation involving conflict.
JOB KNOWLEDGE and ADHERENCE TO POLICIES AND PROCEDURES	Possesses and displays the technical knowledge of all essential duties of the job and the various concepts, methods, desk guides/department procedures, techniques and skills necessary for efficient completion of tasks. Demonstrates the ability to apply this knowledge and skills in meeting the requirements of the job.
	Remains up-to-date on changes in technical / programmatic knowledge related to the job.
	Follows written and verbal instructions; seeks clarity from supervisor if job duty or task is not thoroughly understood.
	Demonstrates the ability to effectively and quickly adapt to and master changing, modified policies, desk guides, and instructions with a positive attitude and minimal disruption of productivity and the work environment.
	Adheres to the organization's policies as issued. Questions supervisor about any policy that is not thoroughly understood.
	Interprets and applies policies accurately and consistently.
QUALITY and QUANTITY OF WORK	Demonstrates the ability to consistently produce work that is comprehensive in scope, complete in detail, accurate in content, and neat in appearance.
	Demonstrates the capability to produce an acceptable volume of work at a rate consistent with time available, working conditions, resources and schedules.
	Quality of work does not suffer to achieve quantity.
	Demonstrates timely completion of work; able to adjust to changes in work demands to meet expected timetables; works at sufficient pace to perform the essential functions of the job and the work assigned accurately and in a timely manner.
	Effectively manages multiple tasks and responsibilities in an organized and efficient manner.
SERVICE DELIVERY / COMMUNICATIONS	Operates with a customer-friendly approach and responds expeditiously to customer needs (both external and internal customers) and service delivery issues. Gives a high priority to customer satisfaction.
	Demonstrates a dedication to exceeding the expectations and requirements of internal and external customers. Goes out of way to be courteous, tactful and helpful even in unpleasant situations.
	Represents our organization in a positive and informative manner. Presents a professional image.
	Communicates accurately, clearly, and appropriately, orally and in writing, to customers, supervisors and employees. Ensures that communications are understood; understands oral and written communications from others. Demonstrates good listening skills.
	Keeps appropriate parties informed of activities, problems, ideas and decisions.



Action Item 3 - 2019 CEO Goals and Evaluation

Primary Indicators for WIOA

WIOA Primary Performance Indicators	Negotiated PY 2018-2019 Statewide	Negotiated PY 2019-2020 Statewide
Adults:		
Employment Rate (2nd Qtr after Exit)	85.0%	85.2%
Employment Rate (4th Qtr after Exit)	82.5%	83.0%
Median Earnings (2nd Qtr after Exit)	\$6,850	\$6,850
Credential Attainment Rate	62.0%	65.0%
Dislocated Workers:		
Employment Rate (2nd Qtr after Exit)	83.0%	83.0%
Employment Rate (4th Qtr after Exit)	79.0%	79.0%
Median Earnings (2nd Qtr after Exit)	\$6,850	\$6,850
Credential Attainment Rate	68.0%	68.0%
Youth:		
Employment Rate (2nd Qtr after Exit)	75.0%	75.5%
Employment Rate (4th Qtr after Exit)	69.0%	69.0%
Credential Attainment Rate	75.2%	75.5%
Wagner-Peyser:		
Employment Rate (2nd Qtr after Exit)	62.0%	62.0%
Employment Rate (4th Qtr after Exit)	64.0%	64.2%
Median Earnings (2nd Qtr after Exit)	\$4,850	\$4,850

Recommendation

Develop a new or edit the existing performance evaluation to be used in 2019 for Ms. Brackney.

WORKNET PINELLAS
STAFF PERFORMANCE EVALUATION

Name: Jennifer Brackney	Job Title: CEO	Supervisor: LWDB
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Goals - List and evaluate goals set for this position and employee.	Impact	Self-Eval Rating	Supervisor Rating	Final Rating	Points	Comments
Financial Management and Legal Compliance: Assure adequate control and accounting of all funds, including developing sound financial practices, to ensure that overall financial performance remains within Board approved budgetary parameters and within minimum and maximum limitations established in applicable laws and regulations.	10			3	30	
Strategic Planning and Trends: Maintain and utilize a working knowledge of significant developments and trends in workforce development to ensure effective and appropriate positioning of the organization for future relevancy and success.	5			3	15	
Accountability and Transparency: Promotes accountability and transparency by ensuring that this organization's employment and training programs are evidence based and data driven, and accountable to the Pinellas Board of County Commissioners, the local workforce Board, CareerSource Florida, DEO, local employers, job seekers, and the general public.	10			3	30	

