



Action Item 2

CEO Employment Contract – Jennifer Brackney

Background:

On October 31, 2018, The Board of Directors approved a 1-year employment contract for Jennifer Brackney, as the CEO of CareerSource Pinellas. The contract stipulates:

“The Employer shall provide Employee with written notice at least 60 days prior to the expiration of the Term (the “Notice Date”) if the Employer has made a decision as of the Notice Date to initiate a formal search to replace Employee in her capacity as Chief Executive Officer of the Employer at the end of the Term.”

On February 6, 2019, the Board of Directors approved the CEO performance appraisal, which provided the annual goals, initiatives, actions to be taken and metrics. The document was intended to be utilized toward the end of Ms. Brackney’s contract and would allow the Board of Directors to review a full year of performance.

Attachment: The CEO performance appraisal has been completed by Ms. Brackney, to include her achievements during her time as CEO.

On August 5, 2019 the members of the Ad Hoc CEO/Counsel Committee submitted their ratings and comments of the CEO’s performance appraisal. Ms. Brackney also included her responses to the feedback. The consolidated document is enclosed for your review.

Recommendation:

The Ad Hoc CEO/Counsel Selection Committee recommends entering into negotiations to renew the employment contract of Jennifer Brackney as CEO of CareerSource Pinellas, for a multi-year term.

CEO Performance Appraisal
Board of Directors Assessment
November 1, 2018 – July 31, 2019

CEO Self-Assessment:	July 29, 2019
Ad Hoc Committee Member Assessment:	August 5, 2019
Assessment Summary and CEO Response:	August 6, 2019
Ad Hoc Committee Meeting:	August 8, 2019
Board Meeting:	August 16, 2019
Date Completed:	
Evaluation Period:	November 1, 2018 – July 31, 2019

Instructions for Completion

The CSPIN Board outlined eight (8) goals for the CSPIN CEO for the period of 2018-2019. For each goal there is at least one (1) initiatives/metric. The initiatives/metrics describe what is to be accomplished to achieve the goal.

Role of CSPIN Board Committee in Evaluation Process

The committee is to assess the success of the CEO meeting the goals outlined. Each committee member is to complete the evaluation and apply a rating of Exceeded Expectations, Met Expectations or Needs Improvement. See definitions of ratings below. Additionally, with each goal there is the opportunity for a committee member to add comments relative to the goal and initiatives/metrics.

The assessment by each committee member will be aggregated into one report for the CSPIN Board and the CEO.

Role of CEO In Evaluation Process

The CEO will be provided the opportunity to complete a self-assessment of her accomplishments toward achieving the goals.

The CEO will be given an opportunity to provide written feedback to the committee on its' assessment of the CEO.

Purpose of Evaluation

The results of the evaluation will be used in the recommendation to rehire the CEO or terminate.

Definition of Ratings:

Exceeded Expectations

- Consistently and significantly performs above expectations and excels in this key area.
- Demonstrates full mastery of the job relative to completing the initiatives/metrics
- No weaknesses or deficiencies of performance

Met Expectations

- Competently and effectively performs all aspects of the job relative to achieving the goal.
- Achieved, most if not all, initiatives/metrics in a timely fashion.
- Some room for improvement is possible, but no serious weaknesses or deficiencies exist in any key area.

Needs Improvement

- While some responsibilities may be executed in a satisfactory manner, improvement is required for performance to meet the standard required for the position.
- The initiatives for achieving the goal were not met completely or timely.

SECTION 1: Achievement of Goals

2nd half PY 2018-2019

1st half PY 2019-2020

Descriptions of Goals	❖ Initiatives/ Metrics	Exceeded Expectations	Met Expectations	Needs Improvement
<p>GOAL #1: Financial Management: 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>*CEO Self-Assessment - Initiative/Metric Accomplishments</p> <p>Initiative: Create greater transparency and accuracy in financial reporting to ensure the planning budget goals are met.</p> <ul style="list-style-type: none"> ❖ Develop, submit and receive approval from DEO for an indirect cost rate rather than 10 percent de minimis. Final implementation to be PY'20. * Indirect Cost Rate: Researched the process for developing an indirect cost rate. Based on guidance from USDOL, the plan will be finalized and presented for approval in Q3 2019. ❖ Provide enhanced financial reports to the Board, including cost allocation, grant budget/expenditures and training provider reports no later than the end of Q1. * The following financial reports are updated and provided at regularly scheduled Board and Finance Committee meetings: <ul style="list-style-type: none"> * Cost Allocation/Expenditure Report: A detailed cost allocation/expenditure report was presented at the 2/26/19 Finance Committee and 3/20/19 Board Meeting. * Grant Status Report: A detailed grant status report was presented at the 2/26/19 Finance Committee and 3/20/19 Board Meeting. * Cost Pool Expenditure Report: A detailed cost pool expenditure report was presented at the 2/26/19 Finance Committee and 3/20/19 Board Meeting. * WorkNet Pinellas Tax Form 990: A detailed 990 Form was presented at the Board meeting on 4/3/19 and submitted. ❖ Implement a new financial management system i.e. Abila and Microix no later than the end of Q1. * Financial Management System: The new financial management systems, Abila and MIP, were fully implemented by Q1. Staff training has been conducted to ensure full utilization. * Supportive Service Controls: CSPIN adopted a “pay the vendor” direct approach. Visa cards are issued directly to customers for transportation. 	<p>KL, PG</p>	<p>MM, RL</p>	<p><input type="checkbox"/></p>

The local MICROIX system is being utilized to process support services via voucher or check. CSPIN revised the supportive service policies to ensure appropriate internal controls are in place regarding eligibility, issuance, storage and reconciliation of supportive services throughout the region.

The Finance team conducts regular audits of the supportive service cards. On 7/8/19, DEO conducted an impromptu monitoring of the supportive services policy and reviewed 100 percent of the cards. There were no issues identified.

- * Review current contracts to identify cost savings and to ensure statement of work aligns with activities.
- * **HR Contract Extension:** Based on Board approval on 2/6/2019, the contract with hr Edge was extended.
- * **RFP – IT, EDMS and Website Services:** Based on Board approval 4/3/19, an RFP was issued to procure IT, website and EDMS services. Proposals were received and reviewed. A vendor was recommended and approved by the Board at the 6/5/19 meeting. A contract was negotiated with Complete Technology Solutions with a start date of 7/1/19.
- * **Internet Provider - Bright House Networks:** Reviewed the current internet system to determine service gaps and areas for potential savings. The contract was revised, yielding more enhanced internet bandwidth, elimination of duplicative services and a decrease in the monthly bill of \$300.
- * **RFP – Broker Services for Commercial Insurance:** Based on Board approval 3/20/19, an RFP was issued to procure a Broker/Insurance and Workers Comp. Proposals were received and reviewed. A vendor was recommended and approved by the Board at the 6/5/19 meeting. A contract was negotiated with HUB International with a start date of 07/01/19.
- * **Insurance Notification:** Hub International was notified of the USDOL Compliance Review on 5/28/19. A Chief Claims Officer was assigned to the case to coordinate the claim with Chubb. The claim has two potential components: D&O and EPL.
- * **RFP – Employee Engagement Survey:** Conducted a confidential Employee Engagement Survey to assess the organizational climate, along with other areas that impact the overall business performance. On 6/5/19, the Board was presented with the results of the survey and the corresponding action plans.

