



**October 8, 2020 – 10:00 AM**

**Virtual Zoom Meeting**

\*Join via Zoom – Meeting ID: 986 2818 8097

Password: Workforce

[Zoom Link](#)

\*Dial In via Phone – Meeting ID: 986 2818 8097

Phone: +1 646-558-8656

## **Ad Hoc CEO/Counsel Selection Committee Agenda**

**I. Welcome and Introductions** ..... Barclay Harless, Board Chair

**II. Public Comments**

**III. Roll Call**

**IV. Action/Discussion Items**

- 1. Approval of Minutes: 11/06/19 Ad Hoc CEO/Counsel Selection Meeting..... Page 2
- 2. CEO Performance Review ..... Page 6
- 3. CEO Performance Goals PY' 2020-2021 .....Page 42
- 4. General Counsel Performance Goals.....Page 49

**V. Members Comments**

**VI. Adjournment**

*\*All parties are advised that if you decide to appeal any decision made by the Board with respect to any matter considered at the meeting or hearing, you will need a record of the proceedings, and that, for such purpose, you may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

*\*If you have a disability and need an accommodation in order to participate in this meeting, please contact Cindy Hockridge at 727-608-2426 or [chockridge@careersourcepinellas.com](mailto:chockridge@careersourcepinellas.com) at least two business days in advance of the meeting.*

Collaborate.  
Innovate.  
Lead.





## **Action Item 1**

### **Approval of Minutes**

In accordance with Article VII, Section 1(H), of the approved WorkNet Pinellas By-Laws: Minutes shall be kept of all Board and Committee meetings. Minutes shall be reviewed and approved at the next CareerSource Pinellas Board or Committee meeting as appropriate.

The official minutes of meetings of the Board and Committees of the Board are public record and shall be open to inspection by the public. They shall be kept on file by the Board Secretary at the administrative office of CareerSource Pinellas as the record of the official actions of the Board of Directors.

The draft minutes from the November 6, 2019 Ad Hoc CEO/Counsel Selection Committee has been prepared and are enclosed.

#### **RECOMMENDATION**

Approval of the draft minutes, to include any amendments necessary.

**CareerSource Pinellas  
Ad Hoc CEO/Counsel Selection Committee Minutes**

**Date:** November 6, 2019 – 9:00 AM

**Location:** 13805 58<sup>TH</sup> Street North, Clearwater, FL, 33760

**Call to Order**

Board Chair, Karla Leavelle called the meeting to order at 9:00 am. The following members participated:

**Committee Members in attendance**

Commissioner Pat Gerard, Karla Leavelle, Russell Leggette (by phone), and Mike Meidel (by phone at 9:30 am, then in person).

**Committee Members Absent**

Joanne Lentino.

**Staff Present**

Jennifer Brackney, Steven Meier, and Liz Doyle.

**Action Item 1 – Approval of Minutes (September 9<sup>th</sup>, 2019)**

The minutes from the September 9<sup>th</sup>, 2019 meeting of the Ad Hoc CEO/Counsel committee were presented for approval.

Motion: Patricia Gerard
Second: Russell Leggette

*The minutes were approved as presented. No further discussion. The motion carried unanimously.*

**Action Item 2 – Approval of Minutes (September 18<sup>th</sup>, 2019)**

The minutes from the September 18<sup>th</sup>, 2019 meeting of the Ad Hoc CEO/Counsel committee were presented for approval.

Motion: Patricia Gerard
Second: Russell Leggette

*The minutes were approved as presented. No further discussion. The motion carried unanimously.*

**Action Item 3 – CEO Contract Renewal**

On October 31, 2018, The Board of Directors approved a 1-year employment contract for Jennifer Brackney, as the CEO of CareerSource Pinellas. This initial contract had an original end date of October 31, 2019, but was extended through November 30, 2019. On August 16, 2019, the Board of Directors approved to commence negotiations to renew the employment contract of Jennifer Brackney as CEO of CareerSource Pinellas, for a multi-year term. The objectives for the current meeting were to confirm the contract terms and CEO performance goals.

**Discussion of matters pertaining to CEO contract renewal:**

Members of the Committee discussed the contract extension as positively ensuring stability as CareerSource Pinellas navigates through changes and DOL compliance issues. The committee then reviewed CEO compensation (currently at \$175K) in relation to the HR Edge Salary Survey which ranged from \$142,149, – \$227,438., with the mid-range at \$184,794. The Federal Maximum is \$190K.

In relation to other benefits, the previous (28%) health plan benefit is paid each pay period, but the proposed new health plan stipend, which is now a flat amount of \$13,500, which, while more fair to lower-paid employees, equates as a loss for Jennifer.

The committee also discussed the existing 5% performance evaluation stipend, which applies to all employees.

Finally, there was a discussion around a potential deferred compensation for the leadership team in future, in line with County benefits contracts. The staff will review the possibility of the additional deferred compensation benefit for the leadership team, for future Board consideration.

***Five motions were submitted and each was carried unanimously:***

1. *Renew a three-year extended contract for Jennifer Brackney.*

Motion: Russell Leggette
Second: Patricia Gerard

2. *The new contract salary for the CEO will be \$179,500.*

Motion: Patricia Gerard
Second: Russell Leggette

3. *Includes a lump-sum 5 percent performance evaluation stipend each year, consistent with compensation for all employees.*

Motion: Patricia Gerard
Second: Russell Leggette

4. *CEO compensation will be retroactive to the contract period beginning November 1<sup>st</sup>, 2019.*

Motion: Patricia Gerard
Second: Russell Leggette

5. *Outlined performance goals were reviewed and accepted.*

Motion: Michael Meidel
Second: Patricia Gerard

Timing of performance review will be at the end of the contract, in the fourth quarter of the calendar-year. The contract will include any supplemental benefits that the Board may approve during the period of the contract, for members of the leadership team, e.g., deferred compensation in line with County employees.

*The Ad Hoc CEO/Counsel Selection Committee approved the renewal of the CEO employment contract and goals for Jennifer Brackney for the period of November 1<sup>st</sup>, 2019 through October 31<sup>st</sup>, 2022.*

*Each of the five related motions were carried unanimously.*

**Action Item 4 – Review and Score Legal Service RFP 19-0919**

On June 5, 2019, the Board of Directors voted to initiate the procurement process for a request for proposals (RFP) regarding the provision of legal services.

Through the publication of this RFP, CareerSource Pinellas sought legal services from qualified firms that are properly licensed with experience in Public and Administrative laws to serve as General Counsel to the Local Workforce Development Board, as well as Counsel to CareerSource Pinellas.

Common services include: advising the governing board on the Sunshine law and conflict of interest, the review of contracts for goods and services, leases, subleases, Memoranda of Understanding, as well as maintaining compliance with Federal and State Laws related to public records requests and conducting public meetings.

The RFP deadline was October 18<sup>th</sup>, 2019. In response to this RFP, the following companies submitted proposals:

1. Persson, Cohen & Mooney, P.A.
2. Gray, Robinson, P.A.
3. Massey Law Group, P.A.

Members of the Ad Hoc CEO/Legal Counsel Committee each received copies of the submissions and were tasked to review/score the proposals independently.

The panel discussed their individual scores and the scores were aggregated during the meeting.

Aggregated scores (out of 100 points) from three reviewers were as follows:

Company Name	Score
Gray, Robinson, P.A.	96.33
Massy Law Group, P.A.	70.67
Persson, Cohen & Mooney, P.A.:	63.67

**Discussion related to the RFP responses:**

Level of experience related to working with workforce boards, non-profit, government agencies, and HR in the context of government agencies was an important factor. The price quotes related to actual attorney-fees and para-legal support was also compared.

The committee members agreed that Gray, Robinson had depth of experience and also is a large firm that has the bench strength to address a variety of issues related to labor, local, and state government, including DEO.

The Committee had one clarification question regarding Gray Robinson's hourly rate and suggested a follow-up clarification meeting with the firm, prior to contract award.

*A motion was made to approve the selection of Gray, Robinson, P.A. for legal counsel services.*

Motion: Patricia Gerard
Second: Michael Meidel

*The motion was carried unanimously.*

**Other Administrative Matters:** None

**Public Comments:** None

**Committee Members Comments:** None

**Adjournment:** The meeting was adjourned at 10:02 am.



## Action Item 2

### CEO Performance and Compensation Review

On November 1, 2019, the Board of Directors approved a three-year employment contract for Jennifer Brackney, as the CEO of CareerSource Pinellas. The Board of Directors also approved the CEO performance appraisal, which provided the annual goals, initiatives, actions to be taken and metrics.

As outlined in the By-Laws, the Ad Hoc CEO/Legal Committee will conduct the annual review of performance and compensation for the CEO. The review addresses the approved CEO Performance Goals, including Financial Management; Legal Compliance, Strategic Planning, Governance, Accountability and Transparency, Workforce Development Performance, Key Relationships and Partnerships, and Organizational Leadership.

The recommendation from this Committee will be presented to the November 18<sup>th</sup> Board of Directors meeting.

#### **Attachments:**

Performance Review: The members of the Ad Hoc CEO/Counsel Committee submitted their ratings and comments of the CEO's performance review. Ms. Brackney also included her response to the feedback. The consolidated document is enclosed for your review.

#### Compensation Review:

The Board of Directors approved the Compensation Review on June 5, 2019. The Compensation Review outlines the salary range for all employees, including the CEO. The Compensation Review is enclosed for your review.

#### **Recommendation:**

Approval of the performance review and corresponding compensation for Ms. Brackney for the period of November 1<sup>st</sup>, 2020 through October 31, 2021.