WORKNET PINELLAS
STAFF PERFORMANCE EVALUATION

<p>Workforce Development Performance: Strategically align workforce development programs to ensure that employment and training services provided by the core programs identified in the WIOA (WIA, Wagner-Peyser, Vocational rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.</p>	10			3	30	
<p>Build Key Relationships and Maintain Partnerships: Identifies key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these. Facilitates the integration of the organization into the fabric of the community by assuring the use of effective marketing and communication activities. Listens to stakeholders, customers, volunteers and others in order to improve services and generate community involvement.</p>	10			3	30	
<p>Employer Services: Improve services to employers and continue to promote connections with qualified job seekers and work based training to ensure that our services are employer driven and contribute to the economic growth and business expansion in our community.</p>	5			3	15	
<p>Job Seeker Services: Provide access to high quality training to help job seekers acquire industry recognized credentials for in demand jobs.</p>	5			3	15	

WORKNET PINELLAS
STAFF PERFORMANCE EVALUATION

<p>Sector Strategies: Place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and job seekers through sector partnerships related to in demand industry sectors and occupations.</p>	5			3	15	
<p>Organizational Leadership: Effectively manages continuity, change and transition. Deals effectively with demanding situations and designs and implements effective interventions. Establishes and leads and effective management team. Maintains the appropriate balance between programs and administration. Ensures that procedures and organizational culture reflect integrity and transparency. Leads staff in maintaining a climate of excellence, accountability and respect.</p>	5			3	15	
<p>Board of Directors: Works effectively with the Board, its officers and committees to define their roles and responsibilities. Works with Board Chair to enable the Board to fulfill its governance functions and manages the Board's due diligence process to assure timely attention to core issues. Works with Board officers and committee chairs to get best thinking and involvement of each Board member and to motivate each Board member to give his/her best. Frames significant questions and complex issues in ways that facilitate Board dialogue and action.</p>	5			3	15	

Total: 70

210

LWDB 14 Strategic Goals 2018-2020

Administrative

- Financial Management and Legal Compliance
- Accountability and Transparency
- Organizational Leadership
- Board of Directors

Strategic Goal 1:

Provide Job Seekers with Expanded Access to Employment and Training Services.

- Job Seeker Services

Strategic Goal 2:

Provide Effective Workforce Programs Aligned with Demand Industry Sectors.

- Strategic Planning and Trends
- Sector Strategies

Strategic Goal 3:

Effectively Manage Key Workforce Development Performance.

- Workforce Development Performance

Strategic Goal 4:

Provide Employers with a Skilled Workforce

- Build Relationships and Maintain Partnerships

Strategic Goal 5:

Develop Effective Employer Based Workforce Programs

- Employer Services

Strategic Goal 6:

Effectively Market and Brand Services and Programs

- Build Relationships and Maintain Partnerships

**Strategic Goals as outlined in the April 28, 2018 Modified Local Workforce Plan*

Goal

Evaluation Rating Measures Exceeds Expectation

Meets Expectations

Below Expectations

Fails to Meet Expectations

Financial Management and Legal Compliance:

Assure adequate control and accounting of all funds, including developing sound financial practices, to ensure that overall financial performance remains within Board approved budgetary parameters and within minimum and maximum limitations established in applicable laws and regulations.

3 – Annual independent auditor delivered an unqualified opinion on financial statements, internal controls, and compliance with the final report having no findings, -0- disallowed costs, -0- questioned costs, no material weaknesses or significant deficiencies, no issues of non-compliance identified and no adjustments to financial statements. In addition, the organization stayed within 95% of latest budgetary parameters established by Board. Performance demonstrated by Audit committee's review of the annual audit and Finance Committee's review of quarterly budget reports.

2- Annual independent auditor delivered an unqualified opinion on financial statements, internal controls, and compliance with the final report having no more than 1 finding, -0- disallowed costs, -0- questioned costs, no material weaknesses or significant deficiencies, no more than 1 issue of non-compliance identified and/or between 3 and 5 (inclusive) adjustments to financial statements identified. In addition, the organization stayed within 90% of latest budgetary parameters established by Board. Performance demonstrated by Audit committee's review of the annual audit and Finance Committee's review of quarterly budget reports.