- * **RFP – Youth Services:** Based on Board approval on 4/3/19, an RFP was issued to procure Youth Services. Proposals were received and reviewed. A vendor was recommended and approved at the 06/05/19 board meeting. A contract was negotiated with Pinellas Education Foundation with a start date of 07/01/19.
- * **RFP – Broker Services for Benefit Plan and HRMS/Payroll:** Based on Board approval on 3/20/19, an RFP was issued to solicit proposals to assist CSPIN with strategic benefit planning, developing bids, , planning benefits and other services required to obtain the best coverage and cost for benefits program. In addition, board members suggested giving consideration to including payroll and HRMS services. Proposals were received and reviewed. A vendor was recommended and approved at the 7/17/19 board meeting. A contract is being negotiated with an anticipated start date of 8/1/19.
- * **RFP – Broker Services for Legal Services:** A draft RFP has been created for presentation at an upcoming Ad HOC Counsel Committee meeting.
- * **ITN – Employed Worker Training:** Based on Board approval 6/5/19, an ITN was issued to solicit training opportunities for local employers. EWT contracts will be issued in Q3.
- ❖ Provide more detailed reports to better track and manage program budget vs expenditures by grant/program.
- * **Detail Budget/Expenditure Reports:** Detailed budget/expenditure reports were presented at the 2/26/19 Finance Committee and at the 3/20/2018 board meeting. These reports are updated and provided at regularly scheduled Finance, Board and BOCC meetings.

Board Comments on Financial Management Goal Achievement:

Ms. Karla Leavelle, Board Chair: A major positive change under Ms. Brackney’s leadership has been the financial reporting to the board.

Commissioner Gerard: I have been very pleased with the increased transparency and the amount of work that has been done in the past nine months in this area.

Mr. Mike Meidel, Board Secretary: New financial reports better represent the status and impacts of multi-year grants and obligations. Internal financial audits provide better oversight. Jennifer should work with CFO in the coming months to make sure the next planning budget is presented to Pinellas County staff for agenda review as early as possible, but no less than 6 weeks before the last BCC meeting in June 2020.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Financial Management Goal Achievement:

CSPIN has made incredible strides in the area of Financial Management. When I took over as CEO, there was no CSPIN finance department. The entire finance department had to be built from the ground up. A consultant was hired to bridge the gap until a CFO was

hired. By December 2018, there was a functioning Finance team in place with a CFO and two Finance Specialists. Working with the CFO, revenue, expenditure and cost allocation reports were created and presented to the Board. To facilitate tracking and reporting financial activities, the entire financial management system was upgraded to Microix and Abila. Internal controls were reviewed and updated to assure adequate controls and accounting of funds. DEO conducted a full onsite monitoring review in June 2019; there were no findings identified in the exit summary meeting. Additionally, DEO conducted an impromptu onsite review of 100 percent of supportive cards.; there were no issues identified. Seven RFP's were issued, reviewed and contractors were selected for services, including: IT, EDMS and Website Services, Commercial Insurance, Employment Engagement Survey, Youth Services, Benefits Plan and HRMS/Payroll, and Employed Worker Training. A full review of internet services was conducted yielding more enhanced internet bandwidth, eliminating duplicative services and decreasing the monthly bill by \$300.

All of these actions were conducted with Board approval and full transparency. Every effort has been made to ensure the LWDB and BOCC receive the full scope of information in a timely and comprehensive manner. Based on the timeline provided by DEO and CSF, a six week notice for approval of the budget isn't always feasible. CareerSource Florida approved the final allocations at the Board meeting on 5/23/19. The planning budget was presented to the Finance Committee on 5/28/19. The Board approved the budget on 6/5/19. The minutes from the Board meeting were completed the next day. The entire submittal including all approved attachments were sent to the BOCC staff on 6/6/19 for inclusion in the 6/18/19 BOCC agenda packet. Throughout this process, there was regular communication with Pinellas County staff and a timeline for budget approval was provided in advance. The support of the Pinellas County staff is very much appreciated. They have been professional and accommodating. We are open to suggestions regarding the budget approval process in June 2020.

GOAL #2:

Legal Compliance:

Manage public records requests and legal issues in a timely manner.

Initiative: Respond to monitoring reviews and audits to ensure activities identified from past practices are addressed.

- ❖ Provide USDOL with an outline of changes initiated during the transition as requested.
- * **USDOL Request:** Provided a list of organizational changes that were implemented during the transition to USDOL on 12/31/18.
- * **USDOL Request:** Provided additional information regarding salary caps on 3/15/19.
- * **EEO Annual Monitoring:** The Office of Civil Rights conducted and EEO Monitoring on 4/6/19 for the period of 4/1/17-3/31/18. There were no findings.
- * **DEO Annual Program Monitoring – 06/3-14/19:** The programmatic quality assurance review of CareerSource Pinellas' programs was conducted on-site, including career center operations. The workforce programs reviewed included: Welfare Transition Program, Supplemental Nutrition Assistance Program (SNAP) Employment and Training, Workforce Innovation and Opportunity Act (WIOA), Trade Adjustment Assistance (TAA), Wagner-Peyser (WP) and any special projects operational during the review period. There were 14 findings and several recommendations. These issues were addressed in the 10-day response period to DEO. The monitoring period focus was 10/1/17 to 3/1/19 therefore, most of the issues identified related to past practices. Training of all departments in response to the DEO monitoring

KL, PG

MM, RL



review was conducted on the following dates: SNAP – 6/27/19; WTP – 7/12/19; WIOA – 7/18/19; BSU – 7/19/19; and WP – 8/2/19.

