



October 26, 2022 - 3:00 P.M.
Hybrid Meeting – EpiCenter
13805 58th St. N.
Room 2-316
Clearwater, FL 33760

Zoom

*Join via Zoom – Meeting ID: 338 034 9468

[Zoom Link](#)

*Dial In via Phone – Meeting ID: 338 034 9468

Phone: +1 646-558-8656

Compensation Committee Agenda

I. Welcome and Introductions Jack Geller, Chair

II. Public Comment

Members of the public may raise their virtual hand during the Public Comment portion of the meeting. Members of the public who do so will be acknowledged by the Chair and provided up to three minutes to make public comment.

III. Roll Call

IV. Action/Discussion Items

- 1. Approval of minutes - August 4, 2022 Compensation Committee Meeting..... Page 1
- 2. Compensation Review Results..... Page 6

V. Information Items

- 1. Staffing Report..... Page 29
- 2. Organizational Chart..... Page 30
- 3. Benefits Renewal Process Page 32
- 4. Paycor..... Page 33
- 5. Employee Engagement Survey Review Page 34

VI. Other Administrative Matters

(Items of urgency not meeting the seven-day guideline for review.)

VII. Open Discussion

VIII. Adjournment

Next Compensation Committee – February 2, 2023 (11:00 am - 12:00 pm)

**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 the Executive Assistant at 727-608-2551 or admin@careersourcepinellas.com at least two business days in advance of the meeting.*





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 August 4, 2022, Compensation Committee meeting have been prepared and are enclosed.

RECOMMENDATION

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

**CareerSource Pinellas
Compensation Meeting Minutes**

Date: Thursday, August 4, 2022, at 11:00 am.

Location: Zoom

Call to Order

Scott Thomas sat in for Chair Jack Geller who was unable to attend the meeting. Scott Thomas called the meeting to order at 11:00 a.m. There was a quorum with the following board members present.

Board Members in Attendance

Scott Thomas, Barclay Harless, Angel Barton

Board Members Not in Attendance

Candida Duff, Jack Geller

Staff in Attendance

Steven Meier, Jay Burkey, Leah Geis, Lysandra Montijo

Public Comments

There were no public comments.

Action Item 1 – Approval of the Minutes – 4.7.22 Compensation Meeting

The minutes of the April 7, 2022, Compensation meeting were presented for approval.

RECOMMENDATION

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

Discussion: None

Motion:	Angel Barton
Second:	Scott Thomas

The minutes were approved as presented. This motion carried unanimously.

Action Item 2 – Employee of the Month Incentive

Based on feedback we have received from employees regarding incentive programs and based on the latest DOL audit, the decision was made to implement an Employee of the Month program. This was started in June of 2022. Our first two recipients are outlined below. To stay compliant with DOL guidelines, we are asking for committee approval for unrestricted funds to pay for the winner's lunch from a facility of their choosing. This is based on employee feedback and will eliminate the use of cash, gift cards, etc. Other suggestions by the committee for employee incentives are welcome also.

Our first recipient was: Lysandra Montijo MIS Lead Lysandra has been with CareerSource since 2009. Starting as an Account Representative she quickly moved into an Intake Specialist role and from there has been a Career Counselor, Supervisor, and Coordinator. She currently serves as an MIS Lead. Her unwavering dedication to helping people and her invaluable assistance to our recent DEO Monitoring led to her being selected as our June Employee of the Month.

Our Employee of the Month for July is Candi Orsini- Specialist Candi has been with CareerSource since 2016. She is a Specialist in our South County office. Candi's passion for helping other achieve their goals was very evident shortly after she joined the CareerSource team. An accomplished athlete, she participated in the Woman's Rugby World Cup in 1991, 1994, and 1998 and was also an assistant coach for the US Woman's National Rugby team. She was also inducted into the US Rugby Hall of Fame. Candi is also a member of the Screen Actors Guild and her work as a stunt woman can be seen in numerous films such as Cocoon, Police Academy 5, and Cry Baby. We are very fortunate to have this multi-talented individual as part of our team and her dedication to her customers always is above and beyond.

RECOMMENDATION

Approval to use unrestricted funds for recognition lunch for Employee of the Month recipient.

Discussion: None

Motion:	Barclay Harless
Second:	Angel Barton

The Compensation committee made a motion for approval to use unrestricted funds for recognition lunch for Employee of the Month recipient. The motion carried unanimously.

INFORMATION ITEM 1 – Executive Compensation Report

Per Florida Statutes 445.007 (13):

Each local workforce development board shall annually, within 30 days after the end of the fiscal year, disclose to the department, in a manner determined by the department, the amount and nature of compensation paid to all executives, officers, directors, trustees, key employees, and the highest compensated employees, as defined for purposes of the Internal Revenue Service Form 990, Return of Organization Exempt from Income Tax, including salary, bonuses, present value of vested benefits including but not limited to retirement, accrued leave and paid time off, cashed-in leave, cash equivalents, severance pay, pension plan accruals and contributions, deferred compensation, real property gifts, and any other liability owed to such persons. The disclosure must be accompanied by a written declaration, as provided for under s. 92.525(2), from the chief financial officer, or his or her designee, that he or she has read the foregoing document and the facts stated in it are true. Such information must also be published on the local board’s website, or the department’s website if the local board does not maintain a website, for a period of 3 years after it is first published.

The form for 2021-2022 was completed, certified, submitted to DEO and posted to the organization’s website prior to the due date of July 30, 2022. The certified form is attached for the Committee’s reference.

Report included in meeting packet.

INFORMATION ITEM 2 – Paycor Transition

Effective October 1, 2022, CareerSource Pinellas will be transitioning from our current Human Resources and Payroll system, ADP, to Paycor. We have had numerous challenges with ADP, some of which are outlined below.