1- Annual independent auditor delivered an adverse opinion on financial statements, internal controls, and/or compliance with the final report having 2 or 3 findings, -0- disallowed costs, <\$25,000 in questioned costs, less than 3 material weaknesses or significant deficiencies, 2 or 3 issues of non-compliance identified and/or between 5 and 8 (inclusive) adjustments to financial statements identified. In addition, the organization did not stay within 90% of latest budgetary parameters established by Board. Unsatisfactory performance demonstrated by Audit committee's review of the annual audit and Finance Committee's review of quarterly budget reports.

0 - Annual independent auditor delivered an adverse opinion on financial statements, internal controls, and/or compliance with the final report having more than 3 findings, disallowed costs, \$25,000 or more in questioned costs, 3 or more material weaknesses or significant deficiencies, 4 or more issues of non-compliance identified and/or more than 8 adjustments identified. In addition, the organization did not stay within 90% of latest budgetary parameters established by Board. Unsatisfactory performance demonstrated by Audit committee's review of the annual audit and Finance Committee's review of quarterly budget reports.

Strategic Planning and Trends:

Maintain and utilize a working knowledge of significant developments and trends in workforce development to ensure effective and appropriate positioning of the organization for future relevancy and success.

3 – Consistently demonstrates an outstanding working knowledge of all developments and trends in workforce development, at the local, state and national level, and uses this knowledge to appropriately and effectively position the organization for relevancy and success in every circumstance. Performance is demonstrated by ability to quickly respond to questions raised during discussions at board meetings as well as developing and implementing critical strategies based on that knowledge.

2- Generally demonstrates a working knowledge of developments and trends in workforce development at the local and state levels and uses this knowledge to position the organization for relevancy and success over the next program year. Performance is demonstrated by ability to respond to most questions raised during discussions at board meetings or immediately following board meetings as well as developing and implementing some strategies based on that knowledge.

1- Struggles to demonstrate a working knowledge of developments and trends in workforce development at any level and does not use this knowledge to position the organization for relevancy and success over the next program year. Unsatisfactory performance is demonstrated by ability to respond to only a few questions raised during discussions at board meetings or immediately following board meetings as well as developing and implementing only a limited number of strategies based on that knowledge.

0 – Demonstrates an inability to obtain and/or retain a working knowledge of developments and trends in workforce development at any level and does not use this knowledge to position the organization for relevancy and success in the short or long term. Unsatisfactory performance is demonstrated by inability to respond to questions raised during discussions at board meetings or immediately following board meetings as well as an inability to develop and implement any strategies based on that knowledge.

Accountability and Transparency:

Promotes accountability and transparency by ensuring that this organization's employment and training programs are evidence based and data driven, and accountable to the Pinellas Board of County Commissioners, the local workforce Board, CareerSource Florida, DEO, local employers, job seekers, and the general public.

3 – Consistently promotes accountability and transparency by ensuring that this organization's employment and training programs are evidence based, data driven, and accountable. Performance demonstrated by frequent data driven and evidence based reports that are made available and/or delivered that are clear, accurate and written for the intended audience.

2- Generally promotes accountability and transparency by ensuring that this organization's employment and training programs are evidence based, data driven, and accountable. Performance demonstrated by data driven and evidence based reports that are made available and/or delivered that are usually clear, accurate and written for the intended audience.

1- Struggles to promote accountability and transparency as the organization's employment and training programs are not consistently evidence based, data driven, and accountable. Unsatisfactory performance demonstrated by frequent lack of available and/or delivered data driven and evidence based reports that are clear, accurate and written for the intended audience.

0 – Demonstrates an inability to promote accountability and transparency as the organization's employment and training programs are rarely evidence based, data driven, and accountable. Unsatisfactory performance demonstrated by reports that are not data driven or evidence based, never delivered and/or are never clear, accurate or written for the intended audience.

Workforce Development Performance:

Strategically align workforce development programs to ensure that employment and training services provided by the core programs identified in the WIOA (WIA, Wagner-Peyser, Vocational rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

3 – Consistently aligns core workforce development programs resulting in job seekers acquiring skills and credentials that meet employers' needs. Performance is demonstrated by exceeding all annual goals for the number of job seekers that complete pre-vocational, OJT, EWT, and vocational training with skills and credentials that meet employers' needs.