**CEO Performance Goals**  
**Board of Directors Assessment**  
**PY' 2019-2020**

Date Completed:	
Evaluation Period:	July 1, 2019 – June 30, 2020

**SECTION 1: Achievement of Goals**

**PY'2019-2020  
July 1, 2019 – June 30, 2020**

Descriptions of Goals	Initiatives/*Metrics	Achievements of Goals	Exceeded Expectations	Met Expectations	Needs Improvement
<p><b>Financial Management:</b> 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.</p>	<p><b>Initiative: Create greater transparency and accuracy in financial reporting to ensure the planning budget goals are met.</b></p> <ul style="list-style-type: none"> <li>* Develop, submit and receive approval from US DOL for an indirect cost rate rather than 10 percent de minimis. Final implementation to be PY'20.</li> <li>* Provide financial reports to the Board, including cost allocation, grant budget/expenditures and training provider reports.</li> <li>* Continue to review, update and improve usage of the financial management system (i.e., Abila and Microix).</li> <li>* Review current contracts to identify cost savings and to ensure statement of work aligns with activities.</li> <li>* Provide detailed reports to better track and manage program budget vs expenditures by grant/program.</li> </ul>	<p>Provided leadership for the allocation of \$9.8 million in revenue, delivering monthly detailed reports to track and manage budget vs expenditures by grant, in turn creating greater transparency.</p> <p>Worked the Chief Financial Officer to build a Finance Team focused on assuring the development of adequate controls; developing sound financial practices, and ensuring overall financial performance remains within Board approved parameters.</p> <p>Received approval from US Department of Labor for the indirect cost rate of 15.3 percent to ensure accurate accounting of indirect activities.</p> <p>Updated and improved the usage of financial management systems (Abila and Microix) to better track</p>	<p align="center"> <input type="checkbox"/>                  X X X X                  PG BH ML MM             </p>	<p align="center"><input type="checkbox"/></p>	<p align="center"><input type="checkbox"/></p>

		<p>expenditures and enhance the invoicing process.</p> <p>Reviewed 36 contracts, realizing cost savings of \$110,000 and ensuring statement of work aligns with deliverables.</p>			
<p><b>Legal Compliance:</b> Manage public records requests and legal issues in a timely manner.</p>	<p><b>Initiative: Respond to monitoring reviews and audits to ensure activities identified from past practices are addressed.</b></p> <ul style="list-style-type: none"> <li>* Provide DOL with an outline of changes initiated during the transition as requested.</li> <li>* Implement changes recommended through technical assistance provided by DOL, DEO, CSF and others.</li> </ul> <p><b>Initiative: Endeavor to sell the Science Center</b></p> <ul style="list-style-type: none"> <li>* Manage program during the process and realign programs after the sale of the Science Center, i.e., observatory, programs, staff, iguana habitat.</li> <li>* Complete closing activities associated with selling the Science Center on November 20, 2019.</li> <li>* If the Science Center sells, provide stewardship of the funds as directed by the Board.</li> </ul>	<p>For more than two years, led the response to the USDOL’s Compliance Review; analyzed the 17 findings and 3 areas of concern, rectifying concerns where possible, addressing system issues, complying with regulations, and aligning programs and services with local, state, and federal guidelines. Currently, working with DEO to help mitigate related financial impacts.</p> <p>DEO conducted a Programmatic (May 2020) and Financial Monitoring (June 2020) Visit to ensure activities align with local, state, and federal guidance. Final reports from both monitoring visits are pending.</p> <p>Dynamic Workforce Solutions conducted independent semi-annual</p>	<p style="text-align: center;"> <input type="checkbox"/>  X X X X  PG BH ML MM </p>	<p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;"><input type="checkbox"/></p>

	<p>* Based on the study conducted of the current one-stop locations move forward with recommendations for future development i.e. Tarpon Springs, Lealman, HEP, etc.</p>	<p>internal monitoring activities.</p> <p>Powell and Jones, Inc. conducted an Annual Independent Financial Audit (September 2019), Agreed Upon Procedures (August 2019), and a Limited Scope Audit of the 401(k) Plan (August 2019).</p> <p>Completed closing activities associated with selling the Science Center of Pinellas County on November 20, 2019, including the realignment of programs and services, and providing stewardship of the funds.</p> <p>Worked closely with the One-Stop Committee to review current one-stop locations, maintaining 31 operational and strategic partnerships to provide services through CareerSource Pinellas including new partnerships with the Lealman Exchange and other community resources.</p>			
--	--	--	--	--	--

<p><b>Strategic Planning:</b> Engage the board in strategic planning activities to develop organizational goals and create sector strategies for the next 1yr, 3yr and 5 yr.</p>	<p><b>Initiative: Engage the board in the process of strategic planning with a third-party facilitator, by Q3, with the intent of:</b></p> <ul style="list-style-type: none"> <li>* Leading the development of a strategic plan that focuses on the review of the organization’s vision, goals, sector strategies, locations, and training programs.</li> <li>* Submit a comprehensive four-year strategic plan to DEO by 6/30/2020 based on policy released by DEO in early November 2019.</li> </ul>	<p>Engaged the board in a robust process of developing a Strategic Plan, including four strategic planning sessions with key stakeholders and five focus groups with businesses, job seekers, participants, employees and partners. The 2020-2024 Strategic Plan provides a dynamic blueprint for the sustainability and growth of the region’s talent pipeline, including vision, mission, core values, strategic priorities, goals and key strategies for CareerSource Pinellas.</p> <p>Led the development of a comprehensive, four-year Local Workforce Development Plan, created through an inclusive approach to gathering system stakeholder feedback and input.</p>	<p style="text-align: center;"><input type="checkbox"/> X X PG ML</p>	<p style="text-align: center;"><input type="checkbox"/> X X BH MM</p>	<p style="text-align: center;"><input type="checkbox"/></p>
<p><b>Governance:</b> 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.</p>	<p><b>Initiative: Facilitate the board and ad hoc committees to bring closure to the action initiated by the Board and/or Board of County Commissioners (BCC).</b></p> <ul style="list-style-type: none"> <li>* Review and update the Interlocal Agreement as outlined by USDOL in the Compliance Review.</li> <li>* Review and update the</li> </ul>	<p>Facilitated 42 board, committee, and board-related meetings to fulfill governance functions and manage the Board’s due diligence process and assure timely attention to core issues.</p> <p>Improved communication with the Pinellas Board of County</p>	<p style="text-align: center;"><input type="checkbox"/> X X X PG BH ML</p>	<p style="text-align: center;"><input type="checkbox"/> X MM</p>	<p style="text-align: center;"><input type="checkbox"/></p>

	<p>Bylaws as outlined by USDOL in the Compliance Review.</p> <ul style="list-style-type: none"> <li>* Continue to work with the BCC to take a more active role in the selection of board members.</li> <li>* Establish an ad hoc committee to review and update board policy manual (last updated in 2010).</li> </ul>	<p>Commissioners (BCC) by providing regular performance, program and detailed budget updates.</p> <p>Worked closely with the Local Workforce Development Board (LWDB) and BCC to review and approve the Interlocal Agreement, Bylaws, and Grantee Subgrantee Agreement.</p>			
<p><b>Accountability and Transparency:</b> Promotes accountability and transparency by ensuring that this organization’s employment and training programs are in alignment with policy and guidance, and accountable to the Pinellas Board of County Commissioners, the local workforce Board, CareerSource Florida, DEO, local employers, job seekers, and the general public.</p>	<p><b>Initiative: Present pertinent program and organizational information on a regular basis to the Board, BCC and other stakeholders.</b></p> <ul style="list-style-type: none"> <li>* Procure an organization to assume the role of conducting independent, semi-annual monitoring.</li> <li>* Provide regular program performance updates to the Board and BCC.</li> <li>* Schedule an annual DEO program performance presentation to the Board.</li> <li>* Provide an annual audit and audit presentation to the Board.</li> <li>* Understand the organization’s liabilities and manage internal control procedures through the annual review and presentation of the Internal</li> </ul>	<p>Successfully navigated change, stabilized operations, fostered an environment of transparency, and realigned teams to support program fundamentals.</p> <p>Provided regular program performance updates to the LWDB and BCC.</p> <p>Hosted the annual DEO Program Performance Presentation to the Board of Directors on May 20, 2020 confirming that all performance goals were met or exceeded, including primary indicators, out of school youth, work experience and training. 87.8 percent of funding was expended on</p>	<p style="text-align: center;"> <input type="checkbox"/>  X X X  PG BH ML </p>	<p style="text-align: center;"> <input type="checkbox"/>  X  MM </p>	<p style="text-align: center;"> <input type="checkbox"/> </p>

	<p>Controls Questionnaire (ICQ).  * Provide quarterly financial updates.</p>	<p>direct client services.</p> <p>Responded to a malware incident in October 2019. There was not a breach of PPI however there was a significant disruption to day-to-day business activities as the servers were rebuilt and email was re-installed; worked with the insurance carrier and legal to mitigate the financial and business impact; hired Abacode cybersecurity consultant to provide 24/7/365 protection and training; and most recently, hired a vCIO to provide strategic guidance to maintain and build out the current technology environment.</p> <p>Worked with the LWDB to procure legal counsel; Stephanie Marchman, of Gray Robinson, joined the team on December 1, 2019 via a letter of engagement for legal services. Since then, she has been instrumental providing guidance related to day-to-day operational issues and leading several large initiatives including: reviewing and rewriting the Employee</p>			
--	--	---	--	--	--

		<p>Handbook, guiding developing response to COVID-19, reviewing the Grantee Subgrantee Agreement and numerous other contracts, and responding to USDOL Compliance Review-related activities.</p> <p>Mitigated risk by conducting a review of the organization’s liability by utilizing the Internal Controls Questionnaire (ICQ). The results will be presented to the LWDB in October 2020. Improved internal controls by updating Financial and Procurement Policies and Cost Allocation Policy, improving and strengthening the Subrecipient monitoring, implementing quarterly unannounced audits, and initiating 24/7/365 cybersecurity monitoring.</p>			
<p><b>Workforce Development Performance:</b> <b>Programs:</b> 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</p>	<p><b>Initiative: Improve services to employers and continue to promote connections with qualified job seekers and work-based training to ensure that services are employer driven and contribute to economic growth and business expansion in our community. Provide access to quality training to help job seekers acquire industry</b></p>	<p>Worked with the team to achieve program expectations by meeting/exceeding all 14 U.S Department of Labor “Performance Indicators” for the Workforce Investment and Opportunity Act (WIOA) Program Year ending June 30,</p>	<p style="text-align: center;"> <input type="checkbox"/>  X X X X  PG BH ML MM </p>	<p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;"><input type="checkbox"/></p>