- Payroll requires a lot of manual processes
- ADP requires same information to be entered into multiple screens; easy to miss some required screens
- ADP is not intuitive and not user friendly
- Benefit system not integrated with providers or insurance broker
- Customer service is not adequate for our needs

With the transition to Paycor we will have all our systems, Human Resources, Payroll, Benefits Administration and Talent Management on one platform that is more robust and dynamic. Some of the features of the new system are as follows:

- Will be fully integrated with our insurance broker and benefit carriers
- Organizational charts will be generated
- Annual review process will be fully contained within Paycor

The last expected payroll using ADP will be processed with a pay date of 09/30/2022. Currently Jay Burkey, HR Director, is working with Paycor and their implementation team to facilitate the data transfers needed. Staff will receive more information, training and access to the Paycor platform closer to the implementation date.

INFORMATION ITEM 3 – Preliminary Employee Engagement Survey Report

The employee engagement survey was approved by the board at the March 16, 2022, meeting to assess employees' perceptions and alignment with organizational values and practices, Measure employees' commitment, motivation, sense of purpose, and passion for their work and the organization. Considerations of the Employee Engagement Survey are:

- Ensure best practices are followed to determine actionable results
- Ensure confidentiality to the extent allowed by Florida Public Records Law
- Use results to impact overall recommendations for enhancing work culture

The Request for Quote was sent out on March 22, 2022, with responses due April 13, 2022. The organization retained DecisionWise to conduct our survey. The survey, sent to all employees hired before June 1, 2022, opened on July 11, 2022, and closed on July 25, 2022. The survey contained x multiple choice questions broken out into x categories. In addition, there were two open-ended questions that asked for employees feedback on changes over the last six months and one that allowed the employees to comment on anything that they wanted.

The organization had an 86% participation rate. The preliminary results are included for review. Management will schedule all-employee meetings to go over the results of the survey and will work with a cross-section of employees to develop recommendations to improve the culture of the organization.

Report included in meeting packet.

INFORMATION ITEM 4 – Other Employee Engagement Items

At the Special Meeting of the Board of Directors on December 15, 2021, the board unanimously approved to refer Section IV of the Whistleblower Report related to organizational culture and employee engagement to the Compensation Committee for further review and recommended action, if any. One of HR Director's, Jay Burkey, main focuses has been the implementation of tactics to improve organizational culture and employee engagement.

Employee Engagement Committee

Employee driven committee to come up with ideas to engage employees and to improve morale for all employees. First meeting was May 11, 2022; meetings are being held monthly. Some of the items that have been suggested and implemented:

- Member of Employee Engagement Committee participates in weekly Leadership Team meeting to bring concerns/observations to Leadership. Rotated on a monthly basis.
- Recommended Employee of the Month award
- Quarterly Leadership meetings to address the direction of the organization
- Updated training for all roles
- Cross training
- Mentoring program for new employees

Diversity Committee

Committee to foster inclusivity in the workplace. Purpose is to educate and embrace our employees' differences and unique challenges to make our workplace inclusive for all. First meeting was held in June 2022; meetings are being held monthly. Some of the items that have been suggested and have been or will be implemented:

- Monthly newsletter that will combine Employee Engagement and Diversity
- Training will be implemented focusing on different diversity topics such as cultural groups, sensitivity training, and other topics as requested by committee
- Diversity bulletin boards will be implemented at all centers for a chance for employees to spotlight where they are from, etc. Will be a great icebreaker for new employees as they on-board

Performance Evaluation Process and Metrics

Align performance metrics with the primary indicators with DEO and USDOL to ensure employee accountability and enhanced service delivery to reach operational objectives.

- Review current process
- Develop metrics, process, and performance tools
- Will be evaluated in conjunction with Annual 360 Performance Review process
- Will be technology-based and integrated with Paycor. Will eliminate Excel spreadsheet format.
- Performance goals will be measurable and clearly defined

Will be implemented in next few months.

INFORMATION ITEM 5 – 2022 Compensation Review

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. As discussed at the October 7, 2021, Compensation Committee meeting and the November 17, 2021, Board meeting, CareerSource Pinellas would issue a Request for Quotes (RFQ) from various third-party HR practitioners to conduct an updated Compensation Review.

The RFQ was issued at the beginning of March with the deadline to submit proposals by March 25. CareerSource Pinellas received proposals from four qualified vendors, one of which was hrEdge. Compensation Resources was recommended and approved by the Board at the May 26, 2022, Board Meeting.

Negotiations have ensued since. There was a hang-up regarding confidentiality of information related to Florida's Sunshine Laws and jurisdiction. Exchanged emails between GrayRobinson and their legal counsel and have resolved the issues. We are working with Compensation Resources to schedule the project with implementation of recommendations, if any, effective January 1 at the latest.

INFORMATION ITEM 6 – Employee Turnover/New Hires

Terminations

For our fiscal year we had 22 terminations. Out of those terminations, 2 were due to layoff, one was due to the employee passing away, the rest were due to resignation. Fourteen of the 22 terminations (64%) happened from December of 2021 through April of 2022.

Hiring however has seen an increase since March and that trend continued in our last quarter. From July of 2021 through February of 2022 there were 7 new hires. Starting in March and continuing through the end of June 2022, there were 15 new hires accounting for 69% of all employees hired in FY 2021-2022. Out of the 15 new hires that were brought in, 4 of them were previous employees that returned.

Looking to hire a Director of Programs and a Director of Finance.

Graphs included in meeting packet.