- * **DEO Fiscal Monitoring – 6/3-7/19:** The financial management review was conducted on-site. Areas reviewed were finance, operations, personnel and purchasing processes. The draft report is expected in September 2019. At the time of the preliminary summary meeting, there were no findings presented.
- * **USDOL YouthBuild Annual Monitoring – 6/17-21/19:** The YouthBuild program review was conducted on-site by USDOL. The draft report is expected in September. At the time of the preliminary summary meeting, there were no findings presented.
- * **USDOL Compliance Review Report – May 15, 2019:** The USDOL Compliance Review Report was received from DEO on 05/21/19. The report outlined 17 findings and three areas of concern. Several DEO conference calls were held to determine the process for preparing a response.
- * **DEO Compliance Review Report Response- June 28, 2019:** As required by DEO staff, provided information to be included in the Compliance Review Response. This information was presented in Tracker format. Tracker #1 was submitted to DEO on 05/29/19. The Tracker was reviewed by the Board on 6/5/19. DEO requested additional information that was submitted on 6/6/19. A special board meeting was held on 6/7/19 to provide an opportunity for board members to review the information in Tracker #2. DEO submitted the formal response to USDOL on 6/28/19.
- * **Compliance Review Follow-up:** Hillsborough County sent an email to DEO on 07/17/19 questioning the negotiation process. CSTB requested a meeting with CSPIN and Pinellas County on 7/26/19 to discuss the process. A DEO conference call was held on 7/29/19 with CEOs and Commissioners from CSPIN and CSTB to outline the process for responding to USDOL. DEO indicated that, as the recipient of WIOA funds, it will be taking the lead and will continue to partner with both CSPIN and CSTB. As a follow-up, Ken Lawson from DEO offered to host an in-person meeting to further reiterate the process for responding to DEO.
- * **DEO Review of Support Service Cards:** On 7/8/19, 2019, DEO conducted an impromptu, on-site review of the support service cards. There were no findings.

- ❖ Implement changes recommended through technical assistance provided by DOL, DEO, CSF and others.
- * **DEO Training:** Attended DEO on-site training between January 28 – February 1, 2019 for Pinellas and Hillsborough counties.
- * **Review all Desk Guides and SOPs:** Conducted an initial internal review of all desk guides and SOPs to ensure alignment with State and Federal guidelines.
- * **Review OJT Policy:** Reviewed and re-wrote internal processes for OJT to ensure that all components abide by the eligibility requirements set forth by DEO. Scheduled staff training to ensure full compliance (i.e. skills gaps assessments, determination/duration of OJT, defined employer role and more on-site review).
- * **Updated Desk Guides:** Revised internal policies and process to include placement, job orders, eligibility and work-based learning. The OSO is assisting in the review of desk guides and working with us to develop a Quality Plan to ensure a continuous process for reviewing and updating policies and procedures is in place.
- * **Staff Training:** Ensured staff participated in: DEO-sponsored training, including attending revised and updated policy and procedures training on 3/08/19, 4/15/19, 5/7/19, 5/20/19; DEO WP, RESEA and Vets training on 1/28-29/19; TAA Training on 2/27/19; DEO WIOA training 2/26-3/1/19; WIOA Training 03/20-3/22/19; DEO SNAP Training – 03/18-19/19; and DEO WTP Training – 3/26-27/19.
- * **Updated Supportive Services Policy:** Changed supportive services policy to ensure services offered were aligned with State and Federal policy. The implementation of changes will help ensure: 1) appropriate and comprehensive assessment of participants' needs prior to issuance of services; 2) removal of programmatic benchmark and incentives, except as required by specific grant; 3) reemphasized and established annual service caps; 4) realigned determination of eligibility to comply with of WIOA regulations; and 5) increased safe guards relating to support service cards.

Initiative: Endeavor to sell the Science Center

- ❖ Issue an RFP for realtor/broker services. Obtain a refinance letter.
- * **RFP Science Center:** Based on Board approval, an RFP was issued on 1/14/19 to solicit bids for real estate services. Five proposals were received on 1/31/19 and reviewed. The RFP recommendations were presented

- at the 2/16/19 board meeting.
- * **Refinance Letter:** On 1/31/19, obtained a written statement from the bank, elaborating on the option of refinancing.
 - * **Select a Realtor:** On 3/6/19, the Board selected Smith and Associates as the realtor. The Science Center was posted for sale on 3/8/2019.
 - * **Open House – Science Center:** On 3/14/, the first Open House was hosted at The Science Center.
 - * **Review Offers:** On 4/3/19, the Board was presented with and reviewed five purchase offers.
 - * **Selected an Offer:** On 4/3/19, the Board selected a proposal and approved entering into contract negotiations with the City of St. Petersburg, including approval for CEO and staff to negotiate a higher price and set firm deadlines.
 - * **Accepted an Offer:** On 4/30/2019, the Board approved the Letter of Intent from the City of St. Petersburg.
 - * **Finalized Offer:** On 6/5/2019, the Board approved the Agreement for Sale and Purchase of The Science Center, proposed by the City of St. Petersburg. This agreement was signed by the Board Chairman. Final contract with signature from City Administration was received on 6/17/19.
 - * **Inspection and Review Phase:** The City is beginning the process to conduct reviews and inspections.
- ❖ **Manage program during the process and realign programs after the sale of the Science Center i.e. observatory, programs, staff, iguana habitat.**
 - * **Realign Programs:** Conducted a review of programs that will need to be transitioned as part of the sale of The Science Center. These programs were presented at The Science Center Committee meeting on 2/28/19. An inventory of the CareerReady equipment and supplies has been completed. To ensure a smooth transition, State and Federal policy regarding transfer of equipment and supplies is under review.
 - * **CyberSecurity – STEIC:** STEIC was officially closed on 1/1/19. CSPIN worked closely with SPC and CIE to transfer the students from STEIC to SPC. CSPIN will continue to provide tuition support to ensure all enrolled students have the necessary resources to complete the program.
 - * **Science Center Items for Consideration:** There are several items that need to transition as part of the sale of The Science Center, including iguanas, marine life,

observatory, telescope, other animals, shells, rocks and Walk of States.

- * **Iguana:** On 3/20/19, the Board approved \$40,000 to transfer the iguana habitat. This decision was later tabled at the Board meeting of 7/17/2019. As a follow-up, CSPIN is meeting with Fish and Wildlife Commission to determine transfer protocol. Conversated with the local organization willing to provide continued care to the iguanas, if a suitable habitat can be sponsored through The Science Center.
 - * **Touch Tank and Marine Life:** The touch tank and marine life aquariums were approved to be transferred to Dan Calvo of Little Oceans at the 6/5/19 board meeting.
 - * **Meade Telescope:** The Meade telescope is being donated to the St. Petersburg Astronomy Club as approved at the 6/5/19 board meeting.
 - * **Other Animals:** Several other animals have been successfully adopted by members of the community. We are working to find a home for two cane frogs.
 - * **Shells:** The shells collection will be transferred to the St. Petersburg Shell Club, at their request.
 - * **Fossils and Skeletons:** Several fossils, including shark and sawfish jaws as well as skeletons were donated to Janine Cianciolo for the continuation of marine educational projects in the region.
 - * **Rock Collection:** The Geology lab, more commonly known as the “Rock Room”, displays a collection of crystals, geodes and metamorphic rocks, each with their own unique and distinctive features. CSPIN is working to identify an organization that can assist with identifying the value of the collection.
 - * **Walk of States:** The City of St. Petersburg will determine the future of the mosaic tile walkway made up of more than 50 sections, one section for each state in the United States.
-
- ❖ If the Science Center sells, provide stewardship of the funds as directed by the Board.
 - * **Stewardship:** CSPIN will provide stewardship of the proceeds as directed by the Board. The BOCC issued a letter date 06/21/19 requesting the proceeds be set as unrestricted funds.