<p>acquire skills and credentials that meet employers' needs.</p>	<p><b>recognized credentials for in demand jobs.</b></p> <ul style="list-style-type: none"> <li>* Promote sector strategy initiatives in health care, manufacturing, financial and professional services, IT and construction.</li> <li>* Provide WIOA Indicators of Performance updates on a quarterly basis for PY'20.</li> <li>* Provide Monthly Management Report (MMR) updates on a quarterly basis.</li> <li>* Host networking opportunities to connect job seekers and employers, including monthly career fairs at EPI, in-house recruitment, and weekly professional, executive and general networking meetings.</li> <li>* Provide regular business services reports, i.e., RESEA performance, Career Fairs, networking groups, WIOA programs (EWT, OJT, PWE, WARN, REACT)</li> <li>* Negotiate annual, local performance goals with DEO.</li> </ul>	<p>2020.</p> <p>Exceeded target for all metrics of the Continuous Improvement Initiatives (CIP), and as a result, qualified for an incentive award of \$238,479 to expand and enhance programs.</p> <p>Boosted operational performance by providing occupational skills training to 1,630 individuals placing 508 in employment. Average annual wages, per placement was \$57,657 for Dislocated Workers and \$45,843 for Adults.</p> <p>Streamlined business services providing more than 1,303 local employers with real time assistance, including labor market information, career fairs, internet-based job postings, employee recruitment/screening, employee referrals, career transition and customized services.</p> <p>Enrolled 288 individuals in special project training programs, including the Department of Labor Trade Adjustment Assistance Act (TAA), US Department of</p>			
---	--	---	--	--	--

		<p>Labor YouthBuild, and State or CareerSource Florida-led initiatives.</p> <p>Hosted 113 onsite and virtual career fairs, recruitment and networking events connecting 302 businesses and local organizations with over 1,550 job seekers.</p> <p>Participated in the Ticket to Work program to assist individuals with disability return to work by utilizing career services provided through the Career Resource Center.</p>			
<p><b>Key Relationships and Partnerships:</b> Identifies key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these.</p>	<p><b><u>Initiative:</u> Facilitate the integration of the organization into the fabric of the community by ensuring the use of effective marketing and communication activities. Listen to stakeholders, customers, volunteers and others in order to improve services and generate community involvement.</b></p> <p>* Review and update MOUs and IFAs by 11/20/19 to ensure activities with key community partners fully leverage resources and linkages, i.e., Saint Petersburg College, PTC, Pinellas Opportunities Council, Goodwill, and others.</p>	<p>Successfully facilitated the integration of the organization into the fabric of the community by maintaining 31 operational and strategic partnerships, in order to leverage resources to expand and enhance services.</p> <p>Provided 19,831 individuals with career services, including job search assistance, job referrals, career transition, resume assistance, career workshops and program orientations through the Career Resource Centers.</p>	<p><input type="checkbox"/></p> <p>X PG</p>	<p><input type="checkbox"/></p> <p>X X X BH ML MM</p>	<p><input type="checkbox"/></p>

	<ul style="list-style-type: none"> <li>* Explore and make recommendations for the development of MOUs with new partners, i.e., Service Source and HEP.</li> <li>* Create a marketing plan and strategy, including marketing, website, success stories and employer highlights.</li> <li>* Continue to reach out to key local employers to rebuild relationships, e.g., Pinellas County Sheriff, Jabil, others.</li> <li>* Establish, maintain and enhance partnership activities through quarterly partner meetings and online customer service training provided by the One-Stop Operator.</li> <li>* Participate in partnership/sponsorship opportunities with local chambers and EDC, e.g., EDC of Pinellas, EDC of Greater St. Petersburg, and local chambers.</li> <li>* Partner with the Tampa Bay Partnership to help better understand the work they are doing and to continue the conversation regarding regional workforce opportunities.</li> </ul>	<p>Partnered with Pinellas County to create a Career Resource Center within the Lealman Exchange with an anticipated open date in October 2020.</p> <p>Completed MOUs and IFAs to fully leverage resources and linkages with partners.</p> <p>Created a comprehensive marketing and communications plan to support external communications, optimize social media, improve internal processes and create brand and program awareness supporting the efforts of the vision, mission and goals of CareerSource Pinellas.</p> <p>Partnered with PERC to host the STARS program, connecting 72 ex-offenders to services, assistance and resources in the community.</p> <p>Partnered with Pinellas County Schools and local community-based organizations to provide 29 YouthBuild students with the opportunity to complete their high school education, learn construction-related skills,</p>			
--	--	--	--	--	--

		<p>develop leadership skills and work on building or renovating low income homes.</p> <p>Continued to participate in partnership with local chambers, St Pete EDC, Pinellas County EDC, Recruitment Networking Group (RNG), BAMA and Tampa Bay Partnership to promote regional workforce opportunities.</p>			
<p><b>Organizational Leadership:</b> Effectively manages continuity, change and transition as CSPIN separates from CSTB.</p> <p>Deals effectively with demanding situations and designs and implements effective interventions.</p> <p>Establishes and leads an effective management team.</p>	<p><b>Initiative: Ensure that procedures and organizational culture reflect integrity and transparency. Lead staff in maintaining a climate of excellence, accountability and respect.</b></p> <ul style="list-style-type: none"> <li>Fully staff the organization, including the management 12/30/2019.</li> <li>Begin the development of a succession plan for the organization by 6/30/19.</li> <li>Implement an annual employee engagement survey which will become the benchmark for appropriate organization changes and activities.</li> <li>Develop performance goals for each employee. Align annual performance evaluations with program year and determine</li> </ul>	<p>Successfully navigated change, stabilizing operations, fostering an environment of transparency, and realigning our teams with program fundamentals.</p> <p>Responded to the local economic pandemic by remaining open to the public to provide services to the customers that needed us the most; creatively developed solutions to continue to provide direct services to customers; shifted the business model to a virtual platform; transferred 50 percent of team members to telework; partnered with SPC to offer career services workshops via a virtual</p>	<p><input type="checkbox"/></p> <p>X X PG MM</p>	<p><input type="checkbox"/></p> <p>X X BH ML</p>	<p><input type="checkbox"/></p>

	<p>merit/evaluation stipend.</p> <ul style="list-style-type: none"> <li>Review current programs, SOPs and Desk Guides to ensure alignment with guidance from DOL, DEO and CSF by Q4.</li> </ul>	<p>platform; and implemented efforts to help ensure the safety of our employees and customers.</p> <p>Re-deployed 20 percent of staffing to assist DEO with Reemployment Assistance (RA) by remotely assisting over 9,000 individuals with RA-related services; collecting and/or entering 1,830 applications and resetting 3,673 password/user names to allow online access.</p> <p>Reviewed, approved and updated Administrative, Strategic and HR policies, and the Employee Handbook to ensure alignment with US Department of Labor, Department of Economic Opportunity guidelines and standard HR practices.</p> <p>Lead a team of workforce professionals to continue our focus on developing an organizational culture that promotes independent ownership, integrity, transparency, excellence and respect.</p> <p>Implementing steps and programs to further drive a comprehensive culture</p>			
--	---	--	--	--	--

		<p>transformation. This includes:</p> <ul style="list-style-type: none"><li>• Introducing meaningful and detailed behavioral and Leadership competencies to all employees creating a foundation from which all people programs are built and our cultural language is constructed.</li><li>• Continued focus on developing the Leadership team into strong leaders and thinkers vs. “doers.”</li><li>• Fostering a culture where we focus on the customer (Internal and External) and ensure excellence in every interaction by mapping internal and external processes and identifying customer touch points.</li><li>• Working to grow an agile organization that promotes business engagement, strengthens meaningful connections across partners, and expands the talent pipeline.</li></ul>			
--	--	--	--	--	--

--	--	--	--	--	--

**Comments:**

Commissioner Gerard – Vice-Chair

Jennifer has successfully guided the organization through another tumultuous year, continuing to respond to DEO and DOL reports, requests to assist the state, cyber-attack, etc. The reputation of the agency is greatly improved under her leadership.

Barclay Harless – Board Chair

The CEO has successfully led the organization out of our period of being on life support, staffed most of senior management positions with excellent, long-term team members who will re-shape the organization into the strategic plan adopted this year. She has shone a unique ability to deal with crisis and mitigate/learn/adapt post-crisis.

Overall, in the crisis areas and basics (including accountability), she has exceeded expectations. In the areas where the organization is adequate but we clearly know where we need to be in the near future for excellence, we are certainly meeting expectations.

Our next true challenge will be to see if the team can be managed and the partnership relationships engaged to bring the strategic plan into reality. CareerSource Pinellas has begun rebuilding its character and reputation, now we can begin to focus on leading in the State.

Michael Logal – Chair-Elect

I have been impressed with Jennifer’s realistic approach to the CareerSource situation.

Jennifer has taken a pragmatic approach which has turned the organization from an internally focused and self-limited attitude to a market driven Organization ready to meet the needs of Pinellas county workforce and Business.

Clearly the rebuild need to continue. There are a lot of needs which the community has that are only just beginning to emerge.

Because of Jennifer’s work in getting CareerSource to focus forward; CareerSource can now engage the community, and has a much better opportunity to meet the needs of the candidates, and the business community than in the 2 prior years of my time on the board.

Michael Meidel –

Jennifer has put together a great Finance team headed by Steve Meier and is using them with great effectiveness. Increasing indirect cost recovery above 10% allows us to fully recover the true cost of services and stabilize operations. Thorough review of contracts resulted in cost savings, but also in increased program accountability and effectiveness. Jennifer has done an excellent job in her dealings with DEO and DOL, being fully responsive to them while also watching out for our local board and operations. The successful sale of the Science Center reduced our costs and put needed money into unrestricted reserves. The new relationship with the Lealman Exchange will provide needed workforce services in a community

that is struggling. Jennifer has improved CSPIN's relationship with the Board of County Commissioners through improved communications and better financial reporting. Our workforce development performance met or exceeded goals even with the COVID-19 pandemic. The well-executed shift to virtual job fairs actually increased our ability to reach employers and potential employees. Once the COVID crisis has passed, Jennifer should focus on increasing outreach to partner organizations and continue efforts to repair damage to employer relationships caused by the previous leadership. Response to the malware incident was swift and helped prevent further damage. New cybersecurity efforts will help prevent future incidents. Jennifer has provided excellent leadership to the organization in a time of crisis, even with a significant percentage of her staff reassigned to help the State's Re-employment Assistance crisis.

#### Jennifer Brackney - CEO

As you know, we continue to chart a path forward while honoring the requirements of the USDOL Compliance Review. In November 2019, the Local Workforce Development Board (LWDB) engaged in a robust process of developing a Strategic Plan, including four planning sessions with key stakeholders and five focus group meetings. The resulting 2020-2024 Strategic Plan provides a dynamic blueprint for the sustainability and growth of the Tampa Bay region's talent pipeline.