2- Generally aligns core workforce development programs resulting in job seekers acquiring skills and credentials that meet employers' needs. Performance is demonstrated by meeting all annual goals for the number of job seekers that complete pre-vocational, OJT, EWT, and vocational training with skills and credentials that meet employers' needs.

1- Struggles to align core workforce development programs resulting in job seekers acquiring skills and credentials that meet employers' needs. Unsatisfactory performance is demonstrated by not meeting all annual goals for the number of job seekers that complete pre-vocational, OJT, EWT, and vocational training with skills and credentials that meet employers' needs.

0 – Demonstrates an inability to align core workforce development programs resulting in job seekers acquiring skills and credentials that meet employers' needs. Unsatisfactory performance is demonstrated by not meeting any of the annual goals for the number of job seekers that complete pre-vocational, OJT, EWT, and vocational training with skills and credentials that meet employers' needs.

Key Relationships and Partnerships:

Identifies key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these. Facilitates the integration of the organization into the fabric of the community by assuring the use of effective marketing and communication activities. Listens to stakeholders, customers, volunteers and others in order to improve services and generate community involvement.

3– Consistently identifies key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these. Facilitates the integration of the organization into the fabric of the community by assuring the use of effective marketing and communication activities; and listens to customers, stakeholders, volunteers and others in order to improve services and generate community involvement.

2 – Generally identifies key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these. Facilitates the integration of the organization into the fabric of the community by assuring the use of effective marketing and communication activities; and listens to customers, stakeholders, volunteers and others in order to improve services and generate community involvement.

1 – Struggles to identify key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these. Doesn't facilitate the integration of the organization into the fabric of the community by assuring the use of effective marketing and communication activities; listen to customers, stakeholders, volunteers and others in order to improve services and generate community involvement.

0 – Fails to identify key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these. Fails to facilitate the integration of the organization into the fabric of the community by assuring the use of effective marketing and communication activities; listen to customers, stakeholders, volunteers and others in order to improve services and generate community involvement.

Employer Services:

Improve services to employers and continue to promote connections with qualified job seekers and work based training to ensure that our services are employer driven and contribute to the economic growth and business expansion in our community.

3 – Consistently improves services to employers and continues to promote connections with job seekers through career fairs, recruitment events and work based training opportunities, as appropriate. Performance is demonstrated by exceeding all annual goals for the number of career fairs, recruitment events and job seekers that are enrolled into OJT and EWT.

2- Generally improves services to employers and continues to promote connections with job seekers through career fairs, recruitment events and work based training. Performance is demonstrated by meeting all and exceeding some of the annual goals for the number of career fairs, recruitment events and job seekers that are enrolled into OJT and EWT.

1- Struggles to improve services to employers and continue to promote connections with job seekers and work based training. Unsatisfactory performance is demonstrated by not meeting all annual goals for the number of career fairs, recruitment events and job seekers that are enrolled into OJT and EWT.

0 – Demonstrates an inability to improve services to employers and continue to promote work based training. Unsatisfactory performance is demonstrated by not meeting any of the annual goals for the number of career fairs, recruitment events and job seekers that are enrolled into OJT and EWT.

Job Seeker Services:

Provide access to high quality training to help job seekers acquire industry recognized credentials for in demand jobs.

3 – Consistently provides access to high quality training. Performance is demonstrated by periodic reports that show that 100% of training enrollments are in occupations that allow job seekers to acquire industry recognized credentials and lead to jobs in demand.

2- Generally provides access to high quality training. Performance is demonstrated by periodic reports that show that at least 90% of training enrollments are in occupations that allow job seekers to acquire industry recognized credentials and lead to jobs in demand.

1- Struggles to provide access to high quality training. Unsatisfactory performance is demonstrated by periodic reports that show that more than 80% but less than 90% of training enrollments are in occupations that allow job seekers to acquire industry recognized credentials and lead to jobs in demand.

0 – Demonstrates an inability to provide access to high quality training. Unsatisfactory performance is demonstrated by periodic reports that show that less than 80% of training enrollments are in occupations that allow job seekers to acquire industry recognized credentials and lead to jobs in demand.

Sector Strategies:

Place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and job seekers through sector partnerships related to in demand industry sectors and occupations.

3 – Consistently places special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and job seekers through sector partnerships. Performance is demonstrated by convening and listening to leaders in the health care; advanced manufacturing; Business, Financial, & Data Services; and IT industries and industry associations and presenting a plan of action to the Board that responds to these targeted industry recommendations.

