



# Board Member

# Manual

# TABLE OF CONTENTS

Message from Board Chair.....	3
Our Brand Journey .....	4
Mission, Vision and Values .....	4
Tagline, Pillars, Brand Promise, and Elevator Speech .....	5
Workforce Overview.....	6
National Level Workforce .....	6
History .....	6
National Level .....	7
Workforce Boards: Leading the Way in Workforce Development .....	8
State Level Workforce Overview.....	9
CareerSource Florida.....	9
Department of Economic Opportunity.....	10
Lines of Business .....	11
Business Services.....	11
Wagner-Peyser .....	12
Migrant Seasonal Farm Worker (MSFW) .....	14
Disability Program Navigator (DPN) & Ticket to Work (TTW) .....	15
Workforce Innovation and Opportunity Act (WIOA).....	15
Trade Adjustment Assistance (TAA).....	19
Welfare Transition Program (WT) .....	20
Supplemental Nutrition Assistance Program (SNAP) .....	21
Special Programs .....	21
CSTB Facilities Overview.....	22
CareerSource Tampa Bay Board Governance.....	23
Board Structure .....	23
Board Committees Overview .....	24
Strategic Goals.....	25
Roles and Responsibilities.....	26
Leadership, Governance, and Oversight.....	26
Board Terms/Participation.....	26
Qualifications.....	27
Board Governing Style .....	28
Board Engagement Expectations.....	29
Board Member Attendance.....	30
Board Training and Travel.....	31
Sunshine Laws, Public Comment, and Public Records.....	32
Sunshine Laws.....	32
Public Comment.....	33
Public Records.....	33
Conflict of Interest Policy .....	35
Whistleblower Policy.....	38
Improper Gifts .....	40
Compliance .....	41
Self-Assessment .....	42
Measures of Success.....	43
Bylaws .....	44
Workforce Acronyms.....	59
 ACKNOWLEDGEMENT .....	 58

## Message from the Board Chair

Welcome to CareerSource Tampa Bay Board of Directors!

This is an exciting time for our organization and we welcome your leadership and industry expertise and your willingness to serve. Every member of CareerSource Tampa Bay's Board of Directors plays a critically important role in the success of the organization. This governing board draws its strength and authority from its members. This Board cannot effectively oversee the planning, performance, and evaluation of complex workforce development systems without members who are knowledgeable, committed, and fully engaged.

We strongly believe that having a well-informed and educated Board is the first step to ensuring productive engagement and achieving organizational excellence. This Board Member Manual has been designed to provide you with relevant background information on the workforce system and an in-depth overview of CareerSource Tampa Bay. During your orientation process, we encourage you to reach out to me or the agency's President & CEO with any questions or if you require additional information.

Welcome aboard and thank you in advance for your service.

Sincerely,

Sean Butler  
Board Chair

## Our Brand Journey

Florida's workforce system operates under a unified brand and logo. The master brand, CareerSource Florida, refers to the statewide workforce system as a whole. CareerSource Florida is also the brand name for the state workforce investment board (formerly known as Workforce Florida, Inc.) that sets policy and oversees the 24 Local Workforce Development Boards. There are 24 sub-brands that refer to the 24 Local Workforce Development Boards throughout the state that design and deliver workforce services regionally. Workforce services in Region 15 - Hillsborough County - are delivered by Tampa Bay WorkForce Alliance d/b/a CareerSource Tampa Bay.

## Mission

**CareerSource Tampa Bay connects employers with qualified, skilled talent and Hillsborough County residents with employment and career development opportunities to achieve economic prosperity.**

## Vision

CareerSource Tampa Bay will deliver workforce development service through integrated, job-driven system that links diverse talent to business. These workforce development services will support development of strong, vibrant location and regional economies where business thrive and people want to live and work.

## Values

**VALUES are the unswerving core beliefs** and foundation of the system. These values express the things about the Florida Workforce System brand that won't change over time; they are the bedrock and are embraced by the entire system and everyone doing business with it.

- **Business-Driven:** We believe Florida employers – the state's job creators – are essential to our overall success in providing effective, market-relevant workforce solutions that drive economic growth and sustainability.
- **Continuous Improvement:** Driven by our commitment to excellence, we respond to changing market dynamics. We continually strive to improve our performance to better anticipate and address the talent needs of employers and the employment and skills needs of job seekers and workers. We identify, measure and replicate success.
- **Integrity:** We fulfill our mission with honesty and accountability and strive in every decision and action to earn and protect the public trust.
- **Purpose-Driven:** Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.

- **Talent Focus:** We believe in the power of talent to advance every enterprise and open the door to life-enhancing economic opportunities for individuals, businesses and communities. Our commitment is to make talent Florida’s key competitive asset.

## Tagline

**“Solutions that work for you.”**

## Pillars

**Collaborate. Innovate. Lead.**

These are the pillars of the CareerSource Florida statewide workforce system. They represent the cornerstone of our past achievements as a national model for workforce development and reflect our commitment today and in the future to serving Florida employers, job seekers and workers.

## Brand Promise (to customers)

Florida's workforce system promises a dedicated team of professionals who possess an understanding of your needs. Uniquely positioned, we offer assets, expertise and effective partnerships to deliver seamless and efficient services, demonstrate our value to all customers through results; and drive economic priorities through talent development.

## Elevator Speech

We find people jobs! We connect people to careers and find talent for employers. We also offer training opportunities through occupational skills training, Registered Apprenticeships and CareerREADY programs.

## Workforce Overview

### National Level Workforce

#### History

Workforce Investment Boards were preceded by *Private Industry Councils* (PICs) which had a narrower function than the Workforce Investment Boards. PICs were first created in 1978 under the Private Sector Initiative Program to increase private sector involvement in federal job training programs. Four years later, they became the key local governing bodies under the *Job Training Partnership Act of 1982*.

Later legislation relating to the training and placement of welfare recipients, federal funding of vocational education and programs for dislocated workers invested PICs with additional oversight responsibilities. In 1998 the entire federal approach to workforce development was reformed under the *Workforce Investment Act*. In the process PICs were eliminated and Workforce Investment Boards were created.

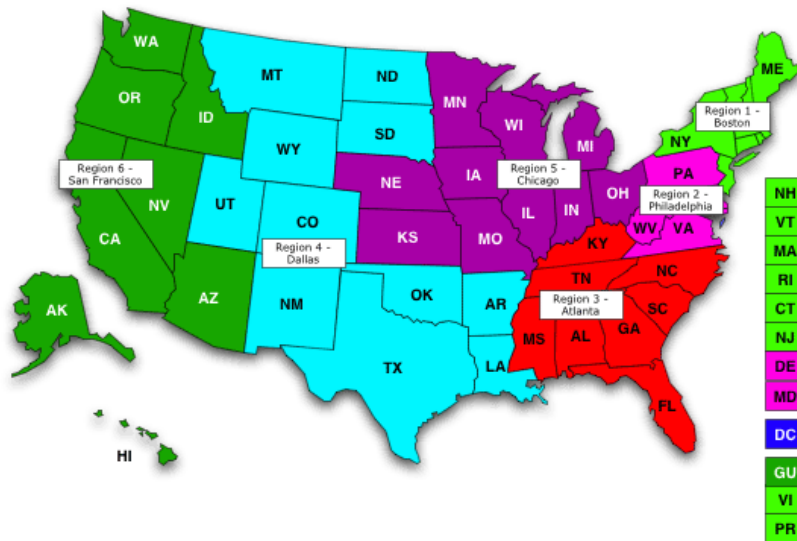
Between 1998 and 2014, the public workforce system, authorized under the *Workforce Investment Act of 1998* (WIA), made important achievements in helping job candidates acquire the skills and credentials needed for gaining jobs and matching employers with qualified workers. On July 22, 2014, the *Workforce Investment and Opportunity Act* (WIOA) was signed into law. WIOA is designed to strengthen and improve our nation's public workforce system to help workers acquire the skills employers need and help employers access the talent pool they need to compete in the global economy.

The new legislation provisions were designed to help workers, including those with barriers to employment, access employment, education, job-driven training, and support services; enhance coordination; streamline service delivery; and increase flexibility for governance; improve services to employers and align programs across common goals and increase accountability and transparency.

WIOA provisions also emphasize quality training that leads to credentials, regional planning, and service coordination and implementation of targeted sector-based strategies and career pathways.