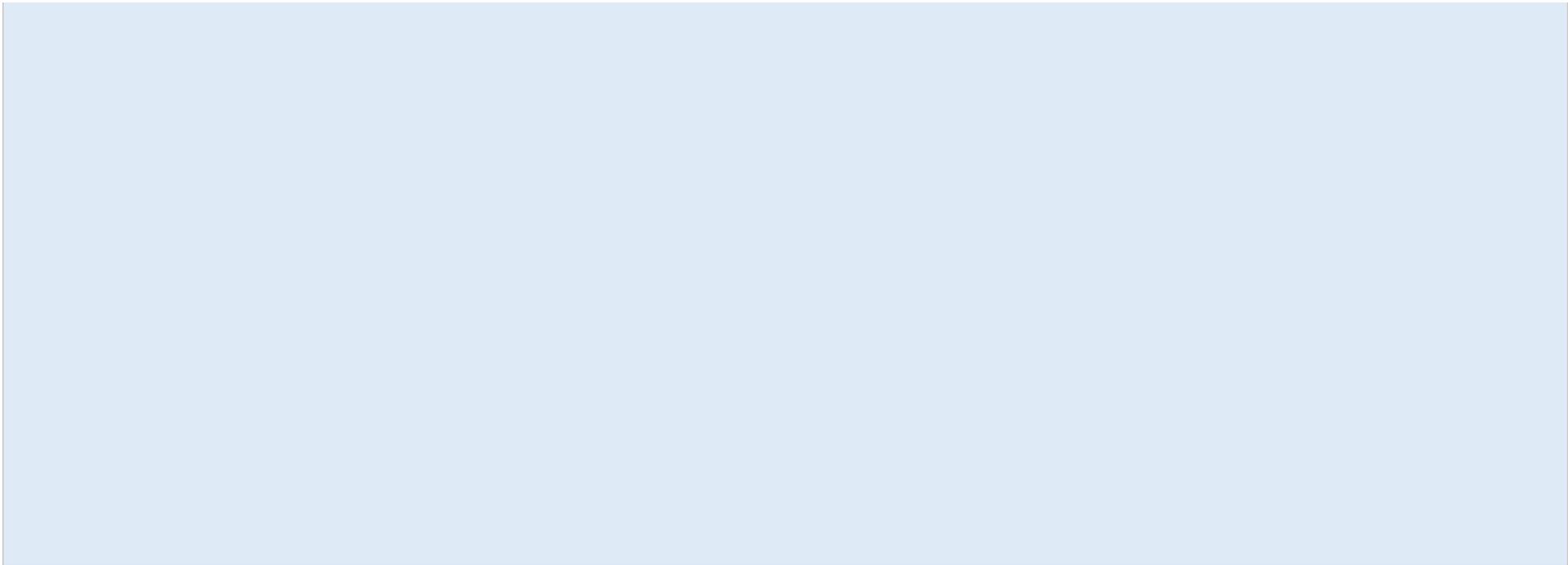
There was a continued focus on communications and transparency during the last program year. CareerSource Pinellas facilitated 42 board, committee and board-related meetings to fulfill governance function.

Amid the uncertainty of the pandemic, we knew we were needed by our local community, and remained open to the public to provide services to the customers who need us most. We creatively developed solutions to continue providing direct services to customers, shifting the business model to a virtual and remote platform, transferring about 50 percent of our workforce to remote and implementing efforts to help protect the safety of our employees and customers. Additionally, LWDB team members served statewide needs as about 20 percent of our workforce was reassigned to assist DEO with Reemployment Assistance (RA) in response to the Governor's Executive Order.

Through all of this, we kept focus on our Mission, and wrapped up the year by meeting or exceeding all 14 USDOL Performance Indicators for the Workforce Investment and Opportunity Act (WIOA). CareerSource Pinellas exceeded target for all metrics of the Continuous Improvement

While there is continued opportunity for CareerSource Pinellas to grow and develop as an organization, we have made significant and impactful progress over the last year. We successfully navigated change, stabilized operations, fostered an environment of transparency, and realigned our teams with program fundamentals, while supporting the talent pipeline that keeps Pinellas County competitive.

The work of all team members, partners and board members is appreciated. We are grateful for each person who has come together to work with us to build a strong foundation and keep a transformation-centered mind-set as we continue to conquer challenges and focus on the opportunities ahead.



<b>Action and Approvals</b>	
Performance appraisal reviewed by Board of Directors on:	
Authorized Board Member Signature and Date:	
CEO Signature and Date:	

# COMPENSATION REVIEW

Final Report  
June 5, 2019



## CareerSource Pinellas Compensation Review

### Introduction

In February 2019, hrEdge Consulting was retained by CareerSource Pinellas to conduct a Compensation Review. The review was designed to focus on salary range equity externally, as well as internal structure of position titles. The review included the following deliverables:

- Review of all active positions and recommendations for continued, discontinued, and merged position titles.
- Review of external Compensation Survey Reports and analysis of CareerSource ranges for each position.
- Review of CareerSource Pinellas Compensation versus other Florida CareerSource Compensation Structures.
- Development of new pay structure to include Min-Mid-Max for each Grade and the Spread between Grades.
- Analysis of employee impact and cost of implementation.

### Study Methodology

hrEdge Consulting included the following activities in the Compensation Review process:

- Project Kick-Off Meeting to discuss current Compensation Structure, additional Compensation Programs and desired market strategy.
- Compensation Benchmark Surveys were purchased from Willis Towers Watson. Data contained was gathered in April 2019.
- CareerSource Compensation Structures were obtained from Manatee, Polk, and CLM (Citrus, Levy Marion).
- Current positions and their ranges were compared to all external data sources.

## Current Compensation Structure

### Current Compensation Range Structure

The current Compensation Structure consists of 13 pay ranges numbered between 18 and 38. There is a 60% spread between each range.

**Exhibit A** illustrates CareerSource Pinellas's current Compensation Structure.

#### EXHIBIT A

Grade Level	Minimum Salary	Mid Salary (60% Spread)	Max Salary
18	\$ 25,200.00	\$ 32,800.00	\$ 40,300.00
21	\$ 31,700.00	\$ 41,300.00	\$ 50,800.00
22	\$ 34,300.00	\$ 44,600.00	\$ 54,800.00
23	\$ 37,000.00	\$ 48,100.00	\$ 59,200.00
24	\$ 40,000.00	\$ 52,000.00	\$ 64,000.00
25	\$ 43,200.00	\$ 56,100.00	\$ 69,000.00
26	\$ 46,600.00	\$ 60,600.00	\$ 74,600.00
27	\$ 50,400.00	\$ 65,500.00	\$ 80,600.00
32	\$ 74,000.00	\$ 96,200.00	\$ 118,400.00
33	\$ 79,900.00	\$ 103,900.00	\$ 127,900.00
34	\$ 86,300.00	\$ 112,200.00	\$ 138,100.00
35	\$ 93,204.00	\$ 121,176.00	\$ 149,148.00
38	\$ 140,000.00	\$ 182,000.00	\$ 224,000.00

#### Current Position Hierarchy

CareerSource Pinellas currently operates with 30 distinct job titles. The job titles rank from lowest level of competency required to highest competency required in the following order: **Specialist/Instructor, Specialist II/Technician, Counselor, Manager, Lead, Coordinator, Supervisor, Director, Executive.**

#### Current Incumbent Pay Grade Placement

CareerSource Pinellas has 60 employees assigned to positions with a specific pay grade. There are 5 employees with position titles that are not assigned to a pay grade. The employees have current salaries below the minimum of the range, at the minimum, at the midpoint, at the maximum of the range and over the maximum. There are also employees in between these points, which could be classified as min-mid (between the minimum and midpoint) of the range and mid-max (between the midpoint and the maximum) of the range. Close to half of the employees are at the minimum of the range with the second largest population between the minimum and midpoint of the range.

Exhibit B and Exhibit C demonstrate the count and percentage of distribution.

EXHIBIT B

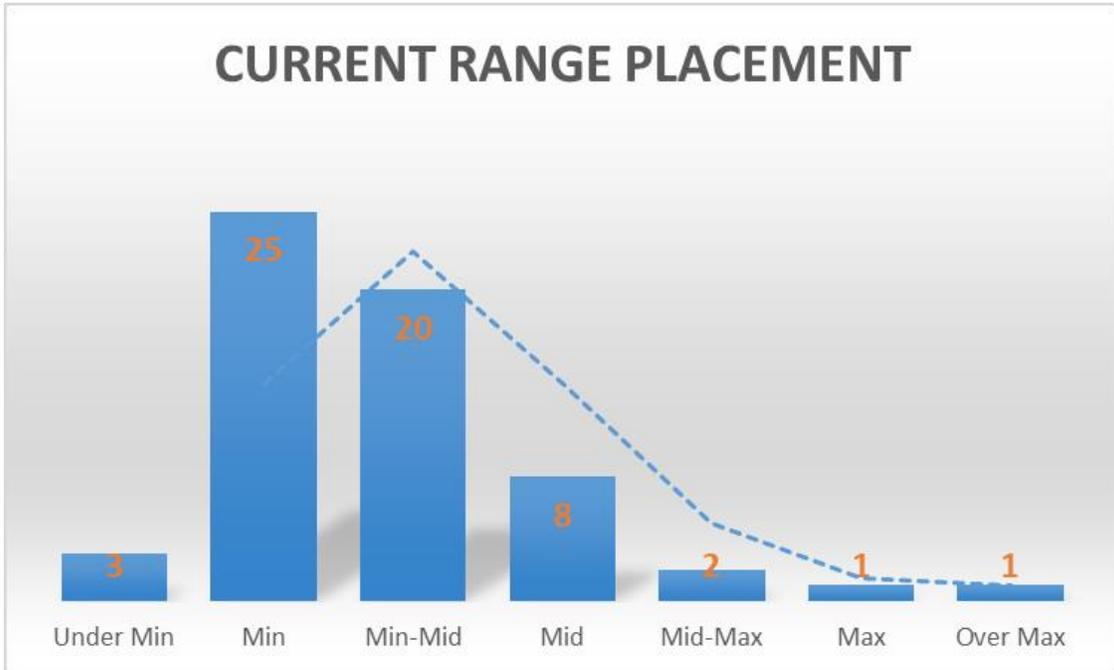
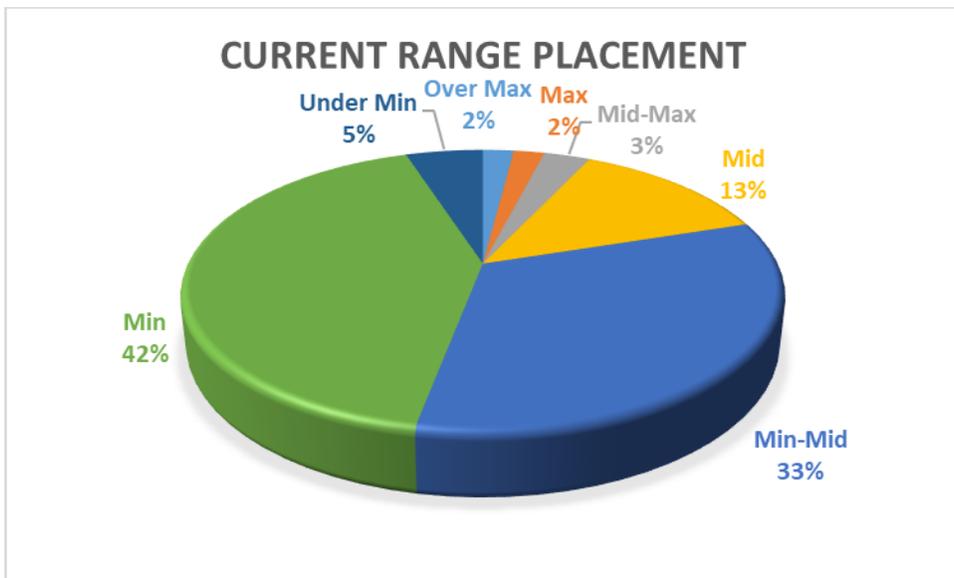