Adjournment – Scott Thomas requested a motion for adjournment. Barclay Harless made the motion and Angel Barton seconded the motion. The meeting was adjourned at 11:31am.



ACTION ITEM 2

Compensation Review Results

At the 04/07/2022 Compensation Committee Meeting, a proposal to conduct the compensation review was approved and later brought before the Board of Directors for a vote. Compensation Resources' proposal was approved at the 05/26/2022 Board of Directors Meeting.

The compensation review was conducted, and the report is included in this packet for your review and reference. Diana Neelman, with Compensation Resources, will be giving an overview of their findings and she will be available to answer any questions you may have at this committee meeting.

RECOMMENDATION

Approval to follow Compensation Resources' proposal and increase employee pay ranges by 4.7%. Staff salaries will be evaluated in order to be in alignment with the updated pay ranges and salary increases may be approved up to 4.7%.



**2022 Staff Compensation Study
Methodology Report
Discussion Draft**

October 18, 2022



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Upper Saddle River, NJ 07458
(201) 934-0505

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Introduction and Purpose

EA Compensation Resources LLC (hereinafter "Compensation Resources") was engaged by CareerSource Pinellas (also referred to herein as the "Organization") to support its salary administration needs relative to compensation benchmarking and salary structure definition.

This report provides the details of our methodology for conducting the compensation study of benchmarked positions and for defining a salary structure for the Organization. These tools will support CareerSource Pinellas's ability to achieve an externally competitive, internally equitable, and easy to administer compensation program that will attract, retain, and motivate top talent.

The information contained herein is provided for informational purposes and is not intended to provide legal, accounting, tax or investment advice and/or services.

Methodology

Compensation Resources' market study of competitive compensation levels undertakes a systematic and consistent methodology that looks at several factors in order to provide the most applicable data for each job being evaluated. These factors include, but are not limited to, job content, organizational revenue and profile, industry, and geographic region (where applicable). The following identifies the steps undertaken during the analysis.

General

- Compensation Resources collected various documents and materials from CareerSource Pinellas relevant to this study, including but not limited to, information on the Organization, various documents related to the compensation of its staff, information pertaining to the duties and responsibilities of each position, and current financial information.
- Fact-finding interviews were conducted with the following organizational stakeholders, to form a baseline for this analysis:

**Table I
List of Interviewed Participants**

Name	Position
Steven Meier	Interim Executive Director
Jay Burkey	Director of Human Resources
Mary Jo Schmick	Director of Policy and Compliance
Jack Geller, Esq.	Board Member; Past Chair
Barclay Harless	Board Member; Treasurer

Market Study

- Compensation Resources reviewed job descriptions provided by CareerSource Pinellas, in order to understand the duties, responsibilities, and complexity of each position, to be used as the baseline for extracting compensation data from the competitive marketplace. The complete list of positions which were evaluated in this study can be found in **Attachment A**.
- Compensation Resources undertook the evaluation of competitive compensation by utilizing published survey information. Position matches were based on the comparability of the job criteria provided in the job descriptions (duties, responsibilities, and reporting relationships) to published job summaries in the salary surveys.
- In order to further increase the comparability of the survey data to CareerSource Pinellas's positions, data was selected based on meeting one or more of the following criteria, which are influencers of compensation:

- **Industry:** Vocational/Job Training Services; Not-for-Profit
 - **Geographic location:** Clearwater, FL
 - **Revenue:** \$9,100,000
 - **Market positioning:** Market average, with a range between the 25th and 75th percentiles of the marketplace
- Data specific to Clearwater, FL was collected, where available. Where only national data was available, data was decreased by 3.0% to reflect the average geographic differential between the United States and Clearwater, FL.
 - Compensation Resources conducted a comprehensive competitive market analysis of comparable positions by utilizing multiple published surveys to obtain market data. A list of these surveys is included in **Attachment B**.
 - All published survey data was aged to October 1, 2022, using a 5.7% aging factor, which is the estimated merit increase percent for 2022 based on current competitive market conditions.¹ This date was selected to align with a one-year change over the effective date of the current salary ranges (September 23, 2021).
 - To determine the market value of Base Salary, Compensation Resources calculated the Mean, Median, Trimmed Mean, and Market Consensus of all published survey data points. The definitions of these measures of central tendency are as follows:
 - **Mean:** Simple average of the published survey data array.
 - **Median:** The middle number of the published survey data array.
 - **Trimmed Mean:** Average that eliminates the high and low data elements among the published survey data array.
 - **Market Consensus (MC):** The average of the Mean, Median, and Trimmed Mean; represents our best estimate of the market value (consensus) for the position.
 - A summary of the market study findings, along with the survey position matches, can be seen in **Attachment C** in the Excel workbook.

Salary Structure Assessment

- The existing salary structure is effective September 23, 2021. In order to assess the salary ranges against the current market findings, Compensation Resources increased the ranges by a factor of 4.7%, based on current market conditions (see **Attachment D**).²
- Based on the update to the salary structure, the Position-In-Range (PIR) was calculated for each benchmarked incumbent based on their current grade assignment. The PIR indicates the extent to which an incumbent's salary actually penetrates within the salary range. Therefore, the "within grade"

¹ Employment Cost Index, Bureau of Labor Statistics (BLS), June 2022.

² Salary structure movement percentages are typically 1.0% lower than merit increase percentages; see footnote 1 above.

range is shown as 0% to 100%. A negative PIR (e.g., -5.2%) indicates that an incumbent's salary is below the range minimum, while a PIR above 100% indicates that the incumbent's salary is above range maximum (see **Attachment E**).