## National Level Workforce Overview

The United States Department of Labor (DOL) fosters and promotes the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements. In carrying out this mission, the Department administers a variety of Federal labor laws including those that guarantee workers' rights to safe and healthful working conditions; a minimum hourly wage and overtime pay; freedom from employment discrimination; unemployment insurance; and other income support.



DOL Region – Located in	States
Region 1 - Boston	CT, MA, ME, NH, NJ, NY, RI, VT, PR, VI
Region 2 - Philadelphia	DE, DC, MD, PA, VA, WV
Region 3 - Atlanta	AL, FL, GA, KY, MS, NC, SC, TN
Region 4 - Dallas	AR, CO, LA, MT, ND, NM, OK, SD, TX, UT, WY
Region 5 - Chicago	IA, IL, IN, KS, MI, MN, MO, NE, OH, WI
Region 6 - San Francisco	AK, AZ, CA, GU, HI, ID, NV, OR, WA

## **Workforce Boards: Leading the Way in Workforce Development**

A key means by which workforce boards create local workforce development systems is through career centers which combine multiple federal, state, and local funded programs. The policy and oversight responsibility invested in workforce boards aims to ensure that this system is market-driven; is easily accessible to any individual who wants or needs a job, education, or training; connects qualified, skilled talent to hiring employers; and provides employers with assistance and support for life-long learning initiatives and for the creation of a high-performance workforce.



## State Level Workforce Overview

### CareerSource Florida

CareerSource Florida (CSF) was created by the Florida Legislature with the passage of the state-*Workforce Innovation Act*, Chapter 445, Florida Statutes. The state workforce system was designed to create partnerships between economic development, workforce development and businesses. In addition, the system is operated through performance-based contracts that increase accountability of all entities to meet strategic and legislative-mandated goals. CareerSource Florida is the state's chief workforce policy organization and principal architect in the efforts to meet the current and future workforce needs and challenges of Florida's businesses and citizens. CSF is a state partner, along with DEO in the Employ Florida affiliate network of 24 business-lead Local Workforce Development Boards and numerous Centers that provide employment solutions throughout Florida.

Appointed by the Governor, the CareerSource Florida Board of Directors oversees and monitors the administration of the state's workforce policy, programs and services carried out by the 24 Regional Workforce Development Boards and the Florida Department of Economic Opportunity.

CareerSource Florida's governing Board is comprised of three standing committees/councils: ***Executive Committee, Strategic Policy & Performance Council, and Finance Council*** – which are tasked with developing strategies to target the needs of job seekers and employers across the employment spectrum-from entry into the workforce to cultivating workers to fill coveted high skill/high demand jobs.

Since its inception in 2000, CareerSource Florida has implemented several initiatives aimed at addressing the state's workforce needs. Among them are Quick Response Training (QRT) and Incumbent Worker Training (IWT) grants, which reimburse businesses for a portion of the cost of training employees. Most employment and training services, however, are provided at the local level through the state's 24 Regional Workforce Boards, the backbone of the state workforce system. CareerSource Florida's other key workforce partner is the Florida Department of Economic Opportunity (DEO).

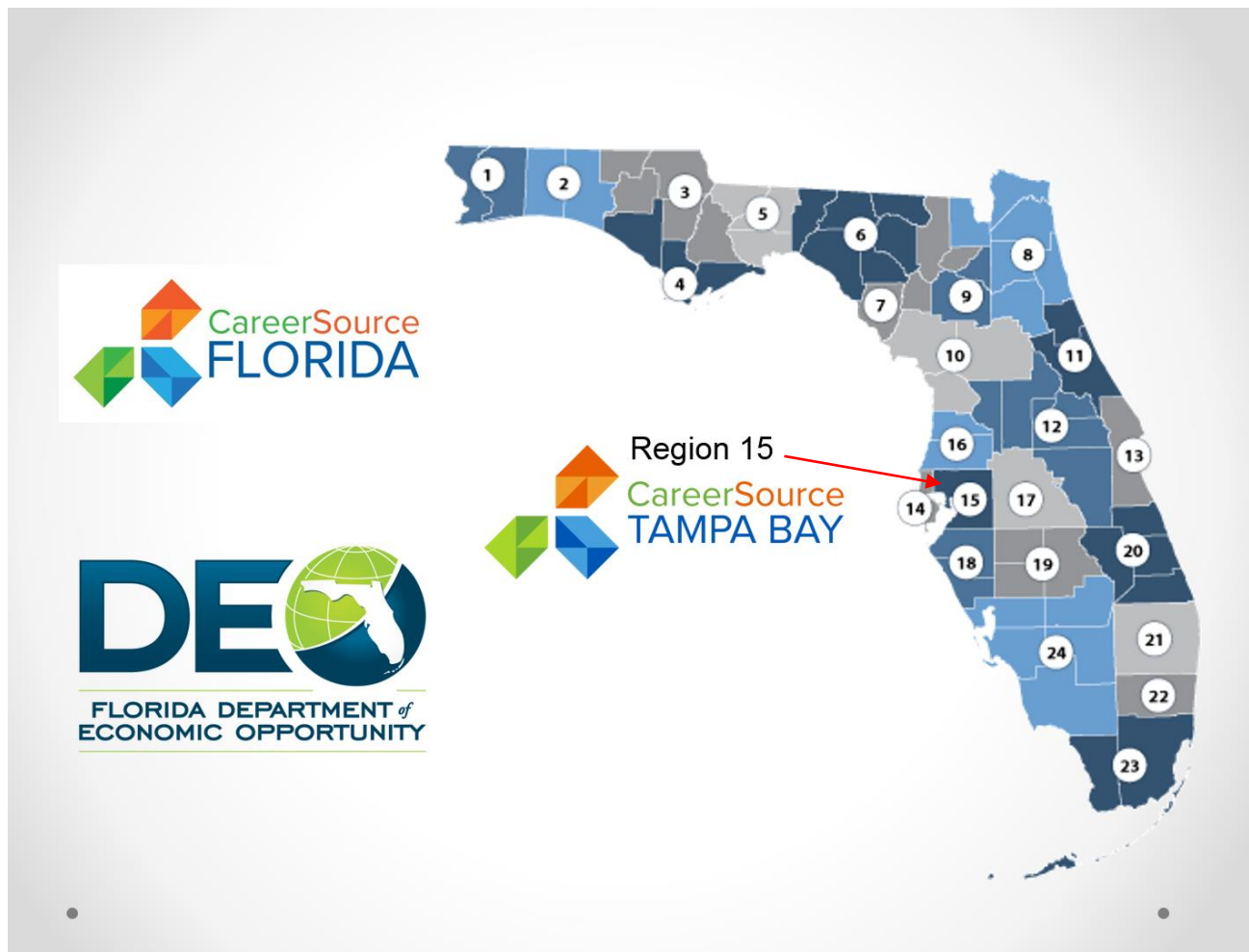
For more information of CareerSource Florida, visit: [careersourceflorida.com](http://careersourceflorida.com)

## Florida Department of Economic Opportunity

The Florida Department of Economic Opportunity (DEO) is Florida's lead state workforce agency and is responsible for translating CareerSource Florida's (CSF) policy into action and then executing those actions. DEO operates under a performance-based contract with CSF and carries out its responsibilities via contracts with local workforce development boards.

Florida's workforce delivery system created 24 Regional Workforce Development Boards which govern the delivery of Florida's programs and services at the local level. The State also has over 100 One Stop Career Centers which provide employment and training services to both employers and job seekers.

For more information of Florida Department of Economic Opportunity, visit: [floridajobs.org](http://floridajobs.org)



## Lines of Business Overview

CareerSource Tampa Bay (CSTB) serves a universal customer base – as required by law. The diversity of the customer base makes the organization's work complex, but that much more important. You will better understand both our opportunities and challenges as you become familiar with the various customer segments.

### Business Services

CSTB assists companies in managing their recruitment and hiring needs, including the following:

- Recruitment and interviewing (entry- to executive-level candidates)
- Job matching from a database of more than 100,000 candidates through Employ Florida (EF)
- Comprehensive local, state and national targeted labor market statistics—employment and wage, labor force, economic indicators, and demographic information
- Turnkey Business Center – teleconferencing, faxing, copying and wireless capabilities, targeted career fairs, and onsite recruitment

CSTB's Business Services Team is equipped to assist employers with a host of workforce related services:

- Personalized Human Resources Solutions
- Customized Labor Market Information
- Targeted Recruitment
- Recruitment Events: In-House Recruitment & Job Fairs
- Online Job Postings
- Candidate Sourcing
- WIOA Funded Work-Based Training Programs: On-the-Job (OJT) Training, Employed Worker Training (EWT), and Paid Work Experience (PWE) Training

### Employed Worker Training (EWT)

The EWT program assists employers with funding to increase the skill level of the organization's existing workforce. This competitive opportunity encourages increased wages along with the promotion of business retention for existing employers located in Hillsborough County. Possible reimbursable training expenses include instructor wages and tuition, curriculum development, and books.