- ❖ Conduct a study of the current one-stop locations, identify gaps, review lease commitments and make recommendations for future development.
- * **Satellite Career Resource Centers:** Conducted a study of current one-stop locations, working with staff and partners to identify gaps, review leases and make recommendations. To date, CSPIN is in discussion with SPC EPI & Tarpon, Service Source and Lealman Exchange. In addition, CSPIN is exploring a unique concept of “Point of Service” satellite services to take workforce services to the community. By utilizing community organizations’ existing computer labs, rather than buying more computers, POS satellites reduce overhead cost, avoid duplication, and provide more access points for customers in Pinellas County.

Board Comments on Legal Compliance Goal Achievement:

Ms. Karla Leavelle, Board Chair: This year has been a very difficult one with the DOL investigation. Ms. Brackney has kept the board abreast of all developments. Additionally, she has kept the Board updated on pending litigation with employees. To my recollection this was not done in the past. Additionally, she deserves credit for the smooth closure and potential sale of the Science Center.

Commissioner Pat Gerard: Jennifer has responded in a very professional manner to an abundance of monitoring visits and reports, as well as shepherding the sale of the Science Center and other issues.

Mr. Mike Meidel, Board Secretary: Sale of Science Center and termination or transfer of its programs appears to be going well. Point of Service satellite offices sound like a good idea – need to ensure adequate staff support and supervision moving forward. Identifying new Legal Counsel will be critical in the coming months. Appreciate the calm and professional response to DEO’s Tracker requests and during meetings with Hillsborough County and CSTB leadership.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Legal Compliance Goal Achievement:

By any measure, CSPIN has faced unprecedented review and scrutiny. During the past nine months, DEO, EEO and USDOL have conducted over six weeks of onsite programmatic and financial monitoring. Throughout all this, the CSPIN Leadership team has continued to shoulder the burden for reviewing and responding to past practices; endeavored to sell the Science Center and conducted a strategic review of full service and satellite offices creating a plan for more visible representation in the community.

The BOCC moved forward with the final approval of the LWDB Board Bylaws on 7/23/2019. In anticipation of the approval of the Bylaws, an Ad Hoc Counsel meeting was scheduled for 9/9/19 and Board Counsel RFP was drafted for review. I look forward to working with the Board and BOCC to ensure Board Counsel is in place to address any upcoming legal issues.

GOAL #3:

Strategic Planning:

Engage the board in strategic planning activities to develop organizational goals and create sector strategies for the next 1yr, 3yr and 5 yr.

Initiative: Engage the board in the process of strategic planning with a third party facilitator, by Q4, with the intent of:

- ❖ Leading the development of a strategic plan that focuses on the review of the organization’s vision, goals, sector strategies, locations, and training programs.
- * **Strategic Planning – Foundation Building:** Based on Board discussion, the strategic plan for this year is to focus on ensuring the organization has a strong foundation for moving forward. The strategic plan is to review, rebuild, reconnect, revitalize and rebrand



KL, PG
MM, RL



the organization.

- * **Sector Strategies Employer Partnership:** CSPIN sector focused career fairs strengthen its partnership with various workforce stakeholders by raising awareness of programs and services, promoting collaboration to develop a common regional vision, developing a better understanding the needs of local business and enhancing the workforce for emerging jobs.
- * **Local Targeted Occupations List (TOL):** Conducted a review of labor market information to identify the labor market needs of Florida’s business community and encourage job-training based on those needs, with emphasis on jobs that are both in high demand and high-skill/high-wage. The review was presented to the Board and approved on 6/6/19.
- * **Enterprise Florida (EFI) Snapshot:High-Tech & Manufacturing:** Participated in a panel discussion on 7/26/19 to highlight programs and services offered that assist with the hiring needs of business and how CSPIN facilitates the conversation related to workforce development and sector strategies in manufacturing.
- * **Board Strategic Planning:** Based on Board availability, a strategic planning meeting with a third party facilitator will be scheduled by Q4.

Board Comments on Strategic Planning Goal Achievement:

Ms. Karla Leavelle, Board Chair: Ms. Brackney’s has endeavored to follow the board’s lead in the area of strategic initiatives, which is to be focused on the short term turn around issues. As stated in her self-assessment a strategic plan meeting will be held Q4. Given that she has done what was expected so far in her year contract I’ve only rated her meets expectations. I am confident if I were to review this at end of Q4 she would exceed expectations.

Commissioner Pat Gerard: N/A

Mr. Mike Meidel, Board Secretary: Jennifer did a good job preparing the PowerPoint and presentation to the board at the beginning of her contract period and laying the foundation for our overall strategic vision. Board engagement on strategic issues has been limited since that time, due to having to deal with day to day tactical issues. I look forward to more in-depth board engagement at the future planning meeting.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Strategic Planning Goal Achievement:

CSPIN has been in a reactive mode focused on dealing with the immediate issues at hand and responding to past practices. However, great strides have been made in developing a foundation for overall strategic vision. As we move in to Q4 2019, I look forward to engaging the Board in strategic planning activities to review and align organizational goals and continue to focus on sector strategies.

GOAL #4:

Governance:

Works effectively with the Board, its officers and committees to define their roles and responsibilities. Works

Initiative: Facilitate the board and ad hoc committees to bring closure to the action initiated by the Board and/or Board of County Commissioners.

❖ Provides suitable and timely information to the board about key issues for discussion, analysis and decision making that allows the board to set the agenda and focus at meetings.

KL, PG

MM, RL



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.

- * **Governance Structure:** As of 9/1/18, CSPIN and CSTB transitioned from a shared services model to a non-shared services model.
- * **Governance Model Consultant:** Provided the necessary support for the BOCC consultant to conduct a review of the current organizational structure and governance model for CSPIN.
- * **Board Meetings and Committees:** Supported the Board chair and committee chairs to set the agenda and hold 36 board-related meetings, including 27 committee meetings and 9 Board meetings (*one Board and/or board-related meeting a week for nine months*).
- * **LWDB Area Designation and Board Composition:** Provided pertinent information needed for the Board to review and approve the LWDB 14 Area Designation and Board compensation on 2/6/19. The LWDB Area Designation was approved by the BOCC on 3/12/19.
- * **Ethics and Transparency Policy:** The updated Ethics and Transparency Policy was presented and approved by the Board of Directors on 10/31/2018.
- * **Related Party Contracts:** The related party contracts were prepared and approved by the Board on 6/5/19. All members who were affiliated with a contracting company declared a conflict of interest and completed the necessary documents and abstained from voting.