- The following is the formula for Position-In-Range:

$$\text{PIR} = \left(\frac{\text{Current Salary} - \text{Range Minimum}}{\text{Range Maximum} - \text{Range Minimum}} \right)$$

- Utilizing the PIR, Bands were calculated to show the relative position of each incumbent in the salary range. Each Band is defined as follows:

**Table II
Salary Structure Bands**

Band	Definition
Below	Incumbent's salary falls below the minimum of the grade (less than 0%).
Low	Incumbent's salary falls in approximately the first third or low band (PIR of 0%-29.9%) of the salary range. Typically represents new incumbents or those with lower experience levels.
Middle	Incumbent's salary falls in the middle portion of the salary range (PIR of 30%-69.9%). Typically represents the competitive market for the position.
High	Incumbent's salary falls in the upper third of the salary range (PIR of 70%-100%). May include long-service incumbents or those with high experience levels.
Above	Incumbent's salary is above the grade maximum (exceeds 100%). Typical arrangements call for salary freezing until the range is adjusted upward.

Next Steps

- CareerSource Pinellas should review the market findings and the recommended update to the existing salary structure, as well as to confirm the slotting of the benchmarked positions based on the market findings and internal equity.

Attachment A: Included Positions

105-1 - Lead
AA - Administrative Assistant
BSAE - Business Services Account Executive
CC - Career Counselor
CFO
CORD - Coordinator
DIR - Director
DPN - Disability Program Navigator
HRD - HR Director
Instructor
MIS LEAD - Lead, MIS
SPE - Specialist
SUP - Supervisor
TECH - Technician

Attachment B: Survey List

Survey Title	Publisher	Effective Date
CompAnalyst	Salary.com Subscription Service	2022
Compensation Data Not-for-Profit National (January)	CompData Surveys	2022
Salary Assessor	Economic Research Institute (ERI)	2022
Not-For-Profit Compensation Survey	Total Compensation Solutions (TCS)	2021-2022
O*Net Online	U.S. Department of Labor	2022

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**2022 CEO Compensation Study
Report of Findings
Discussion Draft**

October 18, 2022



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Introduction and Purpose

EA Compensation Resources LLC (hereinafter "Compensation Resources") was engaged by CareerSource Pinellas (also referred to herein as the "Organization") to conduct a competitive compensation study of the position of Chief Executive Officer ("CEO"), in order to evaluate the pay levels within the current competitive marketplace.

The following report provides the full methodology undertaken to conduct this study, along with the specific results of the competitive market assessment for the aforementioned position, covering the components of Base Salary, Total Cash Compensation (TCC), and the Total Compensation Package (TCP). Definitions of these components, as well as other key terms contained within this report, are included in the ***Glossary***.

This report presents Compensation Resources' findings as a baseline for further examination by the Compensation Committee in defining an appropriate compensation package for an incoming incumbent.

The information contained herein is provided for informational purposes and is not intended to provide legal, accounting, tax or investment advice and/or services. For further information or clarification, please contact:

Diana D. Neelman, CCP, SHRM-CP
Director
EA Compensation Resources LLC
310 Route 17 North
Upper Saddle River, NJ 07458
(201) 934-0505

Organizational Profile¹

CareerSource Pinellas is a 501(c)(3) not-for-profit organization located in Clearwater, FL. The Organization describes itself as follows:

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

CareerSource Pinellas develops and leads an effective, efficient and integrated business-driven workforce system, providing comprehensive and responsive services to the County's citizens and business community."

The Organization reports current revenue of approximately \$9 million.

¹ Information from the "About Us" section on CareerSource Pinellas' website and its most recent Form 990.

Methodology

Overview of Intermediate Sanctions

As a 501(c)(3) tax exempt organization, CareerSource Pinellas must comply with the Intermediate Sanctions regulations (IRC Section 4958) when establishing its Total Compensation Package (TCP) for executive positions. Therefore, compensation arrangements must be established as reasonable through adherence to the principles required by the "Rebuttable Presumption" provisions. This requires that three (3) conditions be met:

- "The compensation arrangement must be approved in advance by an authorized body of the applicable tax-exempt organization, which is composed of individuals who do not have a conflict of interest concerning the transaction;
- Prior to making its determination, the authorized body obtained and relied upon appropriate data as to comparability;
- The authorized body adequately and timely documented the basis for its determination concurrently with making that determination."²

General

Compensation Resources' market analysis of competitive compensation levels undertakes a systematic and consistent methodology that looks at several factors in order to provide the most applicable data for the job being evaluated. These factors include, but are not limited to, job content, organizational revenue and profile, industry, and geographic region (where applicable). The following identifies the steps undertaken during the analysis.

- Compensation Resources collected various documents and materials from CareerSource Pinellas relevant to this study, including but not limited to, information on the Organization, information pertaining to the duties and responsibilities of the position, and current financial information.
- Fact-finding interviews were conducted in order to learn more about the Organization, to understand more about current compensation needs, and to form a baseline for peer research. The following individuals were interviewed during the process:
 - Jack Geller, Esq., Board Member and Past Chair
 - Barclay Harless, Board Member and Treasurer
 - Steven Meier, Interim CEO
- Compensation Resources undertook the evaluation of competitive compensation by utilizing, as appropriate, a combination of both peer data and published survey information, closely matched by job content, industry, organizational profile, revenue, and geography, where appropriate. We

² www.irs.gov.

collected data from several data sets based on the potential for talent exchange, examined them individually and, subsequently, together with an appropriate weighting of data, calculated the Market Consensus for this position, as follows and described in more detail below:

Table I
Targeted Data Sets

Data Set	Market Comparison Description
Form 990 Analysis	Peer organizations
Published Survey Data: Not-For-Profit and Government	Job training services; government; complement to direct labor market
Published Survey Data: For-Profit	Potential for talent exchange