### **On the Job Training (OJT)**

OJT is defined as training by an employer that is provided to a newly hired candidate, while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job. CSTB provides reimbursement to the employer of up to 50 percent (50%) of the newly hired candidate's wages for the cost of providing the training and additional supervision. The training is limited in duration as appropriate to the occupation. Employers make all candidate hiring decisions and candidates are screened for WIOA Adult, Dislocated Worker and Youth eligibility prior to employment start date.

### **Paid Work Experience (PWE)**

PWE is designed to connect young adults (18-24) to employers, with a focus on skill development for in-demand occupations. The program allows young talent to acquire the job-related training they need to succeed. By participating, employers are reimbursed 100 percent (100%) of the wages paid over a training period. Two options are available the youth can go directly onto the employer's payroll or CareerSource Tampa Bay's payroll. Employers make all candidate hiring decisions and candidates are screened for WIOA Youth eligibility prior to employment start date. The training is limited in duration as appropriate to the occupation.

### **Wagner-Peyser Act of 1933**

At the heart of the career centers is the ability to provide services to businesses seeking skilled workers, employment assistance to individuals, and workforce and economic information services to all customers. The Wagner-Peyser Act became law in 1933 and the nationwide public employment service was established. This program is a federally-funded labor exchange developed to match up employers with qualified out of work job applicants. It is linked to the unemployment compensation program, helping applicants filing for reemployment assistance benefits (f/k/a unemployment benefits) to find new employment opportunities.

Over the years, this program has evolved to become a core component of the Workforce Development System and the universal access component of the Centers for both employers and job seekers.

The purpose of the Wagner-Peyser Program is to improve functioning of the local labor markets by bringing together employers who are seeking qualified workers and individuals who are seeking employment. WP Services available to Employers include:

- Provision of Labor Market Information including detailed market studies
- Provision of facility space for recruitment, interviews, etc.
- Job Order Listings

- Referral of qualified applicants including candidate screening, recruitment and job order assistance
- Employee Training information
- Job Fair opportunities
- Recruiting assistance
- Rapid Response activities

Services available to Job Seekers include:

- Job Search – self-service or staff assisted
- Resume Development and/or Review
- Assessment of skills, interests and aptitudes
- Employability Skills Workshops
- Job Matching with Referral to open Job Orders
- Information and Referral for Employment Training Opportunities
- Career Counseling
- Provision of Labor Market Information

### **Veteran's Services**

The Veterans' Program's mission is to promote and maximize the employment of Florida's veterans, especially Veterans with barriers to employment, through utilization of Center resources.

Disabled Veteran Outreach Program (DVOP) Specialists focus on providing intensive/enhanced services to most in need Veterans with significant barriers to employment (SBE's). By law they cannot provide services to any other population.

Lead Veteran Employment Representatives (LVERs) staff conduct employer outreach and job development in the local community, on behalf of all CareerSource Center Veterans.

**Frontline WP** staff focus on providing Core Services and Initial Intake/Assessment to Veterans seeking employment assistance to determine Veteran SBE criteria and eligibility to meet with a DVOP. If a Veteran candidate is determined not job ready then they are referred to meet with the DVOP for intensive, individualized job placement services. The **majority** of veterans will be served by frontline WP CORE services staff.

There are a wide range of services available to veterans, CSTB career managers specialize in these areas to provide assistance for veterans who require it. We collaborate with organizations to enhance job placement opportunities, including businesses, Veteran's Administration medical centers, community based and civic organizations, and reserve and guard units. CSTB also provides workforce related services to the spouses of service men and women who served in the military. CSTB offers spouses the necessary tools needed for a smooth transition into a new community, assist in the job searching process and help prepare for employment. CSTB also operates the Military Family Employment Advocacy (MFEA) Program at MacDill Air Force base.

### **Professional Talent of Tampa Bay (PTT)**

The PTT provides an excellent opportunity for professional - to executive-level candidates to come together in a professional and informal setting for enhanced job search results. Professionals in a variety of fields, backgrounds, and experience gather weekly to network about related job and career opportunities, exchange information, and maximize their job search. PTT members have access to business connections, guest speakers, training programs, job referrals, and other vital information that will best position them to succeed in their job search.

### **Migrant Seasonal Farmworker (MSFW) Program**

The MSFW program is an outreach and employment program for migrant and seasonal farmworkers in accordance with 20 CFR 653. A full-time year-round outreach worker conducts outreach activities in order to accomplish the maximum penetration into the farmworker population. CSTB is one of 11 local workforce development boards in Florida designated as a significant region. We have a full time MSFW Outreach DEO staff on our team who provides specialized services to this population onsite at the farms throughout Hillsborough County.

CSTB provides the following for MSFW candidates:

- Information on types of jobs
- Assistance with registration in Employ Florida
- Job leads and referrals
- Information about other community-based and faith-based organizations serving MSFWs
- Complaint resolution
- Information about farmworkers rights that are protected by state and federal laws
- Outreach at work areas, housing, or other community areas
- Promote Workforce Innovation Opportunity Act (WIOA) program training opportunities

- Referrals to supportive services

### **Disability Program Navigator (DPN) & Ticket-to-Work Program (TTW)**

The DPN position is a federally funded grant position to do exactly as the title suggests – assist those with disabilities in navigating the often times confusing and frustrating access pathways to acquire available resources. Resources may range from the basic survival needs such as housing, food, medical care and employment; to transportation, rehabilitation, education, and career planning.

In general, the DPN is a facilitator assigned to promote integrated, seamless and comprehensive employment and career services, focusing on the needs of people with disabilities. Additionally, the DPN promotes improved access to services, links job seekers with employers and helps develop self-sufficiency opportunities for those receiving Social Security benefits.

In 2010 CareerSource Tampa Bay entered into an agreement with the U.S. Social Security Administration to provide services to individuals receiving Social Security disability benefits. Thus CareerSource Tampa Bay became an Employment Network. As an Employment Network, a function of CareerSource Tampa Bay (CSTB) is to provide services to assist individuals receiving Social Security disability benefits in returning to work full-time.

When an individual is approved to receive Social Security disability benefits, the individual is given a Ticket to Work. The Ticket to Work allows the individual to choose an agency to work with for the long-term goal of returning to work full-time. CSTB's DPN operates the Ticket-to-Work program.

### **Workforce Innovation and Opportunity Act (WIOA)**

WIOA is a federally funded employment and training program. This landmark legislation was designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.

#### **WIOA Adult & Dislocated Worker**

Applicants for the WIOA Adult or WIOA Dislocated Worker program must be a Hillsborough County resident at least 18 years of age or older, meet U.S. Citizenship or Permanent Resident Requirements and for Males born after 12.31.59 meet the Selective Service System Registration requirement.

WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, veterans and individuals who are basic skills-deficient. Adult is defined as individuals of over 18 years of age. The WIOA Low Income criteria is defined as:

- Individual or member of a family that currently receives or has received Food Stamps in the last 26 weeks (6 mo.)
- Total gross family income during the past 26 weeks doubled falls within 70% Lower Living Standard Income Level (LLSIL)
- Homeless – lacks fixed, regular, adequate nighttime residence.
- Receives or is a member of a family that receives, cash welfare, TANF benefits or Supplemental Security Income (SSI)
- Individual with a disability whose family income does not meet guidelines but their individual income does.

WIOA Dislocated Worker program services target individuals who lost jobs due to plant closures, company downsizing or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation. Dislocated worker is defined as individuals who become unemployed through no fault of their own and displaced homemakers. Dislocated worker also includes a dependent spouse of Armed Forces on active duty whose family income was significantly reduced because of deployment, a call to active duty, permanent change in station, or service connected death/disability of service member; or a spouse of a current member of the military who was forced to leave his/her employment to follow spouse due to change in military assignment; or a previous member of the military who was discharged under honorable conditions and did not retire from the military.