2- Generally places special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and job seekers through sector partnerships. Performance is demonstrated by convening and listening to leaders in the health care and advanced manufacturing industries and industry associations and presenting a plan of action to the Board that responds to these targeted industry recommendations.

1- Struggles to place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and job seekers through sector partnerships. Unsatisfactory performance is demonstrated by convening and listening to leaders in either the health care or advanced manufacturing industries and industry associations and presenting an outline to the Board that attempts to respond to these targeted industry recommendations.

0 – Demonstrates an inability to place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and job seekers through sector partnerships. Unsatisfactory performance is demonstrated by not convening and listening to leaders in any targeted industry sector which also results in no plan of action being presented to the Board.

Accountability and Transparency: Promotes accountability and transparency by ensuring that this organization's employment and training programs are evidence based and data driven, and accountable to the Pinellas Board of County Commissioners, the local workforce Board, CareerSource Florida, DEO, local employers, job seekers, and the general public.

Organizational Leadership:

Effectively manages continuity, change and transition. Deals effectively with demanding situations and designs and implements effective interventions. Establishes and leads an effective management team. Maintains the appropriate balance between programs and administration. Ensures that procedures and organizational culture reflect integrity and transparency. Leads staff in maintaining a climate of excellence, accountability and respect.

3 – Consistently shows the ability to effectively manage continuity, change and transition. Deals effectively with demanding situations and designs and implements effective interventions. Establishes and leads an effective management team. Maintains the appropriate balance between programs and administration. Ensures that procedures and organizational culture reflect integrity and transparency. Leads staff in maintaining a climate of excellence, accountability and respect.

2 – Generally shows the ability to effectively manage continuity, change and transition. Deals effectively with demanding situations and designs and implements effective interventions. Establishes and leads an effective management team. Maintains the appropriate balance between programs and administration. Ensures that procedures and organizational culture reflect integrity and transparency. Leads staff in maintaining a climate of excellence, accountability and respect.

1 – Struggles to show the ability to effectively manage continuity, change and transition. Unsatisfactorily deals with demanding situations and designs and implements effective interventions. Doesn't establish and lead an effective management team. Doesn't maintain the appropriate balance between programs and administration. Doesn't ensure that procedures and organizational culture reflect integrity and transparency. Unsatisfactorily leads staff in maintaining a climate of excellence, accountability and respect.

0 – Demonstrates an inability to effectively manage continuity, change and transition. Deals ineffectively with demanding situations and designs and implements effective interventions. Fails to establish and lead an effective management team. Does not maintain the appropriate balance between programs and administration. Fails to ensure that procedures and organizational culture reflect integrity and transparency. Does not lead staff in maintaining a climate of excellence, accountability and respect.

Board of Directors:

Works effectively with the Board, its officers and committees to define their roles and responsibilities. Works with Board Chair to enable the Board to fulfill its governance functions and manages the Board's due diligence process to assure timely attention to core issues. Works with Board officers and committee chairs to get best thinking and involvement of each Board member and to motivate each Board member to give his/her best. Frames significant questions and complex issues in ways that facilitate Board dialogue and action.

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1 – Struggles to work effectively with the Board, its officers and committees to define their roles and responsibilities. Doesn't work effectively with Board Chair to enable the Board to fulfill its governance functions and manages the Board's due diligence process to assure timely attention to core issues; to work with Board officers and committee chairs to get best thinking and involvement of each Board member and to motivate each Board member to give his/her best; and frame significant questions and complex issues in ways that facilitate Board dialogue and action.

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To say the least, this has been an interesting year for CareerSource Pinellas ...

Presentation
October 17, 2018



Agenda

Agenda

- I. Accomplishments
- II. What I will do during my first 90-100 days as CEO
- III. What I believe success will look like in one year

Interim

February 1	Interim Executive Director
March	Requests, Audits, & Board Meetings
April	Requests, Audits, & Board Meetings
May 3	CSTB EC Meeting
Weekly	CSTB & CSPIN Transition Meetings
Monthly	Board & Committee Meetings
June 4	CSTB Request for Extension
June 6	CSPIN EC Meeting
June 19	Priorities BCC Meeting
June 27	CSPIN Board Meeting
June 30	Finalize CSPIN Staffing Plan
July 1	File WARR and Spend Reduction
July 12	Employment Letter (Shared Staff)
July 18	Board Orientation & Meeting
September 1	CSTB & CSPIN Transition
September 5	Search Committee - CEO and CFO

The best way I can describe my interim tenure at CareerSource Pinellas

Interim



There has definitely been a lot going on!!!