EXHIBIT C



Current Departments

CareerSource Pinellas currently assigns employees to 9 Departments. The following information is a snapshot in time and is intended to provide basic information regarding how employees are distributed among the departments. Please note that Years of Service may include previous intern, contractor and/or other CareerSource tenure.

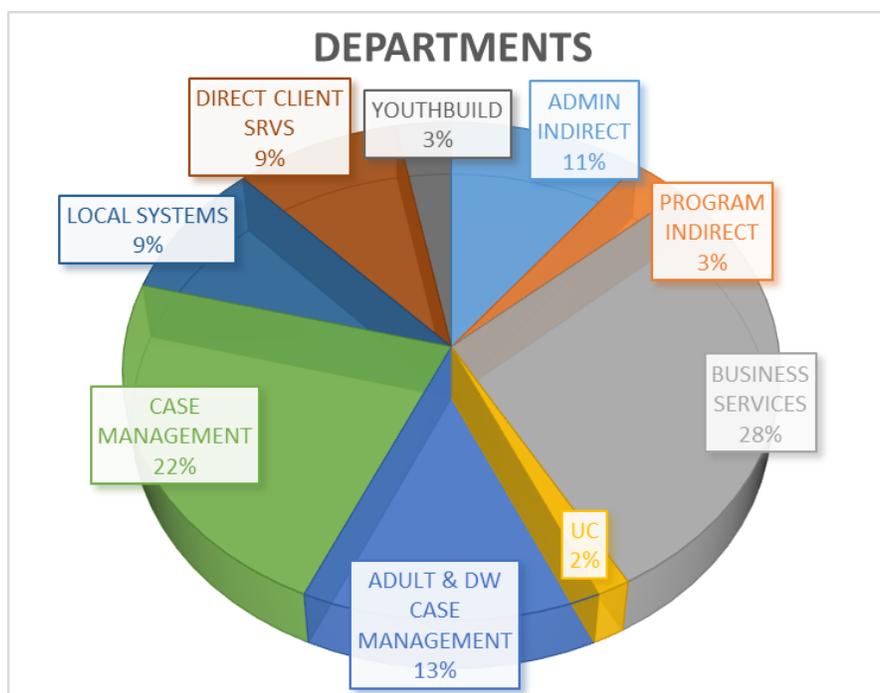
**Exhibit D** provides information regarding headcount and years of service.

#### EXHIBIT D

Department	Employees	Years of Service
ADMIN INDIRECT	7	3.75
ADULT & DW CASE MANAGEMENT	9	8.86
BUSINESS SERVICES	19	5.16
CASE MANAGEMENT	15	5.81
DIRECT CLIENT SRVS	6	8.55
LOCAL SYSTEMS	6	9.18
PROGRAM INDIRECT	2	5.30
UC	1	0.60
YOUTHBUILD	2	6.20

**Exhibit E** provides information regarding Department percentages.

#### EXHIBIT E



## Compensation Review Results Summary

### Proposed Salary Range Structure

The current Compensation Structure has a flat 60% spread between all grades. Companies of similar sizes and industries, including CareerSource's, utilize a progressive spread with smaller spreads in the positions with lower competency requirements, and a larger spread in the positions with higher competency. This will allow for growth and promotion from the entry level positions and longevity in the leadership and executive roles. The ranges were designed to cover the current top ranges and backed down to the lower ranges. Grade Levels start below all current wages paid and end two Grades above the current pay ranges. This allow for growth and availability of pay ranges for any new positions created.

**Exhibit F** outlines the new Salary Range Structure.

### EXHIBIT F

2019 Salary Ranges				
Grade Level	Min Salary	Mid Salary	Max Salary	Spread
101	\$30,893	\$35,548	\$40,204	30%
102	\$33,580	\$38,640	\$43,700	30%
103	\$36,500	\$42,000	\$47,500	30%
104	\$39,420	\$45,360	\$51,300	30%
105	\$42,574	\$48,989	\$55,404	30%
206	\$45,979	\$52,908	\$59,836	30%
207	\$49,658	\$59,589	\$69,521	40%
208	\$53,630	\$64,356	\$75,083	40%
209	\$57,921	\$69,505	\$81,089	40%
210	\$62,555	\$75,065	\$87,576	40%
211	\$67,559	\$81,070	\$94,583	40%
212	\$71,110	\$89,027	\$106,945	50%
213	\$76,799	\$96,149	\$115,501	50%
214	\$82,943	\$103,841	\$124,741	50%
215	\$89,578	\$112,148	\$134,720	50%
216	\$96,744	\$121,120	\$145,497	50%
217	\$104,484	\$135,829	\$167,174	60%
218	\$112,843	\$146,695	\$180,548	60%
219	\$121,870	\$158,431	\$194,992	60%
220	\$131,620	\$171,105	\$210,591	60%
221	\$142,149	\$184,794	\$227,438	60%
222	\$153,521	\$199,577	\$245,633	60%

## Proposed Job Title Families

The current Position Hierarchy at CareerSource Pinellas was found to be inconsistent with the external data. The most commonly adopted hierarchy ranked job titles from lowest level of competency required to highest competency required in the following order: **Technician, Specialist/Instructor, Career Counselor, Lead, Coordinator, Supervisor, Director, Executive**. The current 30 distinct job titles prohibit cross-training and multi-function positions. Job Title Families allow for employees to cover job duties in more than one area of expertise. In line with the external hierarchy data, like jobs have been grouped into Job Title Families.

**Exhibit G** outlines the Families and the specialties housed within each Family.

### EXHIBIT G

Job Title Family
<b>Technicians</b> - Program, Placement
<b>Instructor</b> - Remedial, Skills, Workshops
<b>Specialist</b> - Placement, Program, Resource, Finance
<b>Business Account Executive</b>
<b>Career Counselor</b>
<b>Instructor, Trades Assistant</b>
<b>Disability Navigator</b>
<b>Lead</b> - Career Counselor, MIS, Business Services, Instructor Trades, Finance, Marketing
<b>Coordinator</b> - Admin, Finance, Program, Projects
<b>Instructor</b> - Trades
<b>Supervisor</b> - Program, Project
<b>HR Business Partner</b>
<b>Director</b> - Projects, Programs
<b>CFO</b>
<b>CEO</b>

## Proposed Range Placement

Proposed Job Title Families were analyzed versus the three CareerSource organizations that participated. Proposed Job Title Families were also analyzed versus Wilson Towers Watson Compensation Benchmark Surveys. The Compensation Benchmark Surveys were drilled down to Non-Profit, Less than \$500 Million in the Southeast Region. Most Families were also drilled

down to the Tampa-St. Petersburg-Clearwater market except for the MIS positions. The new families were then slotted into the Grade Level that most closely matched the midpoints of the survey data.

**Exhibit H** outlines the Job Title Families with their assigned Grade Level and associated Salary Range.

### Exhibit H

Job Family Titles						
Job Title Family	Grade Level	Min Salary	Mid Salary	Max Salary		
<b>Technicians</b> - Program, Placement	102	\$33,580	\$38,640	\$43,700	Grade	Exemption
<b>Instructor</b> - Remedial, Skills, Workshops	103	\$36,500	\$42,000	\$47,500	100s	Non-Exempt
<b>Specialist</b> - Placement, Program, Resource, Finance	103	\$36,500	\$42,000	\$47,500	200s	Exempt
<b>Career Counselor</b>	104	\$39,420	\$45,360	\$51,300		
<b>Instructor, Trades Assistant</b>	104	\$39,420	\$45,360	\$51,300		
<b>Disability Navigator</b>	104	\$39,420	\$45,360	\$51,300		
<b>Business Account Executive</b>	105	\$42,574	\$48,989	\$55,404		
<b>Lead</b> - Career Counselor, MIS, Business Services, Instructor Trades, Finance, Marketing	105	\$42,574	\$48,989	\$55,404		
<b>Instructor, Trades</b>	104	\$42,574	\$48,989	\$55,404		
<b>Coordinator</b> , Admin, Finance, Program, Projects	206	\$45,979	\$52,908	\$59,836		
<b>Supervisor</b> - Program, Project	208	\$53,630	\$64,356	\$75,083		
<b>HR Business Partner</b>	210	\$62,555	\$75,065	\$87,576		
<b>Director</b> - Projects, Programs	214	\$82,943	\$103,841	\$124,741		
<b>CFO</b>	219	\$121,870	\$158,431	\$194,992		
<b>CEO</b>	221	\$142,149	\$184,794	\$227,438		

### Impact and Cost of Placement

CareerSource Pinellas's 65 employees were slotted with their new Job Title Family and Grade Level. Of the 65 employees, 1 employee was over the maximum of their range and 23 employees were below the minimum of their range. There are 2 employees whose positions have been eliminated. They will be given options to apply for currently available positions.