### **WIOA Youth**

CareerSource Tampa Bay WIOA Youth program focuses on serving out-of-school youth ages 18-24. Candidates must be Hillsborough County resident at least 18 years of age or older, meet U.S. Citizenship or Permanent Resident Requirements and for Males born after 12.31.59 meet the Selective Service System Registration requirement.

Youth must have a barrier and meet all eligibility requirements for the program, staff evaluate suitability and eligibility for program services.

Primary Eligibility criteria include:

1. High School Dropout
2. Offender- an individual who is subject to the juvenile or adult justice system.
3. Homeless or runaway or
4. An individual who is pregnant or parenting
5. Youth in, or aged out of, foster care



6. Youth who have a substantial disability

- Low income
- Needs additional assistance

Secondary Eligibility

- Low income & Requires Additional Assistance High School Dropout

Low Income defined as an individual:

1. Who receives or is a member of a family that receives cash welfare, TANF benefits.
2. Who receives or is a member of a family that receives food stamps OR has received in the past 26 weeks (6 months) prior to application.
3. Who receives or is a member of a family that receives Supplemental Security Income (SSI).
4. Whose total gross family income during the past 26 weeks (6 months) times two falls within 70% of the Lower Living Standard Income Level (LLSIL) Income Guidelines.

Youth Requiring Additional Assistance are defined as:

- An individual who is assessed at 2 or more years behind in reading, math or science from their current grade level.
- An individual who is unable to complete a resume, lacks interviewing skills, is unaware of the local job market or other lack of preparedness to seek employment.
- Dysfunctional family
- Enrolled in a drop-out prevention program
- Enrolled in a GED program
- Evidence of alcohol or substance abuse
- Frequent moves between schools
- GPA below 3.0
- Inability to secure adequate Child Care
- Individual has completed educational program, but lacks the appropriate license for that occupation
- Individual with no or poor work history
- Limited or no English proficiency
- Low grades

- Low Standardized test scores
- Parents or siblings dropped out of school
- Residing in subsidized housing or an empowerment zone.
- Retained one or more times in school during the last 5 years
- School discipline problem
- Transportation Barrier or a daily trip route requiring 2 or more transfers or a total commute time in excess of 1 hour
- Truancy or excessive absences

Youth programs include an objective assessment of each youth's skills level and service needs, a service strategy, preparation for postsecondary educational opportunities or unsubsidized employment (as appropriate). They also demonstrate strong linkages between academic and occupational learning and effective connections to intermediaries with strong links to the job market and employers.

The other required elements of youth programs include:

- Tutoring, study skills training and instruction leading to completion of secondary school, including dropout prevention
- Alternative school services
- Paid and unpaid work experiences, including internships and job shadowing
- Occupational skills training
- Supportive services
- Follow-up services for not less than 12 months as appropriate
- Comprehensive guidance and counseling

There is a 5 percent (5%) window for non-low-income youth if they experience one or more specified barriers to school completion or employment. In addition, at least 75 percent (75%) of funds must be expended on out-of-school youth.

CSTB's goal is to assist eligible youth with:

- Career Exploration
- Employability Skills Training, Including Financial Literacy

- Career Coaching and Guidance
- Training Assistance
- Limited Supportive Services
- Paid Work Experience referrals
- GED completion
- Penn Foster – Online High School diploma

### Trade Adjustment Assistance (TAA)

Trade Adjustment Assistance Program (TAA) is a federally funded program designed to allow eligible trade-affected workers to receive retraining and reemployment opportunities. The TAA was first established by the Trade Act of 1974, and has been amended several times.

Currently the program has several amendments range as follows: 2002, 2009, 2011, Reversion 2014 and TAARA 2015.

Each amendment services and benefits vary and are identified by the petition number series for which the worker is assigned. An eligible trade-affected worker who worked for the trade-affected company for at least one day and the reason for layoff is due to foreign competition is covered under the certified petition.

It is necessary for the trade-affected worker to remain with the trade-affected employer until his/her official layoff date, which is identified by the employer.

The TAA program seeks to provide these trade-affected workers with opportunities to obtain the skills, resources, and support they need to become reemployed.

The Florida State Department of Economic Opportunity is a cooperating state agency under an agreement with the United States Department of Labor and thereby administers the TAA program in Florida.

The goal of the TAA program is to help workers become reemployed in a suitable job as quickly as possible by providing benefits and services tailored to their needs, including:

- Trade Adjustment Assistance (TAA) – Training
- Trade Readjustment Allowances (TRA) – Income Support
- Reemployment Trade Adjustment Assistance
- (RTAA) – Wage Subsidy

- Health Coverage Tax Credit (HCTC)
- \*Job Search Allowance (Out-of-area)
- \*Relocation Allowance (Out-of-area)

*\*Region 15 commuting distance for these allowances are 50 miles one way*

## Welfare Transition Program (WT)

The Personal Responsibility and Work Opportunity Act of 1996 changed the nation's welfare system to require work in exchange for time limited cash assistance. Florida limits the receipt of cash assistance to 48 months in a person's lifetime.

Temporary Assistance to Needy Families (TANF) funds may be spent toward one of the following objectives:

- Provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives
- End the dependence of needy parents on government benefits by promoting job preparation, work and marriage;
- Prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies; and
- Encourage the formation of two-parent families.

The goal of Florida's WT program is to emphasize work, self-sufficiency, and personal responsibility; as well as enable welfare recipients to move from welfare to work. To accomplish this goal, Florida has developed a strong support structure to deliver needed services. This structure includes the following programs and services: child care; diversions to prevent families from going on welfare; relocation assistance; severance payments; job training and employment programs. The WT program provides referrals for transportation, substance and mental health treatment, child support enforcement programs, and diversion programs to reduce domestic violence and child abuse.

TANF recipients are referred to CSTB center staff for assessment, work registration, development of career plans, case management, and assignment to work related activities. Individuals must participate in approved work related activities for 40 hours each week in order to continue to receive TANF.

Work related activities include:

- Employment: subsidized or unsubsidized
- Work Experience
- On-the-Job Training
- Job Search and Job Readiness
- Community Service
- Vocational Education

### **Supplemental Nutrition Assistance Program – SNAP (formerly known as Food Stamp Employment & Training - FSET)**

SNAP's Education & Training (E&T) program is funded annually through a grant provided to the Florida Department of Children and Families (DCF), by the United States Department of Agriculture (USDA), and the United States Food and Nutrition Service (FNS). The program engages SNAP recipients as well as individuals on unemployment insurance (UI). SNAP E&T participation is on a mandatory basis.

Florida's Supplemental Nutrition Assistance Employment and Training Program (SNAP) is designed to assist "Able-Bodied Adults without Dependents (ABAWDs)" receiving food stamps obtain employment. The program emphasizes work, self-sufficiency, and personal responsibility.

The Department of Children and Families (DCF) determine individual eligibility for benefits. The Department of Economic Opportunity (DEO), in partnership with local workforce development boards, administers the employment and training component, engaging participants in "allowable" work activities until employment is achieved.

### **Special Projects & Programs**

Special Projects and Programs are generally grant funded with specific objectives and outcome requirements. CSTB makes application for these competitively awarded grants as they become available and are appropriate toward meeting this region's workforce development needs.

## **CSTB Facilities Overview**

### **Headquarters**

President's Plaza  
4902 Eisenhower Blvd, Suite 250  
Tampa, FL 33634  
813-397-2021  
813-484-6949 Fax

### **Career Centers**

CareerSource Tampa Bay center in Tampa  
9215 N. Florida Avenue, Suite 101  
Tampa, FL 33612  
Tel: (813) 930-7400

CareerSource Tampa Bay center in Brandon  
9350 Bay Plaza Blvd., Suite 121  
Tampa, FL 33619  
Tel: (813) 930-7832