The great thing is ... There are a lot of people who care about this organization, including:

- Board Members
- Team Members
- Partners
- Businesses
- Individuals

Interim

During this time, more than a few of you, received this call from me ...



During the interim, the goal has been to ...

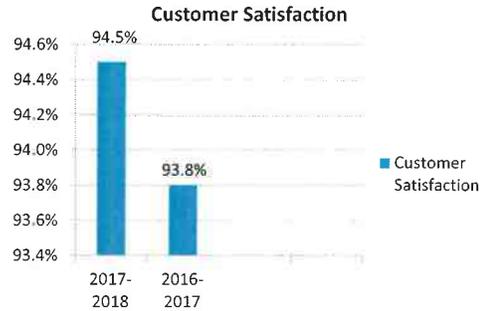
- Review
- Respond
- Realign
- Recover

Review, Respond, Realign & Recover

- ✓ Responded quickly & accurately to public records requests, audits, and reviews
- ✓ Promoted transparency
- ✓ Supported the mission of the organization
- ✓ Supported the team members and the board members
- ✓ Reached out to partners and employers
- ✓ Implemented immediate systemic changes
- ✓ Changed service delivery to better align with state/federal guidelines
- ✓ Ensured a smooth transition from shared services



“All Hands on Deck”



- ✓ Despite the challenges, the program year end with an overall customer satisfaction rate of 94.5 percent compared to 93.8 percent last year.

“All Hands on Deck”



With the help of team members, board members, and others, we took an “*all hands on deck*” approach to ensuring program operations continued to meet or exceed the expectations of individuals and businesses.

Moving Forward

We were not only able to ride out the storm, by transitioning the organization during a time of turmoil and uncertainty; we righted the ship, and put it on a course to move forward on positive track.



Interim

8th Largest in Florida

100 employees & volunteers

Population: 916,542

\$14M Budget

54 Workforce Programs

Pinellas County



First 90-100 days, as CEO....

It will look a lot like what I've been doing for the past eight months.

I will continue to move forward to build a strong organization.



Moving Forward....

What I will do during my first 90-100 days as CEO?

As we move forward, the goal is to ...

- Review**
- Rebuild**
- Reconnect**
- Revitalize**
- Rebrand**



Internal Controls



- Review policy and procedures to ensure alignment with state and federal guidelines
- Work with DOL/DEO/OIG to wrap up their review of past practices and make adjustments based on recommendations



Human Resources

Not only will we continue to review programmatic activities, we will work with the **Compensation Committee** & HR Edge Consulting to review HR procedures and activities, including:



- Compensation/Salary
- Hiring Practices
- Application Process
- Handbook

One-Stop Operator



- Work with the newly appointed one-stop operator to conduct regular internal audit reviews
 - Internal Controls & Desk Guides
- Audit reports will be presented to the Board on a regular basis

Health Benefits

CSPIN	CSPIN
CSTB	85
250	

- As part of the HR review, we are finalizing negotiations to ensure employees continue with their current insurance with minimal impact to premiums.
 - With the separation of shared services, the number of employees decreased from 250 to 85
 - Based on a census of these employees, they tend to be in higher risk categories – age & health
- Premiums escalate by 15-25%
- Goal: Keep current insurance with an increase comparable to last year (8% or less)

Science Center Committee



Review next steps for the Science Center

- ✓ Conducted a building inspection
- ✓ Outlined programs and services
- ✓ Addressed immediate safety concerns
- ✓ Met with the bank and secured a refinance option for 15yrs @ 4% fixed
- ✓ Met with the appraiser

Workforce Board



- 60% turnover of board members as of July 1st
- Work with board members to help encourage an active, informed engaged Board
- Board Orientation – July 18th
- Leveraged resources through partnerships
DEO, Workforce Institute, Collaborative Labs, SPC & Board Members

By-Laws



The Board will discuss the option of forming an Ad Hoc By-Laws Committee to review the current bylaws and review recommendations from the consultant.