- ❖ Review and update the Interlocal Agreement
 - * **Interlocal Agreement:** At Pinellas County's request, an Ad Hoc Committee was formed to review the Interlocal Agreement and the By-Laws for LWDB 14. The Ad Hoc Committee accepted the modified Interlocal Agreement on 01/11/2019. During the Board meeting on 02/06/19, a new Interlocal Agreement was approved between the LWDB and the CLEO-Pinellas County. This agreement establishes CSPIN as the fiscal agent, administrative entity and direct service provider. The new Interlocal also specifies the LWDB must submit for approval to the County an annual budget for the allocation and expenditures of all funds. The Interlocal Agreement was approved by the BOCC on 3/12/19.

- ❖ Review and update the Bylaws
 - * **Bylaws:** Presented the "draft" Bylaws at the Board meeting on 2/6/19 and the Board approved. The Bylaws were presented to the BCC on 3/12/19. The BOCC denied the Bylaws and requested modifications. The modifications were related to the CEO/Counsel ad

hoc committee structure and duties. The revised Bylaws were presented and approved by the LWDB on 06/05/19 and presented for approval at the BOCC meeting on 7/23/19. The BOCC made additional changes to the Bylaws, requiring their approval for the selection of the CEO and the Legal Counsel. The BOCC revised bylaws were approved on 7/23/19.

- ❖ Review the board member application process with BOCC, including the process for taking a more active role in the selection of board members.
- * **Board Recruitment:** Board recruitment and membership application is handled through the Pinellas County online portal and by Pinellas County staff. Representatives of Business must be recommended by a Chamber or other Business Organization.
- * **Board Reappointments:** The BOCC appoints all board members and is also in charge of any reappointments or removals. Pinellas County staff are charged to notify Board Members of term expirations and provide re-applications channels. (BOCC Approved – 11/20/18, 04/28/19, 06/18/19 and 7/23/19)
- * **Board Composition:** The most recent bylaws increased the number of Board Members to 33, while maintaining the balance in representation.
- ❖ Establish an ad hoc committee to review and update board policy manual (last updated in 2010).
- * **Board Policy Manual:** Strides have been made with updating board policy throughout the past nine months. The Compensation Committee will take on the task of updating the policy/employee handbook by Q3.

Board Comments on Governance Goal Achievement:

Ms. Karla Leavelle, Board Chair: Ms. Brackney has been able to balance the needs of the CSPIN board, BCC, and FL DEO.

Commissioner Pat Gerard: The Board is functioning very effectively with the changes and is much more engaged than in the past.

Mr. Mike Meidel, Board Secretary: Jennifer very professionally guided the separation of the shared services arrangement into two separate organizations. She also oversaw the onboarding of a significant number of new directors totaling over 60% of the full board. I'm not familiar with the Board Policy Manual or the formation of an ad hoc committee to review it. This should be a priority in the coming months.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Governance Goal Achievement:

It has been my pleasure to work with the Board, the officers and committees to fulfill its governance obligations while balancing the needs of the Board of County Commissioners, Department of Economic Opportunity and CareerSource Florida.

Initiative: Present pertinent program and organizational information on a regular basis to the Board, BOCC and other stakeholders.

- ❖ Present semi-annual monitoring reports by One-Stop Operator
- * **Monitoring:** The first programmatic quality assurance review was conducted by the One-Stop Operator, reviewing a total of 175 files. As a follow-up, CSPIN provided a response to the OSO. It was determined that the OSO's assistance in reviewing desk guides would be helpful for future monitoring efforts. The OSO presented a general report at the One-Stop Committee meeting on 5/22/19.

**GOAL #5:
Accountability and
Transparency:**

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.

- ❖ Provide regular program performance updates to the Board and BOCC.
- * **BOCC Status Update Presentation – 3/12/19:** Presented a status update and provided more detailed information regarding the LWDB area designation.
- * **BOCC Annual Budget Presentation – 6/17/19:** Submitted a detailed transmittal letter detailing the approved CSPIN Budget to the County Administrator on 06/06/19. On 6/17/19, along with the CFO, presented the Annual Budget for the fiscal year 2019-2020 at the BOCC meeting.
- * **BOCC Meeting – July 23, 2019:** Attended; Mike Meidel presented information regarding Bylaw revisions and a board nominee.
- ❖ Schedule an annual DEO program performance presentation to the Board.
- * **Performance Review Presentation by DEO:** DEO presented a performance review at the 03/29/19 Board meeting.
- ❖ Provide an annual audit and audit presentation to the Board.
- * **Audit Presentation:** The agreed upon procedures and engagement letter for the annual audit and the 401K audit were approved at the 7/16/19 Audit Committee and approved at the 7/17/19 Board meeting.
- ❖ Understand the organization's liabilities and manage internal control procedures through the annual review and presentation of the Internal Controls Questionnaire (ICQ).
- * **Internal Control Questionnaire (ICQ):** Reviewed and

KL, PG

MM, RL



completed the ICQ. The ICQ is a self-assessment tool used for evaluating internal controls. The ICQ will be re-evaluated during Q3 of 2019. It will also be reviewed as a component of the AUP.

- ❖ Provide quarterly financial updates.
- * **Financial Updates:** Provided detailed monthly financial updates at the Finance Committee and the Board of Directors meetings and provided quarterly financial updates to the BOCC.

Board Comments on Accountability and Transparency Goal Achievement:

Ms. Karla Leavelle, Board Chair: It’s amazing Ms. Brackney gets anything accomplished given the number of board and board related meetings she facilitates. She is tireless in her attempts and desire to keep all stakeholders informed.

Commissioner Pat Gerard: The BOCC is very happy with the level of transparency and willingness of the CEO to attend BOCC meetings and answer questions.

Mr. Mike Meidel, Board Secretary: Results of the One Stop Operator semi-annual monitoring report and the Internal Control Questionnaire should be presented in an abbreviated form to the full Board of Directors, highlighting any findings or recommendations. Full findings should be presented to the One Stop Committee and/or the Finance Committee. I appreciate the way Jennifer reached out to the BCC Agenda Clerk to initiate and ensure quarterly budget reports to the County Commission as required in the Interlocal Agreement.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Accountability and Transparency Goal Achievement:

As CEO, I have been steadfast in my commitment to promote accountability and transparency by ensuring that 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. I look forward to continuing on this path and working with the entire CSPIN team to move this organization to the next level.

**GOAL #6:
Workforce
Development
Performance and
Programs:**

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

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.

- ❖ Promote sector strategy initiatives in health care, manufacturing, financial and professional services, IT and construction.
- * **CareerReady IT Grant Extension:** Received an extension to continue to provide IT program support through 9/30/19.
- * **Apprenticeship:** Received a \$100,000 grant from CFS for Workforce Apprenticeship to expand apprenticeships.
- * **Soft Skills Partnership:** Received a \$100,000 grant from CSF for soft skill development in partnership with PERC and Goodwill.
- * **YouthBuild 2019:** Received a \$1.1M grant from USDOL

KL, PG

MM, RL



meet employers' needs.