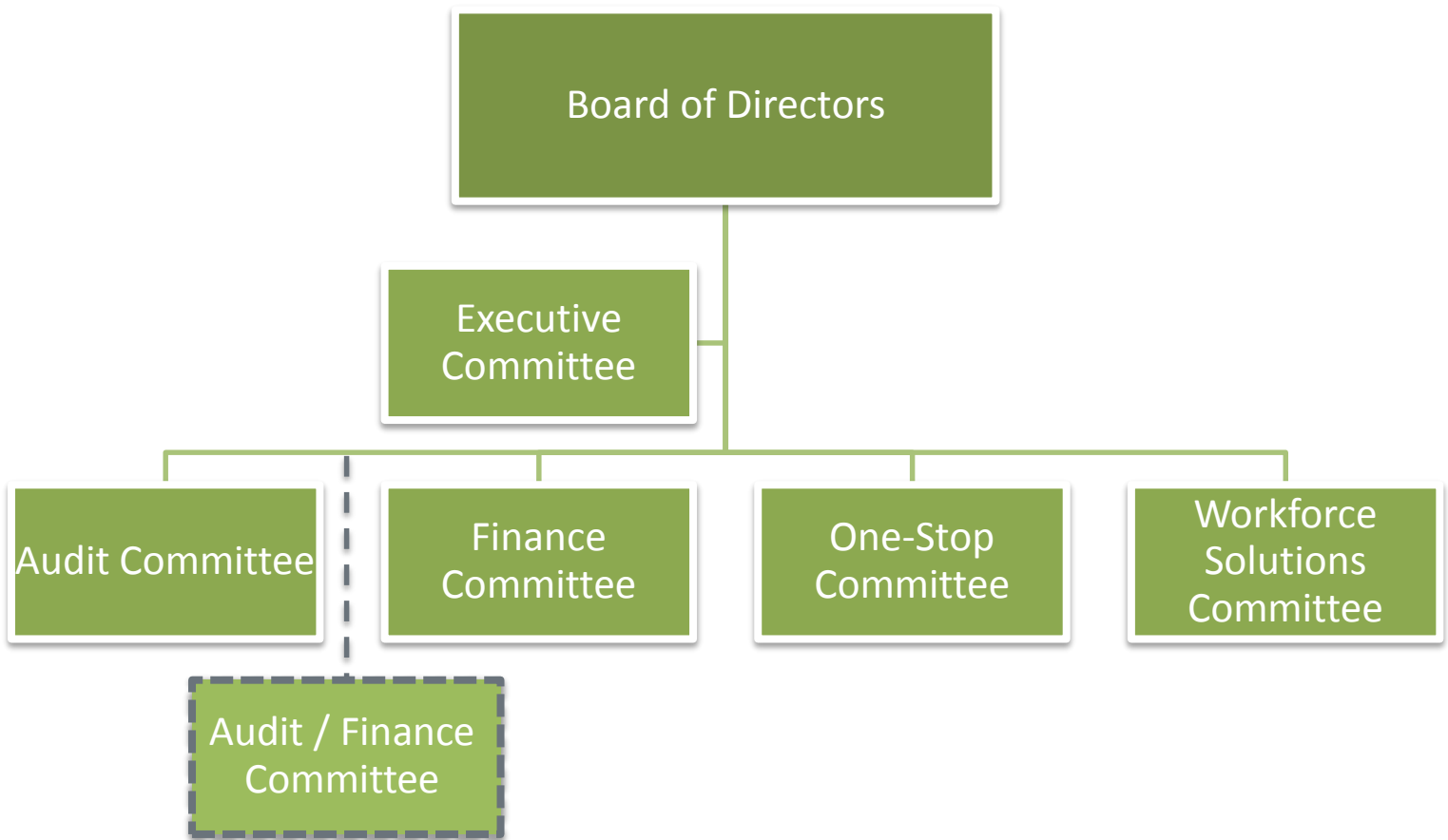
CareerSource Tampa Bay center in Ruskin  
201 14th Ave., SE  
Ruskin, FL 33570  
Tel: (813) 419-5300

Career Prep Center  
2605 N. 43rd Street  
Tampa, FL 33605  
Tel: (813) 419 5311

## CareerSource Tampa Bay Board Governance

CareerSource Tampa Bay is governed by a board of directors comprising of private and public sector representatives.

### Board Committee Structure



## Board Committees Overview

### Executive Committee

The Executive Committee shall be composed of the officers of the CareerSource Tampa Bay Board of Directors (Board), all standing committee chairpersons, and up to five (5) at-large members.

### Finance Committee

The Finance Committee shall review quarterly and annually financial data reports on all activities authorized by the Board. The Finance Committee shall search for income and funding opportunities from the business community and other sources.

### Audit Committee

The Audit Committee shall be a joint committee of CSTB Directors and Hillsborough County. The Committee shall be responsible for arranging and procuring the annual audit of all programs operated by CSTB in compliance with OMB Circular A-133, including the selection of the audit firm and approving annual audit plans. The Committee shall be responsible for arranging and procuring performance audits as determined necessary by the Audit Committee.

### One Stop Committee

At a minimum, the One Stop Committee will be constituted in compliance with state and federal workforce laws. The Committee will coordinate activities between the One Stop System and One Stop Mandatory Partners. It will oversee the development of a system of quality improvement for the staff and services provided by the One Stop System. The Committee shall work with CSTB staff to ensure that plans and services of the One Stop System are coordinated with other agencies' plans so as to maximize the benefits of the One Stop System to its customers, to reduce unnecessary duplication of costs, and to enhance the overall performance and services of the One Stop System. The One Stop Committee shall plan for future changes and improvements to the system which support and foster the continuum of service enhancements throughout the One Stop system.

### Workforce Solutions Committee

At a minimum the Workforce Solutions Committee will be constituted in compliance with state and federal workforce laws. The committee will focus on monitoring workforce and economic development trends. It will promote the identification and analysis of market demands, the outcome of which is expected to enhance the region's global competitiveness in the area of workforce resources. Directors will promote and help establish business and community partnerships to the maximum extent possible, particularly regarding untapped resources. The Workforce Solutions Committee shall address business strategies which support and foster the



continuum of career development from first jobs to better paying jobs and, ultimately, high wage/high skilled jobs.

## **Strategic Goals**

The CareerSource Tampa Bay Board of Directors has established the following strategic goals:

1. Provide Job Seekers with Expanded Access to Employment and Training Services.
2. Provide Effective Workforce Programs Aligned with Demand Industry Sectors.
3. Effectively Manage Key Workforce Development Performance.
4. Provide Employers with a Skilled Workforce
5. Develop Effective Employer Based Workforce Programs
6. Effectively Market and Brand Services and Programs

## Roles and Responsibilities

The Board will support the work of CareerSource Tampa Bay and provide mission-based leadership and strategic governance. While day-to-day operations are led by CareerSource Tampa Bay's Chief Executive Officer (CEO), the Board-CEO relationship is a partnership, and the appropriate involvement of the Board is both critical and expected. Specific Board member responsibilities include:

### Leadership, Governance and Oversight

- Serving as a trusted advisor to the CEO as s/he develops and implements CareerSource Tampa Bay's strategic plan.
- Reviewing outcomes and metrics created at the federal, state and local levels to evaluate its impact, and regularly measuring its performance and effectiveness using those metrics.
- Reviewing agenda and supporting materials prior to Board and committee meetings.
- Approving CareerSource Tampa Bay's annual budget, audit reports, and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities.
- Contributing to an annual performance evaluation of the CEO as requested by the Executive Committee, if necessary.
- Assisting the CEO and Board Chair in identifying and recruiting Board members for vacant seats.
- Partnering with the CEO and other Board members to ensure that the organization's Bylaws are carried out.
- Serving on committees or task forces and taking on special assignments.
- Representing CareerSource Tampa Bay to stakeholders; acting as an ambassador for the organization.
- Ensuring CareerSource Tampa Bay's commitment to a diverse Board and staff that reflects the communities of Hillsborough County.

### Board Terms/Participation

CareerSource Tampa Bay's Board members will serve terms consistent with those stated in the organization's Bylaws. Board meetings will be held quarterly and committee meetings will be held in coordination with full Board of Director's meetings.

## Qualifications

This is an extraordinary opportunity for an individual who is passionate about CareerSource Tampa Bay's mission and who has a track record of board leadership. Selected Board members will have achieved leadership stature in business, government, philanthropy, or the nonprofit sector. His/her accomplishments will allow him/her to attract other well-qualified, high-performing Board members. The makeup of the board is determined by legislation and must be at least 51% business led.

Ideal candidates will have the following qualifications:

- Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy, or the nonprofit sector.
- A commitment to and understanding of CareerSource Tampa Bay's beneficiaries; job seekers and employers, preferably based on experience and use of the system.
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals.
- Personal qualities of integrity, credibility, and a passion for improving the lives of CareerSource Tampa Bay's beneficiaries.

Service on CareerSource Tampa Bay's Board of Directors is without remuneration, except for administrative support, travel, and accommodation costs in relation to Board members' duties.