Workforce Board



- Work with the Board Chair to host a **Board Strategic Planning** meeting
- Provide a forum for board members to be more engaged in charting the path for the future

Workforce Board



- **15-Minute Board Learning Series**
- These learning series could be held before or after board meetings to take a deeper dive into workforce concepts
 - Eligibility Guidelines
 - Performance Measures
 - Workforce Trends

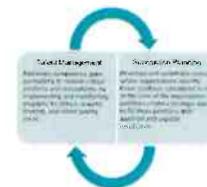


- CFO Consultant to bridge the gap until we have a permanent CFO onboard
- Hired a Director of Finance (*I highly recommend, we move this person to CFO*)
- Made great strides in maximizing the use of technology by migrating the Abila MIP system to a hosted cloud server



- Because of the transition to a non-shared services model - *Finalized on September 1, 2018*
- CSPIN has had to build a leadership team from the ground up, including Administrative & Finance

Talent Management & Success Planning



- Revisit the current staffing plan to ensure we maximize the strengths and capabilities of team members
- Schedule regular staff training opportunities
- As we do all this, we need to look ahead, and begin to create a comprehensive succession plan



One-Stop Committee

- Reconnecting with partners is critical, as we move forward
- Work with our partners to identify ways to leverage resources to enhance service delivery
- One-Stop Committee is instrumental in this process
 - Approved a new One-Stop Operator to help coordinate the efforts of our partners



Workforce Institute

Tarpon Springs & Clearwater Campus

- Identify ways to better utilize space and provide enhanced, integrated services
- Continue to the conversation to identify way to offer in-demand, short term training to meet the needs of local employers



- Collaborative Labs will host monthly industry-specific career fairs and the Professional Talent of Tampa Bay (*a professional networking group*)



- Help identify and recruit individuals to attend the Early Childhood Teacher Training
- This not only helps the immediate need for teachers in early childhood education, it provides a gateway for the concept of **cradle to career** workforce opportunities.



Reconnect



Good World



- Worked with Goodwill and PERC to expand supportive services for job seekers and to help better integrate the re-entry population into the workforce
- Submitting a CareerSource Florida grant proposal focused on customer service training

Reconnect



Pinellas Education Foundation



Good World



- There's been a tremendous amount of work done to reconnect with the community however there is a lot more to do
- As we move forward, we will continue to connect with partners to help create a stronger workforce in the Tampa Bay region

Reconnect



- Expand opportunities to outreach to students and teachers
- Promote STEM education programs

Revitalize



- As we move forward, we have to revitalize our partnership with the employer community

Revitalize

Workforce Solutions Committee

- Workforce Solutions Committee is the cornerstone of this success
- Identify better and more effective ways to connect to local Chambers of Commerce
- Work with the Tampa Bay Partnership to help better understand the work they are doing and to continue the conversation about regional workforce opportunities

90 – 100 Days

Review, Rebuild, Reconnect, Revitalize & Rebrand

- **Review** policy and procedures and align with state/federal guidelines
- **Review** human resources
- **Review** bylaws
- **Review** next steps for the Science Center
- **Rebuild** a system to meet/exceed program performance measures
- **Rebuild** a leadership team including administrative and finance
- **Reconnect** with partners
- **Revitalize** relationships with businesses and chambers
- **Rebuild** an active, engaged and informed Board .
- **Rebrand** with a marketing campaign

- Moving Forward for Future Success -

Rebranding



- Rebrand our image
- Launch a gentle marketing campaign
 - Website
 - Success Stories
 - Positive Highlights
- Let the community know about the good work we continue to do

Success in one Year

Success will be characterized by aligning with the critical hallmarks of workforce excellence:

- Working with businesses, workers and job seekers to drive workforce solutions;
- Supporting systems for strong local and regional economies;
- Promoting continuous improvement through evaluation, accountability, best practices, and data driven decision-making;
- Meeting or exceeding performance measures;
- Developing an informed, engaged, active workforce board, leadership team and team members committed to the success of the organization; and
- Providing regular, relevant finance and audit reports and updates to the Workforce Board, Board of County Commissioners and stake holders.

Opportunities

- We are well positioned to implement programs to meet the overarching vision of enhancing alignment with workforce, education and economic development.



Challenges & Opportunities



Challenges

- Building a strong, focused leadership team
- Building an active, engaged informed Board
- Identifying ways to provide enhanced oversight
- Adjusting to the realities of budgetary constraints
- Adapting to more challenging performance metrics
- Implementing recommendations DOL/DEO/OIG/Others



The forecast for CareerSource Pinellas is improving every day. I look forward to working with each of you to promote a workforce system that not only stays on course, it is heading in the right direction.