IRS Form 990 Analysis

- Compensation Resources conducted research in order to identify a group of similarly-situated not-for-profit organizations, including other CareerSource offices in Florida and workforce development organizations in adjacent states, whose revenues fell within 0.5 to 2.0 times that of CareerSource Pinellas. The peer list was shared with CareerSource Pinellas (see **Attachment A**).
- Compensation data for the top executive position was extracted from each peer's public filing. Although Compensation Resources' methodology is to compare jobs against criteria contained in job descriptions and/or summaries, job summaries were not provided in the Form 990s statements. However, job matching was based on the assumption that job titles shown were indicative of the core duties performed by those incumbents, and that these duties were generally comparable to the top executive role at CareerSource Pinellas. All peer data was geographically adjusted to Clearwater, FL.³

Published Survey Analysis

- Position matches were based on the comparability of the job criteria (duties, responsibilities, and reporting relationships) to published job summaries in the salary surveys covering both not-for-profit and for-profit industries (see **Table I** above).
- Data specific to Clearwater, FL was collected, where available. Where only national data was available, data was adjusted geographically to reflect the average geographic differential between the United States and Clearwater, FL.⁴
- Compensation Resources conducted a comprehensive competitive market analysis of comparable positions by utilizing multiple published surveys to obtain market data. A list of these surveys is included in **Attachment B**.

³ Geographic Assessor; Economic Research Institute (2022).

⁴ Ibid footnote 3.

Market Consensus Calculations

- All peer and published survey data were aged to October 1, 2022, using a 5.7% appropriate aging factor, which is the estimated merit increase percentage for 2022 based on current competitive market conditions.⁵
- To determine the market value of Base Salary, TCC, and the TCP, Compensation Resources calculated the Mean, Median, Trimmed Mean, Regression, and Market Consensus of all published survey and peer data points, respectively. The definitions of these measures of central tendency are as follows:
 - **Mean:** Simple average of each data array.
 - **Median:** The middle number of each data array.
 - **Trimmed Mean:** Average that eliminates the high and low data elements in each data array.
 - **Regression:** A mathematical computation used to model a presumed linear relationship between two variables: a dependent variable (compensation element) and an independent variable (revenue) [Form 990 analysis only].
 - **Market Consensus (MC):** The average of the Mean, Median, Trimmed Mean, and Regression (Form 990 analysis only); represents our best estimate of the market value (consensus) for the position.
- To arrive at a TCP value for the published survey data, Compensation Resources applied a factor to the published survey TCC Market Consensus for the position, which represents the average amount of additional compensation value (i.e., benefits, perquisites, etc.), as reported in the Form 990s within the peer group.
- To calculate the Overall Market Consensus, peer and published survey data were averaged with a weighting as follows, in order to place a greater emphasis on the not-for-profit data representative of the organizations with which CareerSource Pinellas may directly compete:

**Table II
Data Set Weightings**

Data Set	Weighting
Form 990 Analysis	3.0x (60.0%)
Published Survey Data: Not-For-Profit and Government	1.5x (30.0%)
Published Survey Data: For-Profit	0.5x (10.0%)

- Since various elements can influence the compensation levels within an organization (e.g., Compensation Philosophy, performance, market positioning, etc.), it is our practice to develop a statistical sample range from the data; therefore, data was collected at the 25th, weighted average, and 75th percentile (hereinafter referred to as the "Market Range"). Actual pay levels within the 25th to 75th percentile levels represent one-half (50%) of the sampled population and would be considered "within market".

⁵ Employment Cost Index, Bureau of Labor Statistics (BLS), June 2022.

Findings

Table III presents Compensation Resources' findings regarding the competitive marketplace for the position of CEO.

Table III
CEO Market Findings

Component	25th %ile MC	Market Average MC	75th %ile MC
Base Salary	\$136,600	\$194,000	\$239,000
Total Cash Compensation	\$156,600	\$227,500	\$290,100
Total Compensation Package	\$185,500	\$311,300	\$344,900

The following table presents the composition of the compensation package for the combined data sets:

Table IV
CEO Market Composition of Compensation Package

Position	Base Salary	Annual Incentive/ Bonus	Deferred Compensation & Nontaxable Benefits	TCP
CEO	62.3%	10.8%	26.9%	100.0%

Tables V through VII below provide a breakdown of market findings for each data set:

Table V
Market Findings – Peer Form 990s

Component	25th %ile	Market Average	75th %ile	Lowest Data Point	Highest Data Point
Base Salary	\$131,400	\$172,700	\$208,200	\$79,540	\$306,542
TCC	\$137,400	\$178,900	\$217,300	\$79,540	\$333,156
TCP	\$165,200	\$213,200	\$265,000	\$89,080	\$392,420

Table VI
Market Findings – Not-for-Profit/Government Published Survey Data

Component	25th %ile	Market Average	75th %ile	Lowest Data Point	Highest Data Point
Base Salary	\$142,500	\$200,200	\$243,200	\$136,077	\$294,291
TCC	\$181,300	\$269,700	\$351,300	\$136,077	\$454,549

Table VII
Market Findings – For-Profit Published Survey Data

Component	25th %ile	Market Average	75th %ile	Lowest Data Point	Highest Data Point
Base Salary	\$149,800	\$303,000	\$411,600	\$128,920	\$564,934
TCC	\$197,600	\$392,400	\$543,400	\$128,920	\$844,454

This report provides market findings as a baseline for further examination and analysis. The Market Range of compensation is typically viewed between the 25th and 75th percentiles of the marketplace.