*(Source: Modified from Board Source)*

## Board Governing Style

The Board of Directors will govern with emphasis on: (1) outward vision rather than internal preoccupation; (2) encouragement of diversity in points of view; (3) strategic leadership rather than administrative detail; (4) a clear distinction between board and executive director roles and responsibilities; (5) board consensus rather than individual decision-making; (6) future rather than past or present; and (7) proactivity rather than reactivity.

1. The Board of Directors will cultivate a sense of group responsibility. The board and not the staff will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body rather than substitute individual judgment for the board's values. The board will allow no officer, individual, or board committee to hinder or be an excuse for not fulfilling its commitments.
2. The Board of Directors will direct, control, and inspire the organization through the careful establishment of broad-written policies reflecting the board's values and perspectives about ends to be achieved and the operational methods to be avoided in pursuing the organization's established objectives. The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
3. The Board of Directors will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters of attendance, preparation, policymaking principles, respect of roles, and ensuring continuance of governance capability. The Board will introduce new board members to the board's governance process through an orientation process. Additionally, the board will periodically focus on process improvement strategies.
4. The Board of Directors will monitor and discuss its performance on an ongoing basis. Self-monitoring will include comparison of the board activities and discipline to the federal, state, and local laws, regulations and policies governing workforce development programs; to the policies which are provided for in its governance process; and Board/Chief Executive Officer linkage documents. On an annual basis, the Board of Directors will conduct a self-assessment as outlined in the Self-Assessment section of this policy manual.

## Board Engagement Expectations

Service as a Board member is very rewarding for both the Board member and the organization. Board members are best able to serve the organization when they know and understand key engagement expectations:

- 1. Participate in all meetings** - The skills you bring to the table do not matter if you are not present. Board members who repeatedly miss meetings shall be candidates for removal. Their absence can drain the morale of other Board members — and ultimately the morale of others in the organization. Board members who are unable to attend in person are encouraged to participate by conference call.
- 2. Be prepared and informed** - Before each meeting, read the meeting materials sent to you. Come prepared to ask questions and make comments. Stay informed of trends and developments in the type of work that the organization performs so that you can bring a broader perspective. In addition, stay abreast of good governance practices as they evolve.
- 3. Speak your mind and ask hard questions** - Some organizations have suffered because board members were more concerned about appearances than they were about discussing difficult or challenging issues. But you must address them when they arise. As a board member, your primary responsibility is to protect the good name of the organization, the people you represent, and to ensure that the organization's staff and money are being used consistent with good practice.
- 4. Take responsibility for your stewardship of the organization's assets** - The board must make certain that funds are used consistent with the intent of those who have provided them. The board must satisfy itself that sufficient funds are allocated to each function and that those allocations are consistent with its own priorities.
- 5. Watch others at the table** - Check to make sure that other board members are pulling their weight. Only when the full board acts in cohesion can the organization's mission be fully accomplished.
- 6. Do your due diligence** - The most important asset of your organization is its good name. The second most important asset is the confidence of its funders in the organization's capacity to manage and spend funds prudently. The board should make certain — both in its own practices and policies and those of the staff — that the highest fiduciary standards are maintained and that personal agenda's or individual goals do not supersede the goals of the organization and the people they serve.
- 7. Remember that integrity is paramount** - If the board sets a good example, the organization will most likely follow it. Board members are expected to exemplify the quality and integrity expected of the staff and the system.

- 8. That this is an egalitarian Board** - That means that each person is equally empowered to vote and to influence the direction of the Board. No one person can speak for the Board without the Board's consent or where a particular position of the Board has come to consensus. This prevents individual Board members from speaking out publically on an issue conveying the perception that this issue is supported by the Board when it has not been endorsed or voted on by the Board.

## Board Member Attendance

The CareerSource Tampa Bay Board of Directors is committed to the full participation of its members. Persons on the Board have a responsibility to the general public, the clients that are served, and the specific cohort that may be represented, such as a federal partner agency, the business or labor community, or the nonprofit community.

Accordingly:

1. A designated CareerSource Tampa Bay staff person will record and track attendance for all committee and Board meetings.
2. In accordance with the CareerSource Tampa Bay Bylaws, proxies are not permitted. However, representatives are always welcome to attend Board meetings to keep open communication with an absent Board member.
3. The Executive Committee will review the Board meeting attendance annually (in March) prior to the renewal process of Board members.
4. An active Board member is expected to attend at least fifty percent (50%) of all Board and committee meetings, to which they are assigned, within a one-year period (July through June).
5. If a Board member is missing more than 50% of his/her designated meetings, a letter will be sent by the Board Chair notifying the Board member of his/her delinquency and asking for a response prior to being officially notified of his/her removal. The Executive Committee will consider all responses and have the sole authority to make a determination as to the dismissal from the Board of Directors for non-compliance with policy or setting a probationary period for the Board member to show a re-commitment to the organization.
6. Every Board member who is up for re-appointment will be sent a letter asking them if they would like to recommit to the Board.

## Board Training and Travel

The CareerSource Tampa Bay Board of Directors is committed to cultivating the directors' workforce knowledge on workforce-related policy and "hot" workforce topics. As such, will encourage Board leadership to participate in webinars, the National Association of Workforce Boards (NAWB) annual conference, attend state-coordinated training opportunities, and engage in learning how to practice more effective governance for CareerSource Tampa Bay.

"Section 6.11.1 Business Travel Expenses" of the CareerSource Tampa Bay Policy and Procedures Manual contains the procedures for authorizing and obtaining reimbursements of travel expenses by employees and other authorized persons of CareerSource Tampa Bay.

Accordingly, as further outlined and explained in the above-referenced policy:

1. The Board Chair shall approve all CareerSource Tampa Bay related travel for board members.
2. The CareerSource Tampa Bay Administrative Assistant will be responsible for or assist with coordinating travel for Board members.
3. An *Authorization to Incur Travel Expense form*, along with required back-up documentation, must be completed and signed by the Board Chair or designee.
4. Transportation costs, lodging expenses, meal allowances and per diem, and reimbursable incidental expenses shall be reimbursed in accordance with the organization's travel policy.
5. Upon return from travel, a *Travel Expense form* must be submitted, along with required back-up documentation and receipts, in order for reimbursement of travel expenses to occur.

Note: Board members should review the full travel policy to ensure understanding and compliance.

## Sunshine Laws, Public Comment, and Public Records

### Sunshine Law

CareerSource Tampa Bay is a nonprofit receiving and dispersing federal funds. As such, the organization is obligated to operate under the Florida “Open Meetings Laws” also referred to as the “Sunshine Law,” Chapter 286, Florida Statutes.

The purpose of this statute includes: (1) protecting the public from “closed door” decision-making; and (2) providing an opportunity for access to government meetings.

- Florida law establishes a basic right of access to ***all*** meetings of boards or commissions and other governing bodies of state and local governmental agencies or authorities (elected or appointed), with limited exceptions.
- Three basic requirements:
  - Meetings of public “entities” must be open to the public;
  - Meetings must be noticed (time, place, and subject); and
  - Minutes of the meetings must be taken, promptly recorded, and open to public inspection.
- Board members may not use electronic communications (i.e., email, text messaging, social media channels, or telephone) to conduct a private discussion about Board business.
- Board meetings shall not be held in private homes. Meeting places must be accessible to the public.
- Communications should be distributed by staff or otherwise officially distributed so that documents and communications are preserved as public records and therefore later available for public inspection.
- While a Board member is not prohibited from discussing Board business with staff or a non-Board member, those individuals cannot be used as a liaison to communicate information between Board members.
- Votes must be publicly taken.
- Sunshine Law is broadly construed and exemptions are narrowly construed.
- There are only a few limited exceptions to the Sunshine Law, including, but not limited to, certain discussions over pending litigation and collective bargaining sessions with a Board’s attorney, certain portions of meetings of some agencies may be closed when making probable cause decisions, and meetings that would reveal a security system plan or portion thereof.



- Only the Legislature can create an exemption to the Sunshine Law (by a 2/3 vote) and allow a Board to close a meeting.
- Members of the public shall be given a reasonable opportunity to be heard on a proposition before a Board or commission.
- Any member of the Board who knowingly violates the Sunshine Law is guilty of a misdemeanor of the second degree punishable as provided in Section 775.082 or Section 775.083, Florida Statutes.
- An unintentional violation may be prosecuted as a noncriminal infraction resulting in a civil penalty up to \$500.
- The Sunshine law provides that no resolution, rule, regulation or formal action shall be construed binding except as taken or made at an open meeting.
- Courts have held that any action taken by a Board in violation of Sunshine Law is void *ab initio*.