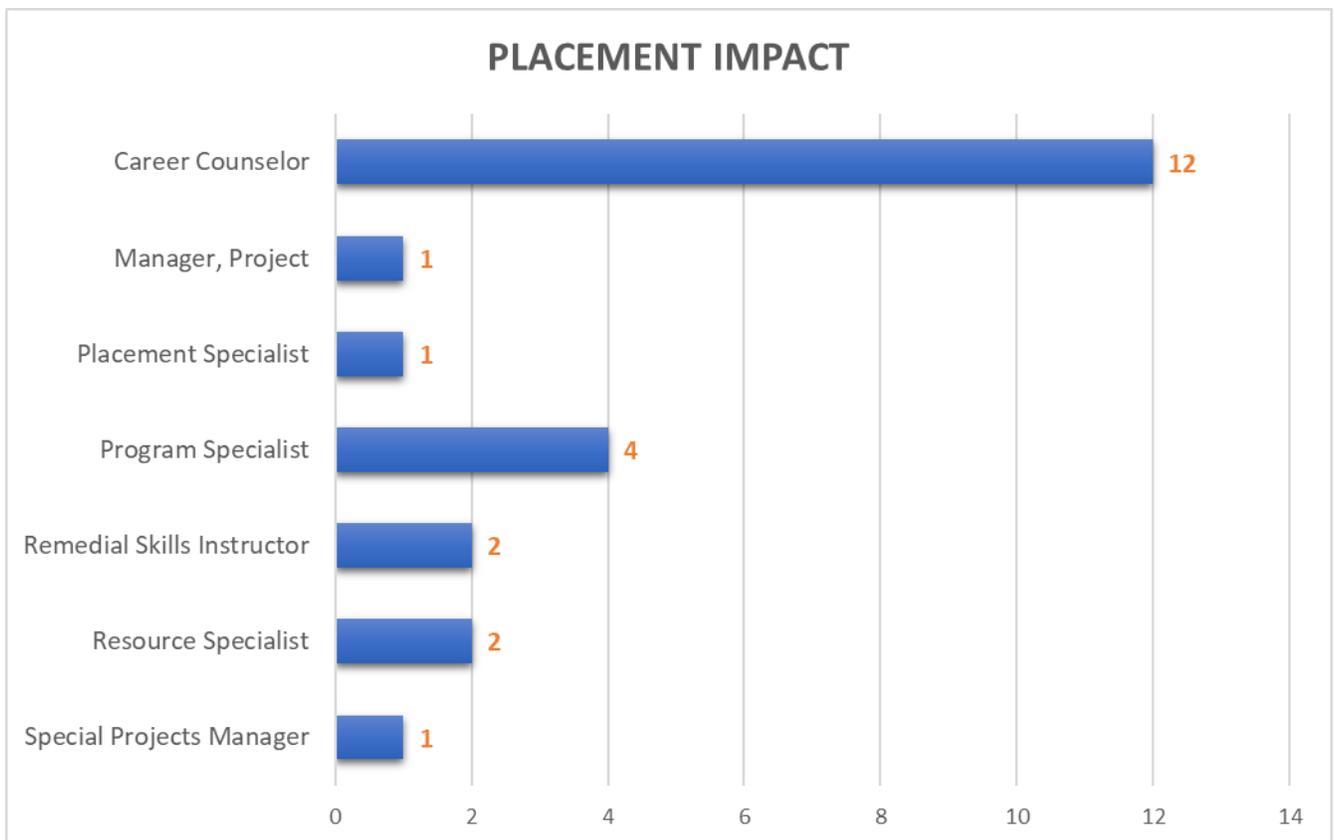
**Exhibit I** outlines the data for the 23 employees below the minimum of the range. All figures are annualized cost.

**EXHIBIT I**

Placement Impact	
Smallest Impact	\$ 245.60
Largest Impact	\$ 5,162.40
Average Impact	\$ 2,449.79
<b>Total Impact</b>	<b>\$ 56,345.24</b>

**Exhibit J** outlines the count of the 23 affected employees by their Current Job Title.

**EXHIBIT J**



Tenure

In order to begin the move to experience based rates, it is recommended to give an additional increase to those employees with at least 2 years of service whose move to the new pay ranges places their salary within \$1,000 of the minimum of the range. Of the 65 employees, 27 would be eligible for the 2% Tenure Increase.

**Exhibit K** outlines the data for the 27 employees eligible for the Tenure Increase. All figures are annualized cost.

#### EXHIBIT K

Tenure Impact	
Smallest Impact	\$ 671.60
Largest Impact	\$ 1,072.60
Average Impact	\$ 773.65
<b>Total Impact</b>	<b>\$ 20,888.53</b>

#### Conclusion

Based on external market data, it is recommended to adopt the proposed Job Title Family Structure with aligned Pay Grades. It is further suggested to review Pay Grade and Salary Range data for Cost of Living adjustments annually. While every position and/or range will not require updating annually, it is important to remain competitive in the market to avoid recruitment and retention challenges. It is recommended to place incoming employees in the range based on experience, not to exceed current employees with greater experience. Thus, internal equity will be preserved. It is further noted that the current process of offering the annual market increase in the form of a bonus, rather than an increase to base pay, will continue to pull the compensation behind market. It is recommended to move to a base salary increase versus an increase bonus.

# 2019 - 2020 ANNUAL REPORT



# CAREERSOURCE PINELLAS BOARD



**Commissioner Pat Gerard**  
Pinellas County Commission  
Vice Chair



**Karla Leavelle**  
CareerSource Pinellas  
Board Chair



**Jennifer Brackney**  
CareerSource Pinellas  
CEO

As CareerSource Pinellas wraps up an unprecedented program year, we continue to examine the workforce, education, and economic challenges and opportunities ahead.

When the CareerSource Pinellas Board embarked on developing a Strategic Plan for this organization, a new era of economic challenges was just unfolding for the country. Our region has risen to those challenges with surprising creativity and resilience. However, in order to meet the needs of our local economy, much remains to be done to develop our human capital. It is our collective obligation to develop strategic workforce solutions that offer the right balance of short-term focus and long-term ambition. This will ensure we have a strong and competitive workforce to meet the changing regional economy.

The local workforce development system is called “CareerSource Pinellas” and is a partnership of more than 30 organizations working together, to provide workforce services and programs to individuals and businesses.

Services are available online, in Pinellas County, and through satellite offices located in Tarpon Springs, and soon to be at the Lealman Exchange.

Over the past few years, our local workforce system has risen to the challenges before us and served unprecedented numbers of individuals and businesses, with responsive programs and services.

The CareerSource Pinellas Board of Directors oversees our local workforce system and sets the strategic policy framework. The Board is composed of distinguished leaders representing business, labor, education, economic development and community-based organizations. It is also supported by a number of talented professionals, and dedicated staff, who understand our purpose is to maintain and enhance a comprehensive workforce development system in Pinellas County.

As we recognize our success, it is important that all of us remember that a community’s enduring strength in the global economy is determined by the quality and quantity of its human talent.

## BOARD MEMBERS

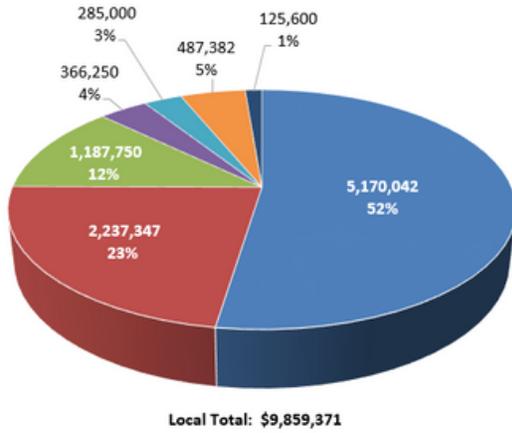
- MS. VIVIAN AMADEO, Don Cesar Hotel
- MR. WILLIAM APPLE, Precision Building & Mechanical, LLC
- MS. JODY ARMSTRONG, Disability Achievement Center
- MR. MANMOHAN BHULLER, The CI Group
- MS. CANDIDA DUFF, H&T Global Circuits
- MR. JAMES ENGLAND, England Brothers Construction
- MS. CELESTE FERNANDEZ, Department of Children and Families
- MR. DAVID FETKENHER (Treasurer), Crown Automotive Group
- MR. JACK GELLER, ESQ. (Past Chair), Harper, Kynes, Geller, & Greenleaf, P.A.
- COMM. PATRICIA GERARD (Vice-Chair), Pinellas County BOCC
- MR. BARCLAY HARLESS (Chair-Elect), Bank OZK
- MS. ANDREA HENNING, St. Petersburg College
- MR. MARK HUNT, Pinellas County Schools
- MR. MICHAEL JALAZO, Pinellas Ex-Offender Re-Entry Coalition
- MS. CAROLYN KING, Pinellas Opportunity Council, Inc.
- MR. SAMUEL KOLAPO, JobCorps
- MS. KARLA LEAVELLE (Chair), Human Capital Advisors
- MR. RUSSELL LEGGETTE, Florida Pipe Trades
- MS. JOANNE LENTINO, Pinellas County School Board
- MR. MICHAEL LOGAL, AppleOne Employment Services
- MS. KAY MCKENZIE, Check Before Hire, LLC
- MR. MICHAEL MEIDEL (Secretary), Pinellas County Economic Development
- MS. DEBORAH PASSERINI, Goodwill-Suncoast Inc.
- DR. REBECCA SARLO, Ultimate Medical Academy
- MS. SHERYL SHEPPARD, SS White Technologies
- MS. AMY VAN NESS, FreightCenter Inc.
- MR. SCOTT WAGMAN, HW Properties
- DR. ZACHARY WHITE, Homeless Empowerment Project, Inc.
- MR. GLENN WILLOCKS, Tradewinds Island Resorts
- MR. KENNETH WILLIAMS, Teamsters Local Union No. 79

# HIGHLIGHTS AND IMPACT

- Met or exceeded all 14 U.S Department of Labor “Performance Indicators” for the Workforce Investment and Opportunity Act (WIOA) Program Year ending June 30, 2019.
- Exceeded target for all metrics of the Continuous Improvement Initiatives (CIP), and as a result, qualified for an incentive award of \$238,479 to expand and enhance programs.
- Provided 19,831 individuals with career services, including job search assistance, job referrals, career transition, resume assistance, career workshops and program orientations through the Career Resource Centers.
- Trained 1,630 individuals in occupational skills training programs, placing 508 in employment. Average annual wages per placement was \$57,657 for Dislocated Workers and \$45,843 for Adults.
- Enrolled 288 individuals in special projects training programs, including the Department of Labor Trade Adjustment Assistance Act (TAA), US Department of Labor YouthBuild, and State or CareerSource Florida-led initiatives.
- Provided more than 1,303 local employers with real time assistance, including labor market information, career fairs, internet-based job postings, employee recruitment/screening, employee referrals, and customized services.
- Hosted 113 onsite and virtual career fairs, recruitment and networking events connecting 302 businesses and local organizations with over 1,550 job seekers.
- Maintained 31 operational and strategic partnerships in order to leverage resources to expand and enhance services.
- Partnered with PERC to host the STARS program, connecting 72 ex-offenders to services, assistance and resources in the community.
- Provided 29 YouthBuild students with the opportunity to complete their high school education, learn construction-related skills, develop leadership skills and work on building or renovating low income homes.
- Participated in the Ticket to Work program to assist individuals with disability return to work by utilizing career services provided through the Career Resource Center.
- Developed a comprehensive four-year Local Workforce Development Plan and Strategic Plan - a dynamic blueprint for the sustainability and growth of the region’s talent pipeline.
- Responded to the local economic pandemic by remaining open to the public to provide services to the customers that needed us the most and creatively developed solutions to continue to provide direct services to customers.
- Worked to continue to grow an agile organization that promotes business engagement, strengthens meaningful connections across partners, and expands our talent pipeline.