Attachment A: Peer Listing

Organization	Location	FY Ending	Revenue
Bobby Dodd Institute	Atlanta, GA	6/30/2021	\$17,993,243
Brevard Workforce Development Board, Inc.	Rockledge, FL	6/30/2020	\$13,682,501
CareerSource Capital Region	Tallahassee, FL	6/30/2021	\$5,102,804
CareerSource Chipola	Marianna, FL	6/30/2021	\$4,688,659
CareerSource Citrus Levy Marion	Ocala, FL	6/30/2021	\$7,509,133
CareerSource Flager Volusia	Daytona Beach, FL	6/30/2020	\$7,485,101
CareerSource Florida, Inc.	Tallahassee, FL	6/30/2021	\$20,141,540
CareerSource Palm Beach County, Inc.	West Palm Beach, FL	6/30/2020	\$15,629,754
CareerSource Palm Beach County, Inc.	West Palm Beach, FL	6/30/2020	\$15,629,754
CareerSource Polk	Bartow, FL	6/30/2021	\$11,708,060
CareerSource Research Coast	Port St. Lucie, FL	6/30/2021	\$7,427,913
CareerSource Suncoast	Bradenton, FL	6/30/2021	\$6,979,194
CobbWorks, Inc.	Marietta, GA	6/30/2020	\$5,114,498
Hire Heroes USA	Alpharetta, GA	12/31/2020	\$9,605,457
Pasco-Hernando Workforce Board, Inc.	Spring Hill, FL	6/30/2020	\$9,563,175
Southwest Florida Workforce Development Board, Inc.	Fort Myers, FL	6/30/2021	\$11,214,326

Attachment B: Published Survey Listing

Survey Title	Publisher	Effective Date
CompAnalyst	Salary.com Subscription Service	2022
Compensation Data Benchmark Pro National	CompData Surveys	2022
Executive Compensation Assessor	Economic Research Institute (ERI)	2022
National Executive Compensation Survey	EAA (Employer Associations of America)	2022
Not-For-Profit Compensation Survey	TCS (Total Compensation Solutions)	2021

Glossary

Base Salary: The fixed component of the compensation package that tends to be relatively constant by position and hierarchy across the organization's industry. Base Salary is the value that the organization attributes to a position. Base Salary is typically determined by competitive levels within the relevant labor market, and may vary within a set range. It is a major component of the Total Compensation Package in the not-for-profit industry and is typically used as the basis for calculating bonus amounts and benefits.

Bonus/Incentive: Bonuses and/or incentives make up a variable element of the Total Compensation Package. Annual bonuses/incentives are typically awarded based on the employee's contributions, in conjunction with the organization's financial and operational performance. Bonuses tend to be discretionary, whereas incentive awards are determined by a formula. Annual bonuses/incentives tend to be a relatively modest portion of the Total Compensation Package within not-for-profit organizations, when compared to for-profit companies.

Deferred Compensation: Deferred compensation includes Base Salary/wages/fees deferred (nontaxable in current year), bonus deferred (not taxable in current year), incentive compensation deferred (not taxable in current year), other compensation amounts deferred (not taxable in current year), employer contributions to qualified retirement plan, qualified or nonqualified retirement plan defined benefit accruals, amounts deferred by employer or employee under 457(b) or 457(f) plan (not substantially vested), and amounts deferred under nonqualified defined contribution plans (not substantially vested).

Market Consensus (MC): The best estimate of the value of the position within the competitive marketplace that takes into account published surveys and peer data (where applicable), matched by job content, organizational profile, and geography. The Market Consensus is calculated based on an examination of both not-for-profit and for-profit compensation data (to the extent that sufficient data is available), which recognizes the realities of the marketplace and is consistent with Intermediate Sanctions.

Market Positioning: The relative position of an incumbent's compensation as compared to the Market Range, defined below.

Relative Market Position Definitions

Market Positioning	Definition
Below	Incumbent's compensation falls below the minimum of the Market Range.
Within	Incumbent's compensation falls within the parameters of the Market Range. Typically represents that the incumbent's compensation is competitive with the marketplace for similar positions.
Above	Incumbent's compensation is above the Market Range.

Market Range: The range of compensation around the value of the position within the competitive market (Market Consensus) that addresses variances such as Compensation Philosophy, performance, competitive positioning, etc. We have shown both the 25th percentile and 75th percentile level from the market data researched. Actual pay levels within the 25th to 75th percentile levels represent one-half (50%) of the sampled population and would be considered "within market."

Non-Taxable Benefits: Non-taxable benefits include health benefit plan premiums, medical reimbursement and flexible spending programs (nontaxable), other health benefits (nontaxable), life/disability/long-term care insurance (nontaxable), housing provided by employer or ministerial housing allowance (nontaxable), personal legal service (nontaxable), personal financial services (nontaxable), dependent care assistance (nontaxable), adoption assistance (nontaxable), tuition assistance for family (nontaxable), and cafeteria plans.

Total Cash Compensation (TCC): The value of Base Salary plus annual bonus/incentives.

Total Compensation Package (TCP): The cumulative amount of Total Cash Compensation, plus both taxable and nontaxable benefits, perquisites, deferred compensation, and any other compensation. This is the amount contained in the Intermediate Sanctions regulations for comparison purposes, and includes both taxable and non-taxable income.