### Public Comment

The public is always welcome to attend Board and committee meetings which are posted in advance on the organization’s website.

Further, the Sunshine Law provides that “Members of the public shall be given a reasonable opportunity to be heard on a proposition before a board.” The CareerSource Tampa Bay Board of Directors has determined the following process for allowing such public comment:

1. Before any vote is taken in committee or by the Board, the chair will ask if there is any public comment after Board member discussion has ended.
2. Comments will be received on the item up for a vote in writing or by vocal comment. Comments are limited to three (3) minutes each but can be extended by the Chair of the committee or Board.
3. Comments must pertain to the question at hand.
4. After the comment period is closed (maximum 10 minutes) the vote is taken.

### Public Records

Chapter 119, Florida Statutes, the “Public Records Law,” provides an opportunity for access to records made in connection with official public business.

- Florida began its tradition of openness back in 1909 with the passage of Chapter 119. This law provides that any records made or received by any public agency in the course of its official business are available for inspection, unless specifically exempted by the Florida Legislature.

- Public Records are: “all documents, papers, letters, maps, books, tapes, photographs, film, sound recordings, data processing software, or other material” regardless of physical form or means of transmission made or received pursuant to law or in connection with transaction of official business by the organization.

## Conflict of Interest Policy

### Background

(Ref. F.S. 445.007(11)) To increase transparency and accountability, Regional Workforce Boards (RWBs) shall comply with the requirements of this section before contracting with a member of the Regional Workforce Board. Such contracts shall not be executed before or without the approval of CareerSource Florida, Inc. Such contracts, as well as documentation demonstrating adherence to this section as specified by CareerSource Florida, Inc., must be submitted to the Florida Department of Economic Development for review and recommendation according to criteria to be determined by CareerSource Florida, Inc. Contracts between relatives, as defined in s. 112.3143(1)(b), of a Board member or employee of a Board must be approved by a two-thirds vote of the entire Board; all conflicts must be disclosed prior to the vote; and any member who may benefit from the contract, or whose relative may benefit from the contract, must abstain from the vote and the contract must be reviewed and approved as stated above. Contracts under \$25,000 between an RWB and a member of that Board or between relatives, as defined in s. 112.3143(1)(b), of a Board member or employees of a Board are exempt from the review and recommendation process but must be approved by a two-thirds vote of the entire Board and must be reported to the Department of Economic Development and CareerSource Florida, Inc., within 30 days after approval. If a contract cannot be approved by CareerSource Florida, Inc., a review of the decision to disapprove the contract may be requested by the RWB or other parties to the disapproved contract.

### Policy

A Board member may not discuss or vote on a matter under consideration by the local Board regarding the provision of services by such member (or by an entity that such member represents); or that would provide direct financial benefit to such member or the immediate family of such member, or engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the <sup>1</sup>State plan.

1. A CareerSource Tampa Bay Board member with a conflict of interest regarding any matter is prohibited from discussion and voting in connection with that matter.
2. Any CareerSource Tampa Bay Board member (or specific entity represented by that member) who significantly participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.

---

<sup>1</sup> CareerSource Florida, Inc., state workforce development plan as submitted to the U. S. Department of Labor.

- a) Any CareerSource Tampa Bay Board member who significantly participates in a Board discussion or decision relating to specific terms of a contract, the determination of specific standards for performance or a contract, the development of Invitations for Bid (IFB) or Requests for Proposals (RFP) or other such bid processes leading to a contract, or any similar discussions or decisions is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, firm, association, or other entity shall receive the contract if it would create a conflict of interest for the CareerSource Tampa Bay Board member who significantly participated in the manner described above.
- b) Any CareerSource Tampa Bay Board member, including a One Stop partner, who significantly participates in the development of contract specifications, or the specifications of the contract process, is prohibited from bidding on, or competing for, those contracts or supervising staff who are paid from funding awarded under such contracts.

CareerSource Florida, Inc., has modified the requirement of a 2/3 vote of the entire CareerSource Tampa Bay Board for contract approvals to a 2/3 vote of those Board members in attendance once a quorum has been established.

CareerSource Florida, Inc., has determined that at CareerSource Tampa Bay's discretion, an exemption may be made on contracts with a Board member receiving a grant for workforce services under federal, state or other governmental workforce programs.

- c) The prohibition regarding the conflict of interest shall also apply to contracts entered into or responses to RFPs accepted from immediate family members of any interested party or a corporation or business in which the immediate family member may occupy a management position or own shares of some portion of the company or business of subsidiary or related business.
3. Any CareerSource Tampa Bay Board member with a potential or actual conflict of interest must disclose that fact to the CareerSource Tampa Bay Board as soon as the potential conflict is discovered and, to the extent possible, before the agenda for a meeting involving the matter at issue is prepared. If it should be determined during a meeting that a conflict of interest exists, the member must verbally declare such conflict of interest, such declaration must be clearly noted in the minutes, and such member must recuse him/herself from the remainder of the discussion and the voting. *(A sample conflict of interest disclosure letter is attached).*

Each Board member is responsible for determining whether any potential or actual conflict of interest exists or arises during his/her service on the board. Board members are also

responsible for reporting such potential or actual conflict of interest as soon as it is discovered that such a condition exists.

When a contract or purchase is made by the Board involving its own member or an entity with which the Board member is associated, the Board must establish and document to the reasonable satisfaction of CareerSource Florida, Inc., that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable to the CareerSource Tampa Bay Board.

4. The CareerSource Tampa Bay Board shall adopt procedures that serve to minimize the *appearance* of conflicts of interest.
5. CareerSource Tampa Bay Board members who are also One Stop partners should not serve on any committees that deal with oversight of the One Stop system or allocation of resources that would potentially be allocated to that member's program. This shall not apply to public sector members or representatives who do not realize a pecuniary benefit as a result of their action or vote.
6. CareerSource Florida, Inc., will provide technical assistance to coordinate compliance with the conflict of interest standards and assist in answering questions and avoiding potential problems. CareerSource Florida, Inc., staff will provide technical assistance upon request from local Boards concerning the conflict of interest standards. CareerSource Florida, Inc.'s, intent would be to assist the Board to avoid compliance violations or the appearance of violations.

## Whistleblower Policy

CareerSource Tampa Bay requires Board members to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As representatives of CareerSource Tampa Bay, Board members must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

### Reporting Responsibility

If any Board member believes that CareerSource Tampa Bay has or is about to violate a law or regulation, or a Board member believes that he or she is being asked to violate board policies or a law or regulation in the performance of duties for CareerSource Tampa Bay, the matter should be promptly reported to the Chair of the Board of Directors.

### No Retaliation

It is contrary to the values of CareerSource Tampa Bay for anyone to retaliate against any board member, officer, employee or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of CareerSource Tampa Bay. A Board member who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including removal from the Board.

### Reporting Procedure

CareerSource Tampa Bay has an open door policy and suggests that Board members share their questions, concerns, suggestions or complaints with the Board Chair or CEO. If the Board member is not comfortable speaking with the Board Chair, speaking with the Vice Chair is encouraged. The Board Chair has the responsibility to investigate all reported complaints and may be assisted by the CEO or staff as appropriate.

### Resolution and Reporting

The Board Chair is responsible for ensuring that all complaints received regarding unethical or illegal conduct are investigated and resolved. The Board Chair will report received/resolved complaints to the Executive Committee members and the Chair of the Governance & Planning Committee quarterly. Further, the Board Chair will report at least quarterly to the Treasurer/Chair of the Finance Committee and Chair of the Audit Committee on compliance activity relating to accounting or alleged financial improprieties.

### Accounting and Auditing Matters

The Board Chair shall immediately notify the Audit Committee and Finance Committee of any concerns or complaint regarding corporate accounting practices, internal controls or auditing and work with the committee until the matter is resolved.

## Acting in Good Faith

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

## Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation, remedy the matter and, if appropriate, to report the matter to appropriate government officials.

## Handling of Reported Violations

The Board Chair will notify the complainant in writing within seven days to acknowledge receipt of the reported or suspected violation. All complaints will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation. In instances where breaches of policy, violations of regulations or laws or other ethical issues may have been identified, the Board Chair, CEO or legal counsel may make such recommendation as may be appropriate to prevent recurrence.