- to provide construction and education training to 70 youth ages 16-26.
- * **Florida Workforce Strategy Summit:** CSPIN was one of seven local workforce areas participating in the FWSS. The summit was hosted by Lockheed Martin and CSF on 07/15/19 to promote long term strategies for employer growth in manufacturing and aerospace sector.
- ❖ Provide WIOA Indicators Performance updates on a quarterly basis for PY'19.
- * **Performance Review Presentation by the CEO:** Presented a three-year comparison review of WIOA Indicators and overall program performance to the Board of Directors on 3/26/19.
- * **WIOA Performance Indicator Reports:** Provided detailed program performance reports at the regularly scheduled Board and One-Stop Committee meetings. There are 14 Primary Performance Indicators with Measurable Skills Gains not reported to date. Based on the most recent reporting from DEO, CareerSource Pinellas is exceeding 12 indicators (over 100% of goal) through Quarter 3 PY'2018-2019. There are two indicators falling in the 90-100% range goal.
- ❖ Provide Monthly Management Report (MMR) updates on a quarterly basis.
- * **MMR Report:** Provided a detailed Monthly Management Report (MMR) update on a quarterly basis. The MMR Report tracks overall performance for WT, SNAP, WIOA and WP and compares that data to the State. CSPIN is analyzing performance for the past three years and comparing it with current performance in order to establish a benchmark for determining a baseline for program performance.
- ❖ 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.
- * **Professional Networking:** Over 500 professional level job seekers attended the Professional Networking Group since November 2018. This group meets weekly to promote networking and connect professional job seekers with employers. These events have been so successful that a Career Networking Group (CNG) has been started for general employment job seekers.
- * **Career Fair:** Hosted seven Career Fairs at the EPI Center

with over 150 employers and over 900 job seekers in attendance. Career Fairs: 10/27/18 Manufacturing at the Science Center – 20 employers/135 job seekers; 11/7/19 Veterans/General – 21 employers/137 job seekers; 1/31/19 Professional – 22 employers/107 job seekers; 3/28/19 General – 52 employers/277 job seekers; 4/19 – SPC Intern Expo Event; 5/30/19 HealthCare -24 employers/111 job seekers; 06/27/19 IT – 11 employers/100 job seekers; and 07/23/19 Professional – 5 employers/106 job seekers.

- * **In-House Recruitment (IHR):** Hosted weekly specialized recruitment events at two locations with over 100 local employers and 1,084 applicants in attendance.

- ❖ Provide regular business services reports i.e. RESEA performance, Career Fairs, networking groups, WIOA programs (EWT, OJT, PWE, WARN, REACT)
- * **Regular Business Service Reports:** Provided updated business services performance reports at the Workforce Solutions Committee meetings.
- * **On-the-Job Training (OJT):** Provided on-the-job training to 39 trainees with 21 employers with an average wage at placement of \$17.95.
- * **Employed Worker Training:** Coordinated with eight employers to offer training to 331 employees designed to improve workforce availability and skills to support the identified sector strategies and to promote business retention in the region.
- * **Reemployment Services and Eligibility Assessment (RESEA):** Served a total of 1,124 dislocated workers by offering orientation, employability workshops and connecting to job opportunities. Maintained a 70% show rate, one of the highest in the State.
- * **Workshops:** Hosted over 1,000 weekly workshops to assist with career development and employability for almost 8,000 individuals. Customer service responses from attendees show a 97% satisfaction rate.

- ❖ Transition CareerReady training programs from the Science Center to training providers.
- * **CareerReady Programs IT:** The IT programs of SQL, Linux, JAVA, IOS, Python and CNNA have successfully transitioned to SPC. CSPIN is assisting with recruitment and sponsoring tuition for eligible students.
- * **CareerReady Programs – Soldering:** In an effort to ensure the integrity of the program continues to align with the mission of the training programs, CSPIN is

- fostering a strategic partnership with several local employers, TBP, SPC and PTC to determine the best plan for moving this program forward.
- * **CareerReady Programs – Mechatronics, 3D and Machine Maintenance:** CSPIN is fostering a strategic partnership with several local employers, TBP, local community programs and educational institutions to determine the best plan for moving this program forward.
- * **CareerReady Construction:** The construction program has been transitioned to operate as part of the YouthBuild program.
- ❖ Negotiate annual, local performance goals with DEO.
- * **Performance Negotiations:** Successfully negotiated the DEO Performance measures for PY'2019-2020.

Board Comments on Workforce Development Performance and Programs Goal Achievement:

Ms. Karla Leavelle, Board Chair: It would appear that Ms. Brackney has exceeded the goal outlined. A future goal would include more information coming to the board on these programs and how the programs tie to the needs of employers.

Commissioner Pat Gerard: Meeting objectives, increasing visibility and improving relationships in the community.

Mr. Mike Meidel, Board Secretary: Applaud the increased number of Career Fairs and better attendance, also the ongoing success of the Professional Networking Group and adaptation of the program for all career seekers. The Industry Services team still has a lot of work to do to heal old wounds and misunderstandings. Further intensive direct outreach to individual employers and industry associations will be needed. A well-defined strategic plan and a rebranding effort will be helpful in this process.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Workforce Development Performance and Programs Goal Achievement:

I appreciate the feedback. The CSPIN team will work together to provide additional programming information to the Board. As CSPIN reaches out to the community, it is important for board members to fully engage in the process of supporting the positive revitalization of relationships and rebranding efforts. It is important for all of us to remember, the future of this organization is in the hands of this collective body, not one individual.

**GOAL #7:
Key Relationships and Partnerships:**

Identifies key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these.

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.

- ❖ Review and update MOUs and IFAs by Q2 to ensure activities with key community partners fully leverage resources and linkages i.e. Saint Petersburg College, PTC, Pinellas Opportunities Council, Goodwill, and others.
- * **MOU/IFA for Required Partners:** Reviewed and revised the MOU/IFA template. Will meet with required partners to re-negotiate and update MOUs and IFAs by Q4 2019.
- ❖ Explore and make recommendations for the

KL, PG

MM, RL



- development of MOUs with new partners (i.e. Service Source and HEP).
- * **Homeless Empowerment Program (HEP):** Fostered a collaborative working relationship with HEP to better leverage resources and linkages.
 - * **Service Source:** Identifying partnership opportunities with Service Source, including creation of a veteran-focused career fair.
 - * **Lealman Exchange:** Fostered a collaborative working relationship with the City of Saint Petersburg and the Lealman Exchange to conduct an asset map for the Lealman area in order to determine the appropriate mix of workforce programs and services.
 - * **SPC – Workforce Institute:** Currently, negotiating with SPC to create enhanced, integrated satellite office at the EPI Center.
 - * **SPC – Tarpon Springs:** Negotiating with SPC to integrate workforce services at the Tarpon Springs campus.
 - * **Pinellas Technical College – Clearview Campus:** Fostered collaborative working relationships to create an enhanced, integrated satellite office with a focus on youth and youth services.
 - ❖ Create a marketing plan and strategy, including marketing, website, success stories and employer highlights.
 - * **Develop a Marketing Plan:** Created a comprehensive marketing plan to provide opportunity for rebranding the CSPIN image and revitalizing relationships with employers and the community. Worked with Moore Communications to provide enhanced online marketing.
 - * **Launch Website:** Finalized the transition of the new CSPIN website. The website design aligns with other local workforce areas. The website launched on 5/30/19.
 - * **Pinellas Pinnacle Newsletter.** Published the weekly newsletter highlighting positive, news-worthy stories to spotlight successful workforce, employer and individual initiatives.
 - * **Chairman’s Report:** Published the Chairman’s report highlighting workforce trends, labor market information, news-worthy stories and successful employer and individual initiatives.
 - ❖ Reach out to key local employers to rebuild relationships, i.e. Pinellas County Sheriff, Jabil, others.
 - * **Sheriff’s Office:** Pinellas County Sheriff’s office