# FINANCIAL REPORT

## Budgeted Revenues



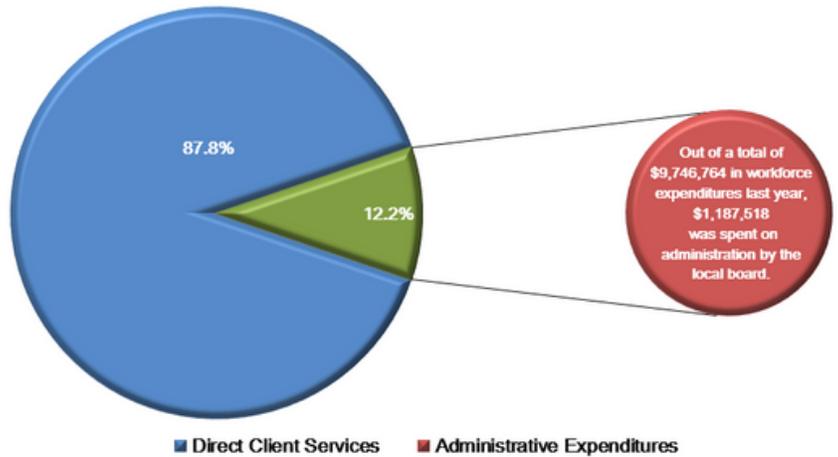
### Budgeted Revenue Breakdown

- Workforce Innovation & Opportunity Act (WIOA): \$5,170,042
- Welfare Transition: \$2,237,347
- Employment Services: \$1,187,750
- YouthBuild: \$487,382
- Supplemental Nutrition Assistance Program (SNAP): \$366,250
- Trade Adjustment Assistance: \$285,000
- Other: \$125,600

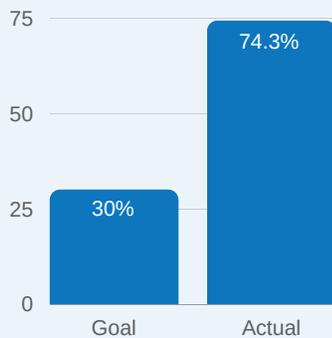
**Local Total: \$9,859,371**

## Organizational Expenditures

Of the total \$9,746,764 in workforce expenditures last year, \$1,187,518 was spent on administration.



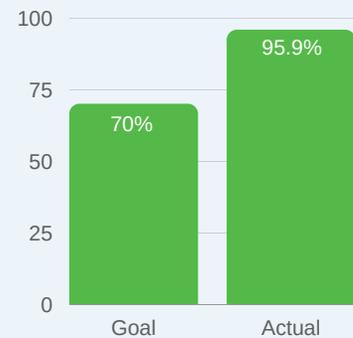
## Individual Training Account (ITA)



## Paid Work Experience



## Out of School Youth



# STRATEGIC PLAN

*The CareerSource Pinellas Local Workforce Development Board would like to thank the participating members of the Strategic Planning Committee for all the time, energy and commitment each individual brought to this strategy development effort.*

## **Strategic Planning Team Members:**

Jody Armstrong,  
Disability Achievement Center

Jennifer Brackney,  
CareerSource Pinellas

Barclay Harless,  
Bank OZK

John Howell,  
Florida Department of Education

Mark Hunt,  
Pinellas County Schools

Emery Ivery,  
United Way Suncoast

Michael Jalazo,  
Pinellas Ex-Offender Re-Entry  
Coalition

Michael Logal,  
AppleOne Employment Services

Michael Meidel,  
Pinellas County Economic  
Development

Steve Meier,  
CareerSource Pinellas

Chris Moore,  
Assistant to the County Administrator

Michelle Moeller,  
CareerSource Pinellas

Michael Ramsey,  
St. Petersburg College

Rebecca Sarlo,  
Ultimate Medical Academy

Mary Jo Schmick,  
CareerSource Pinellas

April Torregiante,  
CareerSource Pinellas

Amy Van Ness,  
Freight Center, Inc.

Scott Wagman,  
HW Properties

Zachary White,  
Homeless Empowerment  
Program

This Strategic Plan is the framework to continue our growth and ensure the sustainability of our customer-focused workforce development system that continues to benefit all stakeholders – our customers, our employees and the community.

The demand is great, as is our commitment to build a workforce strategy for our time that can meet the needs of today's changing business environment.

## **VISION:**

*The vision of CareerSource Pinellas is to enhance lives by making talent the region's key competitive asset.*

## **MISSION:**

*The mission of CareerSource Pinellas is to build the talent pipeline for today and the future by providing easy access to workforce solutions.*

## **STRATEGIC GOALS**



# BOARD COMMITTEES

## AD HOC STRATEGIC PLANNING COMMITTEE

**Chair:** *Barclay Harless*

**Mission:** To develop a plan that provides the strategic direction, goals and strategies for the organization's future development.

**Accomplishments:**

- Led the development of the 2020-2024 Strategic Plan - a dynamic blueprint for the sustainability and growth of the region's talent pipeline.
- Hosted four strategic planning sessions and five focus groups providing an inclusive approach to gathering system stakeholder feedback and input.

## FINANCE COMMITTEE

**Chair:** *David Fetkenher*

**Mission:** To provide oversight of the budget and review revenue and expenditures.

**Accomplishments:**

- Received approval from US Department of Labor for the indirect cost rate of 15.3 percent to ensure accurate accounting of indirect activities.
- Provided detailed reports to track and manage program vs budget expenditures.

## ONE-STOP COMMITTEE

**Chair:** *John Howell*

**Mission:** To leverage partnerships to enhance and expand programs and services in Pinellas County.

**Accomplishments:**

- Reviewed and made recommendations for expanding and enhancing career services.
- Facilitated discussion to ensure activities with key partners fully leverage resources and linkages.

## AUDIT COMMITTEE

**Chair:** *David Fetkenher*

**Mission:** To provide oversight related to audit compliance.

**Accomplishments:**

- Enlisted Powell & Jones to conduct an annual financial audit, Agreed Upon Procedures, and limited scope 401K plan audit.
- Reviewed the Internal Control Questionnaire (ICQ) to assure a strong system of internal controls.

## COMPENSATION COMMITTEE

**Chair:** *Candida Duff*

**Mission:** To provide oversight of human resource functions, policies and plans related to compensation, benefits and performance.

**Accomplishments:**

- Approved and revised Employee Handbook and related HR policies.
- Implemented a health and wellness plan offering a flat rate benefit stipend.
- Approved a performance merit increase of 0-5 percent of base salary for employees based on overall annual performance evaluation rating.
- Developed the annual performance evaluation to ensure each employee's performance aligns with performance expectations and supports the development of a positive work culture.

## WORKFORCE SOLUTIONS COMMITTEE

**Chair:** *Mark Hunt*

**Mission:** To ensure coordination of local workforce develop programs to strengthen business partnerships.

**Accomplishments:**

- Promoted sector strategy initiatives in health care, manufacturing, financial and professional services, information technology and construction.
- Analyzed local economic trends to ensure the Local Target Occupations List reflects local, in-demand occupations.
- Engaged the business community and expanded resources to fill existing skill gaps through target training opportunities.
- Participated in business focused partnerships with local chambers and EDC.

# SUCCESS STORIES 2020

## GIVING GUIDANCE AND SUPPORT



CareerSource Pinellas is always excited to see the way our customers are able to turn tough situations into exciting new opportunities. Hilary was attending school to further her career when she unexpectedly became unemployed. As a single mother, without a steady income, she realized

she would have to quickly change course to find new employment to support her family.

Looking at her options, Hilary learned that many of her class credits fulfilled the requirements to be accepted into the St. Petersburg College Registered Nurse (RN) Training Program.

Even though she was receiving unemployment assistance, and actively trying to find a job, Hilary knew she needed to do more to make her new goal of becoming an RN a reality, so she turned to CareerSource Pinellas. Hilary successfully obtained her RN License and is now employed at Baycare Health System.

Hilary says, "I am so glad I trusted CareerSource Pinellas to provide guidance and support in my time of need."

## WHEN AMBITION MEETS DETERMINATION



Keidria Williams is a single mother of five children who originally came to CareerSource Pinellas looking for assistance with childcare. With guidance from the team, she worked to achieve her LPN Licensure, and even completed an IV therapy course

to help further her career.

We are pleased to say that Keidria is now a Licensed Practical Nurse with an IV therapy certification. She is working as an LPN at Bayfront Health where she is applying all she's learned.

Keidria says, "I am so proud of all I have accomplished, and I appreciate the support and guidance from CareerSource Pinellas. Thank you for everything!"

## A FRESH START



Seeking employment for single moms and dads can be a challenge when childcare barriers exist. Finding the right provider and paying associated costs can be an uphill battle. These challenges were compounded with the health crisis. With businesses and childcare providers closing, 'can' quickly

became a 'must'-stay-at-home for many single parents. For those resourceful and determined parents that accomplished the placement of their children and obtained employment during these trying times, success is a true victory.

Jacky Ward is a shining example. She was determined to beat the barriers, and her determination paid off. Jacky came to CareerSource Pinellas in early February after making a bold move from Homosassa to St. Petersburg to start a new life. She was amazed with the services offered by CareerSource Pinellas — including childcare, transportation, tuition assistance, career counseling, and job search assistance. Jacky persevered and is now employed at HealthCare Support as of April 4, 2020.

Jacky says, "My story is an example of how people can move forward even in the midst of chaos. I am happy to have the support of CareerSource Pinellas."