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Census Job Title	Position Match	Base Salary			TCC		
		25th %ile MC	Market Average MC	75th %ile MC	TCC 25th %ile MC	TCC Market Average MC	TCC 75th %ile MC
CFO	Chief Financial Officer	\$119,700	\$159,700	\$192,900	\$136,400	\$182,400	\$217,900
HRD - HR Director	Human Resources Director	\$87,900	\$104,100	\$117,900	\$91,100	\$109,400	\$126,300
DIR - Director	Compliance Director	\$90,200	\$98,700	\$105,500	\$91,400	\$100,700	\$107,200
SUP - Supervisor	Program Manager	\$56,600	\$63,100	\$69,600	\$57,400	\$64,300	\$71,100
Instructor	Vocational Instructor	\$54,500	\$62,900	\$70,900	\$55,100	\$63,600	\$71,600
AA - Administrative Assistant	Executive Assistant/Administrative Assistant IV	\$50,400	\$58,700	\$64,800	\$50,900	\$59,700	\$66,800
CORD - Coordinator	Grant Writer	\$50,700	\$57,500	\$63,900	\$51,000	\$57,700	\$63,900
BSAE - Business Services Account Executive	Job Developer/Business Development Specialist	\$45,200	\$49,900	\$55,000	\$45,700	\$50,500	\$55,600
105-1 - Lead	Program Coordinator	\$45,600	\$49,000	\$50,100	\$46,300	\$49,600	\$52,100
DPN - Disability Program Navigator	Program Coordinator	\$45,600	\$49,000	\$50,100	\$46,300	\$49,600	\$52,100
MIS LEAD - Lead, MIS	Data Processing/Computer Operations Specialist II	\$42,800	\$47,300	\$51,900	\$43,300	\$48,100	\$52,700
CC - Career Counselor	Job Placement Specialist II	\$40,900	\$45,200	\$49,900	\$41,300	\$45,100	\$50,400
TECH - Technician	Data Processing/Computer Operations Specialist I	\$39,100	\$43,800	\$48,900	\$39,500	\$44,200	\$49,400
SPE - Specialist	Job Placement Specialist I	\$37,700	\$41,700	\$46,100	\$38,100	\$42,100	\$46,500

2022 Structure

Grade Level	Job Title Family	Low	Middle Band			High	Range	Mid to Mid Percentage
		Minimum	30th Percentile	Midpoint	70th Percentile	Maximum		
221	CEO	\$148,830	\$175,619	\$193,479	\$211,338	\$238,128	60%	
219	CFO/COO	\$127,598	\$150,566	\$165,877	\$181,189	\$204,157	60%	14%
214	Director	\$86,841	\$99,970	\$108,722	\$117,475	\$130,604	50%	34%
210	Partner	\$65,495	\$73,354	\$78,593	\$83,833	\$91,692	40%	28%
208	Supervisor	\$56,151	\$62,889	\$67,381	\$71,874	\$78,612	40%	14%
206	Coordinator	\$48,140	\$52,492	\$55,395	\$58,296	\$62,648	30%	18%
105	Instructor, Trades	\$44,575	\$48,605	\$51,291	\$53,978	\$58,008	30%	7%
105	Business Services Representative	\$44,575	\$48,605	\$51,291	\$53,978	\$58,008	30%	
105	Lead	\$44,575	\$48,605	\$51,291	\$53,978	\$58,008	30%	
104	Career Counselor	\$41,273	\$45,004	\$47,492	\$49,980	\$53,711	30%	7%
104	Navigator	\$41,273	\$45,004	\$47,492	\$49,980	\$53,711	30%	
103	Instructor	\$38,216	\$41,671	\$43,974	\$46,277	\$49,733	30%	7%
103	Specialist	\$38,216	\$41,671	\$43,974	\$46,277	\$49,733	30%	
102	Technicians	\$35,158	\$38,337	\$40,456	\$42,575	\$45,754	30%	8%

Effective: October 1, 2022

2021 ranges increased by a factor of 4.7%

***Minimum wage of client location: \$11.00/hour

*** FLSA salary threshold as of 1/1/20: \$35,568

2021 Structure

Grade Level	Job Title Family	Low	Middle Band			High	Range	Mid to Mid Percentage
		Minimum	30th Percentile	Midpoint	70th Percentile	Maximum		
221	CEO	\$142,149	\$167,736	\$184,794	\$201,851	\$227,438	60%	
219	CFO/COO	\$121,870	\$143,807	\$158,431	\$173,055	\$194,992	60%	14%
214	Director	\$82,943	\$95,482	\$103,841	\$112,202	\$124,741	50%	34%
210	Partner	\$62,555	\$70,061	\$75,065	\$80,070	\$87,576	40%	28%
208	Supervisor	\$53,630	\$60,066	\$64,356	\$68,647	\$75,083	40%	14%
206	Coordinator	\$45,979	\$50,136	\$52,908	\$55,679	\$59,836	30%	18%
105	Instructor, Trades	\$42,574	\$46,423	\$48,989	\$51,555	\$55,404	30%	7%
105	Business Services Representative	\$42,574	\$46,423	\$48,989	\$51,555	\$55,404	30%	
105	Lead	\$42,574	\$46,423	\$48,989	\$51,555	\$55,404	30%	
104	Career Counselor	\$39,420	\$42,984	\$45,360	\$47,736	\$51,300	30%	7%
104	Navigator	\$39,420	\$42,984	\$45,360	\$47,736	\$51,300	30%	
103	Instructor	\$36,500	\$39,800	\$42,000	\$44,200	\$47,500	30%	7%
103	Specialist	\$36,500	\$39,800	\$42,000	\$44,200	\$47,500	30%	
102	Technicians	\$33,580	\$36,616	\$38,640	\$40,664	\$43,700	30%	8%



INFORMATION ITEM 1 STAFFING REPORT

Since the beginning of the current Program Year, the organization has decreased by one COO. There is currently no plan to replace the COO at this time. The Finance Department has also decreased by one Director. Business services has decreased by one Apprenticeship Navigator. Programs has decreased by two Career Counselors.

Juan Toribio is transitioning from a Supervisor role to a Marketing Coordinator role, working in conjunction with Tucker Hall.