- participated in four career fair events in 2019.
- * **Jabil:** Revitalized the relationship with Jabil through various outreach efforts. Jabil participated in two career fairs in 2019. Additionally, they are working with us to identify specialized recruitment needs and potential sector-focused training.
 - * **Lockheed Martin:** Fostered a collaborative working relationship to identify touch-labor recruitment strategies. Mobilized a team that includes manufacturing employers, education and workforce development to address the training needs related to soldering and cabling.
 - * **Local Employers:** Renewed relationships with over 300 local employers. Over 200 employers participated in the career fairs or IHRs. In 2019, there were 4,166 posted job orders.
- ❖ Establish, maintain and enhance partnership activities through quarterly partner meetings and online customer service training provided by the One-Stop Operator.
- * **OSO Staff Training Online:** Dynamic Workforce Solutions offered online extreme customer service training in December 2019. All CSPIN employees completed the training.
 - * **OSO Train the Trainer:** Dynamic Workforce Solutions offered customer service training for managers and select front-line employees on 1/11/2019.
 - * **OSO Quarterly Partner Meeting:** Held the first OSO Partner meeting on 2/21/19. A subsequent partner meeting was held in 05/22/19. The purpose of these meetings was to bring together partners to provide more integrated, focused services to the Career Resource Centers. Bi-weekly update meetings are held with the OSO.
- ❖ Establish, maintain and enhance partnership activities.
- * **Feeding Tampa Bay 12/11/18:** Participated in a mobile food drive hosted through Feeding Tampa Bay.
 - * **Community Based Initiative – 01/29/19:** Hosted a partner meeting with CBO and FBO to promote partnership opportunities.
 - * **Pinellas Technical College Panel – 2/18/19:** Discussed the importance of certifications, challenges facing the workforce and necessary education for growing industries.
 - * **Summer Accelerated Learning – 2/2019:** Partnered

- with Pinellas Education Foundation to support summer internships opportunities for high school students.
- * **Early Learning Coalition Summit – 2/18/19:** 25 center directors gathered to discuss the urgent need for daycare center staff, resulting in a new referral system to CareerSource Pinellas and its weekly onsite recruitment efforts.
 - * **Faith Based Organizations – 2/19/19:** 39 local FBOs and employers united to discuss foster care and adoption awareness in hopes to better serve youth with barriers through avenues such as STEM TEC and YouthBuild.
 - * **Department of Juvenile Justice – 2/22/19:** Met with DJJ to discuss expanding meaningful opportunities for at-risk youth that will encourage them to explore modern career goals, such as learning software developer coding skills through CSPIN-sponsored IT training programs.
 - * **SPC Internship EXPO – 4/2/19:** Partnered with SPC to support internship opportunities for students.
 - * **Skanska Construction Workforce Fair – 4/17/19:** Partner with Skanska to support construction workforce development.
 - * **Pinellas County Veterans Coalition – 5/1/2019:** Partnered to provide more enhanced services to veterans.
 - * **Pinellas County Schools – 5/23/19:** Partnered with PCS to promote STEM education. Students and teachers presented their projects to the One-Stop Committee.
 - * **Employ Florida Orientation – 5/30/19:** Partner event to promote the site and increase usability for CBO/FBO staff members.
 - * **43rd Annual Veterans Conference – 6/7/19:** CSPIN veterans services program team members presented at the conference.
- ❖ Participate in partnership/sponsorship opportunities with local chambers and EDC i.e. EDC of Pinellas, EDC of Greater St. Petersburg, and local chambers.
 - * **Employer-Related Partners:** Finalized partnership agreements with St. Petersburg Area EDC, Upper Tampa Bay Chamber and Recruiting Networking Group to promote business outreach, networking and marketing activities.
 - * **Upper Tampa Bay Chamber:** Met with the economic development team to discuss industry sector developments.

- * **Pinellas Workforce Leadership Committee:** Participate in meetings and presented at the February PWL Committee meeting.
- ❖ Partner with the Tampa Bay Partnership to help better understand the work they are doing and to continue the conversation regarding regional workforce opportunities.
- * **Tampa Bay Partnership:** Joined the Tampa Bay Partnership on 1/24/19 to review present and future workforce needs in the Tampa Bay region. Reviewed the regional competitiveness report. Participated in several stakeholder roundtable meetings.
- ❖ Partner with local, state and federal to build relationships.
- * **NAWB:** Attended the National Association of Workforce Boards Forum from 3/23-26/19.
- * **FWDA:** Attended the CSF/DEO Directors meetings – 2/11-13/19.
- * **FWDA:** Hosted the Directors meeting in Pinellas County on 6/23-24/19 and again on 8/25-26/19
- * **LWDB Management Meetings:** Attended the monthly LWDB Management Meetings hosted by DEO.
- * **Tampa Bay Business Journal:** Participated in industry roundtable discussions.

Board Comments on Key Relationships and Partnerships Goal Achievement:

Ms. Karla Leavelle, Board Chair: N/A

Commissioner Gerard: N/A

Mr. Mike Meidel, Board Secretary: Good to have a new marketing person on staff with CSPIN. Already seeing more items in emails and social media. Important to keep up a steady flow of success stories to let employers know they are missing out if they haven't given CSPIN another try. Industry Services team needs to continue to reach out the individual employers to create those success stories. Important to continue to connect with Tampa Bay Partnership's Talent Pipeline program, as local manufacturers are focusing on identifying key skills that we'll need to connect to training providers.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Key Relationships and Partnerships Goal Achievement:

I have been amazed at the outpouring of support offered by employers, partners, job seekers and the community. The opportunity to highlight success stories and good news has been supported through the Pinellas Pinnacle, Chairman's report and our online presence.

GOAL #8:

Organizational Leadership:

Effectively manages continuity, change and transition as CSPIN separates from CSTB.

Initiative: Ensure that procedures and organizational culture reflect integrity and transparency. Lead staff in maintaining a climate of excellence, accountability and respect.

- ❖ Fully staff the organization, including the management team by Q2.
- * **Staffing Plan:** Interviewed, hired and developed a fully functioning leadership team, including a CFO, HR

KL, PG,
MM

RL



Deals effectively with demanding situations and designs and implements effective interventions.