## AGAINST ALL ODDS, SHE SUCCEEDS



Megan Lishamer was facing a tough time. As a single mother going through a divorce, she worried how she would make ends meet when she was laid off from her Medical Assistant position.

Prior to her dislocation, Megan had been attending SPC part-time and applied to be accepted in the RN program. She thought her financial situation would force her nursing dreams to be put on hold. However, SPC's Financial Aid Department told Megan about CareerSource Pinellas.

Like many single parents, Megan faced many challenges while attending school for Nursing. Nevertheless, Megan stayed on course and is now working at Palms of Pasadena hospital, as an RN and couldn't be happier.

Megan says, "I am very grateful for the opportunity to complete my education and pursue my career goal of becoming a nurse. Thank you, CareerSource Pinellas!"



13805 58th St. North, Suite 2-140  
Clearwater, FL 33760  
(727) 524-4344

**YOUR TALENT IS OUR PASSION**



## **Action Item 3**

### **PY' 2020-2021 CEO Performance Goals**

On November 1, 2019, the Board of Directors approved a three-year employment contract for Jennifer Brackney, as the CEO of CareerSource Pinellas. The Board of Directors also approved the CEO performance appraisal, which provided the annual goals, initiatives, actions to be taken and metrics.

The draft PY' 2020-2021 CEO Performance Goals are attached with Initiative/Metrics for your review.

**Recommendation:**

Approval of the CEO Performance Goals for PY' 2020-2021 for Ms. Brackney for the period of November 1, 2021 through October 31, 2022.

**CEO Performance Goals  
Board of Directors Assessment  
PY' 2020-2021**

**DRAFT**

Date Completed:	
Evaluation Period:	

## SECTION 1: Achievement of Goals

**PY'2019-2020**

**July 1, 2020 – June 30, 2021**

Descriptions of Goals	Initiatives/*Metrics	Exceeded Expectations	Met Expectations	Needs Improvement
<p><b>Financial Management:</b> 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.</p>	<p><b><u>Initiative:</u> Create greater transparency and accuracy in financial reporting to ensure the planning budget goals are met.</b></p> <ul style="list-style-type: none"> <li>* Provide financial reports to the Board, including cost allocation, grant budget/expenditures and training provider reports.</li> <li>* Continue to review, update and improve usage of the financial management system i.e. Abila and Microix.</li> <li>* Review current contracts to identify cost savings and to ensure statement of work aligns with activities.</li> <li>* Provide detailed reports to better track and manage program budget vs expenditures by grant/program.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Legal Compliance:</b> Manage public records requests and legal issues in a timely manner.</p>	<p><b><u>Initiative:</u> Respond to monitoring reviews and audits to ensure activities identified from past practices are addressed.</b></p> <ul style="list-style-type: none"> <li>* Provide DOL with an outline of changes initiated during the transition as requested.</li> <li>* Implement changes recommended through technical assistance provided by DOL, DEO, CSF and others.</li> <li>* </li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Strategic Planning:</b> Engage the board in strategic planning activities to develop organizational goals and create sector strategies for the next 1yr, 3yr and 5 yr.</p>	<p><b><u>Initiative:</u> Engage the board in the process of strategic planning with a third party facilitator, by Q3, with the intent of:</b></p> <ul style="list-style-type: none"> <li>• Leading the implementation of a strategic plan that focuses on the review of the organization's vision, goals, sector strategies, locations, and training programs.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<ul style="list-style-type: none"> <li>• Lead the implementation of the comprehensive four-year strategic plan submitted to DEO on 6/30/2020</li> </ul>			
<p><b>Governance:</b> 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.</p>	<p><b>Initiative: Facilitate the board and ad hoc committees to bring closure to the action initiated by the Board and/or Board of County Commissioners.</b></p> <ul style="list-style-type: none"> <li>* Review and implement the Interlocal Agreement as approved by LWDB and BCC.</li> <li>* Review and implement the Bylaws as approved by the LWDB and BCC.</li> <li>* Continue to work with the BCC to take a more active role in the selection of board members.</li> <li>* Establish an ad hoc committee to review and update board policy manual (last updated in 2010).</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Accountability and Transparency:</b> Promotes accountability and transparency by ensuring that this organization’s employment and training programs are in alignment with policy and guidance, and accountable to the Pinellas Board of County Commissioners, the local workforce Board, CareerSource Florida, DEO, local employers, job seekers, and the general public.</p>	<p><b>Initiative: Present pertinent program and organizational information on a regular basis to the Board, BOCC and other stakeholders.</b></p> <ul style="list-style-type: none"> <li>* Procure an organization to assume the role of conducting independent, semi-annual monitoring.</li> <li>* Provide regular program performance updates to the Board and BCC.</li> <li>* Schedule an annual DEO program performance presentation to the Board.</li> <li>* Provide an annual audit and audit presentation to the Board.</li> <li>* Understand the organization’s liabilities and manage internal control procedures through the annual review and presentation of the Internal Controls Questionnaire (ICQ).</li> <li>* Provide quarterly financial updates.</li> </ul>		<input type="checkbox"/>	<input type="checkbox"/>

<p><b>Workforce Development Performance:</b>  <b>Programs:</b>  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>	<p><b>Initiative: Improve services to employers and continue to promote connections with qualified job seekers and work based training to ensure that services are employer driven and contribute to the economic growth and business expansion in our community. Provide access to quality training to help job seekers acquire industry recognized credentials for in demand jobs.</b></p> <ul style="list-style-type: none"> <li>* Promote sector strategy initiatives in health care, manufacturing, financial and professional services, IT and construction.</li> <li>* Provide WIOA Indicators of Performance updates on a quarterly basis for PY’20.</li> <li>* Provide Monthly Management Report (MMR) updates on a quarterly basis.</li> <li>* Host networking opportunities to connect job seekers and employers, including monthly career fairs at EPI, in-house recruitment, and weekly professional, executive and general networking meetings.</li> <li>* Provide regular business services reports i.e. RESEA performance, Career Fairs, networking groups, WIOA programs (EWT, OJT, PWE, WARN, REACT)</li> <li>* Negotiate annual, local performance goals with DEO.</li> </ul>			
<p><b>Key Relationships and Partnerships:</b>  Identifies key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these.</p>	<p><b>Initiative: Facilitate the integration of the organization into the fabric of the community by assuring the use of effective marketing and communication activities. Listen to stakeholders, customers, volunteers and others in order to improve services and generate community involvement.</b></p> <ul style="list-style-type: none"> <li>* Implement the MOUs and IFAs to ensure activities with key community partners fully leverage resources and linkages i.e. Saint Petersburg College, PTC, Pinellas Opportunities Council, Goodwill, and others.</li> </ul>			

	<ul style="list-style-type: none"> <li>* Explore and make recommendations for the development of MOUs with new partners i.e. Service Source and HEP.</li> <li>* Create a marketing plan and strategy, including marketing, website, success stories and employer highlights.</li> <li>* Continue to reach out to key local employers to rebuild relationships.</li> <li>* Establish, maintain and enhance partnership activities through quarterly partner meetings and online customer service training provided by the One-Stop Operator.</li> <li>* Participate in partnership/sponsorship opportunities with local chambers and EDC i.e. EDC of Pinellas, EDC of Greater St. Petersburg, and local chambers.</li> <li>* Partner with the Tampa Bay Partnership to help better understand the work they are doing and to continue the conversation regarding regional workforce opportunities.</li> </ul>			
<p><b>Organizational Leadership:</b> Effectively manages continuity, change and transition as CSPIN separates from CSTB.</p> <p>Deals effectively with demanding situations and designs and implements effective interventions.</p> <p>Establishes and leads an effective management team.</p>	<p><b><u>Initiative: Ensure that procedures and organizational culture reflect integrity and transparency. Lead staff in maintaining a climate of excellence, accountability and respect.</u></b></p> <ul style="list-style-type: none"> <li>• Fully staff the organization, including the management 12/30/2020.</li> <li>• Finalize the development of a succession plan for the organization by 6/30/20</li> <li>• Implement an annual employee engagement survey which will become the benchmark for appropriate organization changes and activities.</li> <li>• Develop performance goals for each employee. Align annual performance evaluations with program year and determine merit/evaluation stipend. .</li> </ul>			



## **Action Item 4**

### **Legal Counsel Performance Goals**

On November 11, 2019, the Board of Directors approved the selection of Gray, Robinson, P.A. for legal counsel services to begin on December 1, 2019, as General Counsel to the Local Workforce Development Board, as well as Counsel to CareerSource Pinellas.

As outlined in the By-Laws, the Ad Hoc CEO/Legal Committee will conduct the annual performance and compensation

If approved by the Ad Hoc Committee today, a following meeting of the Ad Hoc CEO/Counsel Selection Committee will be scheduled to conduct the performance review. The Performance Goals and corresponding accomplishments will then be sent out to the Committee members for review and comment.

The Ad Hoc Committee will then present a recommendation to the Board of Directors at the November 18<sup>th</sup> meeting.

The Legal Counsel Performance Goals are attached with Initiative/Metric for your review.

#### **Recommendation:**

Approval of the General Counsel Performance Goals for Stephanie Marchman, Gray|Robinson for the PY' 2019-2020.

**General Counsel Performance Goals  
Board of Directors Assessment  
PY' 2019-2020**

**“DRAFT – 9/4/20”**

Date Completed:	
Evaluation Period:	

## SECTION 1: Achievement of Goals

**PY'2019-2020**

**July 1, 2019 – June 30, 2020**

Description of Goals	General Counsel's Summary of Performance as to each Goal	Exceeded Expectations	Met Expectations	Needs Improvement
Regular attendance at CareerSource Pinellas Board of Directors and Executive Committee meetings.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advise on corporate and tax-exempt organization legal issues related to CareerSource Pinellas.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review draft contracts, agreements, leases, and other legal instruments.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review by-laws, personnel, fiscal, and other policies and/or procedures.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide advice regarding potential employee disciplinary action.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assist the Human Resources Department with investigations on labor law and employee relations concerns.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advise on responses to subpoenas, court orders, and Florida Statute Chapter 119 requests for public records.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Defend lawsuits, administrative claims, or other legal claims.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct litigation proceedings as necessary.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide any other legal services needed.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall responsiveness and quality of legal services provided.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				

<b>Action and Approvals</b>	
Performance appraisal reviewed by Board of Directors on:	
Authorized Board Member Signature and Date:	
CEO Signature and Date:	