Since the beginning of the current Program Year, the organization has welcomed the following employees to the CareerSource Pinellas team:

- Sean Thornton, **Business Services Representative**
- Dustin Stull, **Apprenticeship Navigator**
- Jennifer Henzel, **Technician**
- Emelinda Colon, **Business Services Representative**
- David Zirilli, **Director of Finance**
- Britney Norsworthy, **WIOA Career Counselor**
- Mable Livaudais, **Specialist**
- Jason Druding, **Director of Business Services**
- Eugene Woody, **Specialist**

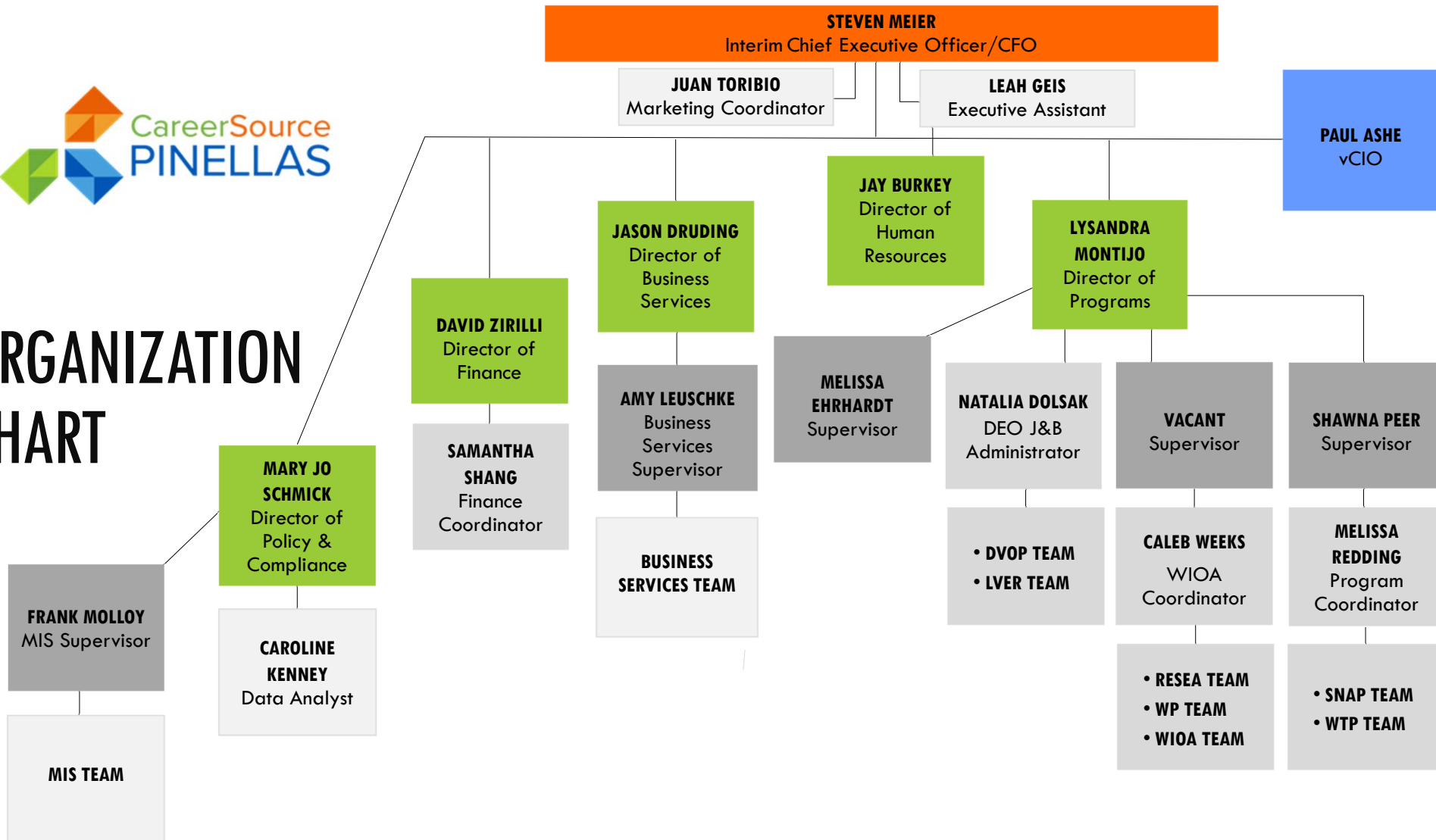


INFORMATION ITEM 2 ORGANIZATIONAL CHART

Updated as of October 18, 2022



ORGANIZATION CHART





INFORMATION ITEM 3

CareerSource Pinellas Benefits Renewal for Open Enrollment

Benefit renewal is underway with our partner HUB International. At this time, we have not received any renewal information, but we are anticipating open enrollment to take place in November for all benefit eligible employees.



INFORMATION ITEM 4

Paycor Launch

CareerSource Pinellas' new HRIS system, Paycor, was successfully implemented on October 1, 2022. The first payroll that was run through this system was completed on October 10, 2022. The system took a significantly shorter period of time to process in comparison to the old system and so far has been well received by all employees.





INFORMATION ITEM 5

Employee Engagement Survey Review

Steve and Jay will be meeting with the staff at the EpiCenter, South County and the Gulf to Bay center all separately to review the survey results. They will also be able to field any questions anyone may have in regards to the survey. The meetings are currently being scheduled on the dates below.



EpiCenter
Wednesday 11/2
3:00pm – 4:00pm



South County
Thursday 11/3
2:00pm – 3:00pm



Gulf to Bay
Friday 11/4
9:00am – 10:00am