Establishes and leads an effective management team.

Business Partner and three Directors (*Strategic Partnerships, Workforce Operations, and Workforce Programs*). The staffing plan for the organization was fully implemented as of 2/19/2019.

- * **Finance Team:** Bridged the gap from a shared services model to non-shared services with a finance consultant. Hired and established a finance team of three, including a CFO, Finance Specialist II and Finance Technician I.
- * **Human Resource Team:** Bridged the gap from a shared services model to non-shared services with a HR consultant. Hired an HR Business Partner.
- * **Town Hall Meetings – 05/17/19 and 6/14/19:** Held Town Hall Meeting with all employees for the purpose of providing a venue for enhanced communication regarding important issues impacting CSPIN and to offer a platform for employees to voice concerns and/or ask questions. The Town Hall meeting format was very well received by staff. Quarterly Town Hall meetings are planned to continue momentum – 09/20/19 and 12/20/19.
- * **Employee Action Group:** Formed an employee group to solicit feedback, make suggestions and to assist in communication throughout the organization.
- * **HR Happenings:** Created a bi-weekly HR newsletter to provide regular, consistent communication to all employees. Current and past newsletters are stored on the intranet for future reference.
- * **Wellness Initiative:** Worked with Cigna to provide sponsorship resources to host wellness initiative in Q3 2019 in an effort to promote employee health and well-being.
- ❖ **Begin the development of a succession plan for the organization by Q4.**
- * **Succession Plan and Talent Management:** Conducted a comprehensive review of the staffing plan, identifying gaps and skills needed for full implementation. Created a strategic staffing plan. Recruited talent from external sources and identified, transitioned, developed and promoted talent from within to ensure the availability of an experienced and capable workforce as the organization moves forward.
- ❖ **Implement an annual employee engagement survey which will become the benchmark for appropriate organizational changes and activities.**
- * **Employee Engagement Survey:** Selected People Element to design and conduct a confidential Employee

Engagement Survey. The survey is board-led to better understand the collective voice of our workforce. The results of this employee survey were presented to the Board on 6/5/19. 90 percent of employees participated in the survey. As a result of the survey, leadership is focused on addressing the following areas: **salary, benefits, communication and staff training.**

- ❖ Conduct a review of compensation, health benefits and stipends by Q2.
- * **Benefits Review:** Reviewed the current benefits plan and structure with Hub International.
- * **Compensation Review:** Conducted a full compensation review. The results of this compensation review were presented to and approved by the board of 6/5/19. The new job title family structure and aligning pay scales titles were implemented within the organization on 07/01/19.
- * **Job Title Family Structure and Cross Training:** New job title families allow for employees to cover job duties in more than one area of expertise. Cross training will be provided in Q3 and Q4 2019 for an enhanced employee and customer experience.
- * **Job Descriptions:** As part of the comprehensive compensation review, job descriptions will be updated to more accurately reflect job duties and responsibilities by Q3 2019.

- ❖ Develop performance goals for each employee. Align annual performance evaluations with program year and determine merit/evaluation stipend impact by Q2.
- * **Mid-Year Performance Evaluations:** Aligned evaluation timeframe with the program year. Finalizing annual performance evaluations for the remainder of PY'19. The BOD approved to transition staff performance evaluation stipend to a program year basis. As part of this change, the BOD approved a mid-year stipend to be allowed for the six-month period from January 2019-June 2019, permitting for a maximum of 2.5% of an employee's base salary to be earned.
- * **Performance Evaluations:** Conducted mid-year evaluations for all employees.
- * **Performance Goals:** Currently, developing and finalizing performance goals for PY'2019-2020. Goals are due by 8/30/19.
- ❖ Review current programs, SOPs and Desk Guides to ensure alignment with guidance from DOL, DEO and

- CSF by Q4.
- * Designated a quality review team consisting of CSPIN employees to develop a Quality Plan to review new policy and guidance issued by DOL, DEO or CSF ensuring that desk guides, policies and staff training are updated accordingly.

Board Comments on Organizational Leadership Goal Achievement:

Ms. Karla Leavelle, Board Chair: On the people issues of the organization, Ms. Brackney has accomplished much in a very short period of time. The employee survey was significant to benchmark the pulse of the employees. The town hall meetings serve as a wonderful communication vehicle to all staff. Aligning the performance review period with the program year was long overdue. The compensation review and market adjustments of salaries is a first step in addressing issues from the employee survey.

Commissioner Pat Gerard: It would not be unusual for a new CEO to get a negative reception from staff, especially when changes in salary structure and job duties were necessary, however staff seems quite supportive of Jennifer and she has focused on making positive and fair changes in the work environment.

Mr. Mike Meidel, Board Secretary: Great job handling the complex transition from shared services to two entirely separate organizations. Hired excellent new CFO and rebuilt the Finance team from nothing. Reached out to employees for input and began addressing the identified issues. Good job forming a “quality review team.” Their work in updating the SOPs and Desk Guides will be critical to an appropriate and acceptable response to the DOL findings.

Mr. Russell Leggette, Board Member: N/A

CEO Comments on Organizational Leadership Goal Achievement:

The workforce professionals at CSPIN have been incredibly committed and focused on continuing to maintain programs and services during these challenging times. CSPIN has had the opportunity to grow our workforce from within, promoting two directors and expanding the leadership team from two to four. The Leadership team includes a CFO, Director of Workforce Operations, Director of Workforce Programs and a Director of Strategic Initiatives. We look forward to working with the entire CSPIN team to improve customer services, find ways to better connect talent and employers, and enhance the overall experience for those we serve. We are also committed to building an organizational culture that is focused on the success of our employees. The Town Hall meetings and Employee Engagement Survey provided an opportunity to listen to the collective and individual voice of our workforce. As a result of these initiatives, the four areas of focus included a comprehensive compensation analysis, a review of health and wellness benefits, improved communication and ongoing professional development.

Other Comments:

Ms. Karla Leavelle, Board Chair: N/A

Commissioner Pat Gerard: I would like to see us renew Ms. Brackney’s contract and make it of a longer duration.

Mr. Mike Meidel, Board Secretary: Jennifer has seen us through a very turbulent time in our organization. She is growing in knowledge and experience daily and I have no doubt will exceed our expectations in the future. She should make every effort to encourage and empower the key members of her team and create an environment that moves from one of extreme stress to one of pride in the organization and their individual roles within the larger team.

Mr. Russell Leggette, Board Member: N/A

CEO Comments:

It has been my pleasure to serve in the capacity of CEO for the past nine months. I appreciate the support, commitment and expertise that each of the board members bring to the organization. I am thankful to have such a wonderful team of workforce professionals that are committed to improving customer service and working to make this organization better.

Action and Approvals

Performance appraisal reviewed by Board of Directors on:	
Authorized Board Member Signature and Date:	
CEO Signature and Date:	