## General Compliance with Laws and Regulations

CareerSource Tampa Bay insists that its business be conducted in compliance, in all material respects, with all applicable laws and regulations. Any illegal action will be dealt with swiftly and violations will be reported to the proper authorities. Failure to fully obey all laws and regulations violates Board policy and may expose both CareerSource Tampa Bay and responsible Board members to criminal or civil prosecution. If a Board member has any questions on specific laws, regulations or other legal issues, he/she should contact CareerSource Tampa Bay's legal counsel or CareerSource Florida's General Counsel.

*(Source: Modified from 2010 National Council of Nonprofits)*

## Improper Gifts

Board members must never make or receive improper gifts or payments, such as bribes or kickbacks, in any way in connection with CareerSource Tampa Bay's business. Gifts or payments to or for the personal benefit of a governmental official or to or for the personal benefit of a CareerSource Tampa Bay Board member to sway the member's vote are prohibited.



## Compliance

The CareerSource Tampa Bay Board of Directors shall focus on compliance with federal, state, and local regulations governing workforce development funds distributed throughout Hillsborough County in the service delivery area.

The Board of Directors will oversee and assure that the CareerSource Tampa Bay operations meet or exceed the standards set by the US Department of Labor, the Florida Department of Economic Opportunity and CareerSource Florida.

The Board of Directors expect to be informed by the staff of any significant financial or programmatic variances (greater than 10%) or compliance issues identified through federal, state or local quality assurance reviews.

## Self-Assessment

The Board of Directors for CareerSource Tampa Bay expects to maintain a strong and vibrant membership as a clear indicator of a healthy organization. Yet even the best organizations need a periodic check-up to ensure they cannot just survive but will thrive in today's environment.

In order to maintain the highest quality of governance, CareerSource Tampa Bay will require each Board member to complete a self-assessment tool on an annual basis. Using the tool created by the National Association of Workforce Boards (NAWB) as the basis, the assessment will focus on Leadership, Strategic Planning, Customer Focus, Information Analysis, Process Management, Measurable Results, Human Resources (Board Member Recruitment), and Fiscal Accountability.

At a designated time each year, the Board Chair or Chair of the Governance Committee will provide Board members with a link to anonymously complete the assessment. Board members are expected to complete the assessment by the deadline specified by the designated Chair. Staff to the Governance Committee will provide the compiled results to the Board Chair and Governance Committee for review and reporting at the next quarterly meeting. Ideas for improvement and action will be discussed at that meeting.

## Measures of Success

The Board of Directors represents stakeholders for Hillsborough County and as such is required by federal law to achieve certain metrics that show value to the community. The six primary indicators of performance will be the foundation of our measures for success and seek to measure our system on how well we help customers with the following:

1. Getting a job
2. Keeping a job
3. Getting a job at a self-sufficient wage

Additionally, at the direction of the Governor, additional emphasis has been placed on placements and business engagement.

The six primary indicators of performance are as follows:

1. A. Employment Rate – 2<sup>nd</sup> Quarter After Exit  
B. Title I Youth Education and Employment Rate – 2<sup>nd</sup> Quarter After Exit
2. A. Employment Rate – 4<sup>th</sup> Quarter After Exit  
B. Title I Youth Education and Employment Rate – 4<sup>th</sup> Quarter After Exit
3. Median Earnings – 2<sup>nd</sup> Quarter After Exit
4. Credential Attainment
5. Measurable Skills Gain
6. Effectiveness in Serving Employers

# **BY-LAWS of Tampa Bay WorkForce Alliance, Inc. d/b/a CareerSource Tampa Bay**

## **A Florida Not-for-Profit Corporation**

The provisions of this document constitute the By-Laws of Tampa Bay WorkForce Alliance, Inc., a Florida not-for-profit corporation, which shall be utilized to govern the management and operation of Tampa Bay WorkForce Alliance, Inc. for all purposes.

### **ARTICLE I – NAME, SERVICE AREA, AND OFFICE LOCATION**

#### **SECTION I – Name**

The name of the organization shall be Tampa Bay WorkForce Alliance, Inc. doing business as and hereinafter referred to as CareerSource Tampa Bay.

#### **SECTION 2 – Service Area**

CareerSource Tampa Bay shall primarily serve the employers and residents of Hillsborough County, Florida. Other geographical areas may be served as determined by the CareerSource Tampa Bay Board of Directors.

#### **SECTION 3 – Office Location**

The official office location and mailing address shall be as determined by the Executive Committee of CareerSource Tampa Bay.

### **ARTICLE II – PURPOSE AND USE OF FUNDS**

#### **SECTION I – Purpose**

The purposes for which CareerSource Tampa Bay is formed, and its business goals and objectives are as follows:

- A. To deliver customer-focused, value-added workforce solutions designed to meet the specific needs of customers, both employers and job seekers alike.
- B. To administer workforce programs and act as a fiscal agent and administrative entity as defined by the Federal Workforce Innovation and Opportunity Act (WIOA), authorized by the State of Florida, the U.S. Department of Labor, and in agreement with the Hillsborough County Board of County Commissioners serving as the Chief Elected Official (CEO).
- C. To enhance the provision of workforce development services; increase the involvement of the business community, including small and minority businesses,

in workforce development activities; to increase private sector employment opportunities; and to ensure the economic health of the community.

- D. To place special emphasis on service to welfare recipients, economically disadvantaged adults and youth, dislocated workers, and individuals and employers needing workforce development services as identified in the CareerSource Tampa Bay strategic plan.

## **SECTION 2 – Use of Funds**

CareerSource Tampa Bay shall use available funding in ways that will most effectively satisfy the labor demand needs of the residents and business community to enhance the economic well-being of the community.

## **ARTICLE III - BOARD MEMBERSHIP**

### **SECTION I – Governing Body**

CareerSource Tampa Bay shall be governed by a Board of Directors, to be appointed as provided herein.

### **SECTION 2 – Authority and Responsibilities of the Board**

The authorities and responsibilities of the Board shall include all authorities and responsibilities delegated to it by applicable federal, state and local laws, regulations, policies and mandates, and shall include:

- A. Establishing and adopting policy for governance, administration and operation of the CareerSource Tampa Bay Board of Directors;
- B. Developing, ratifying and submitting or amending the local workforce plan pursuant to Public Law No. 113-128 WIOA and the provisions of Florida Statute 445.007 subject to the approval of the Hillsborough County Board of County Commissioners;
- C. Coordinating agreements with the Hillsborough County Board of County Commissioners that are necessary to designate the fiscal agent and administrative entity;
- D. Oversight of programs;
- E. Oversight of administrative costs;
- F. Oversight of performance outcomes;
- G. Identifying and selecting providers of training services, intensive services, youth providers and One Stop Operators as necessary and applicable;
- H. Developing a budget, subject to the approval of the Hillsborough County Board of County

Commissioners, for purposes of carrying out the duties of the Board under applicable state and federal law;

- I. Oversight of the budget;
- J. Negotiating and reaching agreement on local performance measures;
- K. Coordinating the workforce investment activities with economic development strategies and developing other employer linkages with such activities; and
- L. Developing the Regional Targeted Occupations List.

### **SECTION 3 – Authority of Individual Board Members**

Board members have authority over the affairs of CareerSource Tampa Bay only when acting as a Board of Directors legally in session. The Board shall not be bound in any way by any action or statement on the part of any individual Board member except when such statement or action is taken when carrying out specific instructions by the Board of Directors of CareerSource Tampa Bay.

### **SECTION 4 - Categories of Board Membership**

All the members of the Board of Directors of CareerSource Tampa Bay shall be appointed by the Hillsborough County Board of County Commissioners in accordance with Federal and State legislation, regulations and policies and shall be made from the following categories:

- A. Representatives of business. These individuals shall constitute a majority of the membership of the Board, and shall be individuals; who are owners, chief executive officers, or other individuals with optimum policymaking or hiring authority, provide employment opportunities that include high-quality, work relevant training and development in in-demand industry sectors or occupations, and are nominated for these seats by local business, professional and trade organizations.
- B. Not less than 20 percent shall be representatives; of local labor organizations nominated by local labor federations, member of a local labor organization or a training director from a joint labor-management apprenticeship program, or if no joint program exists an individual from an apprenticeship program, **MAY** include community based organizations that have demonstrated experience and expertise in addressing employment needs of individuals with barriers, including organizations that serve veterans or individuals with disabilities, and out of school youth,
- C. Representatives of education and training shall include; providers administering adult education and literacy activities under WIOA title II, institutions of higher education providing workforce investment activities (including community colleges), **MAY** include local educational agencies and community based

organizations with expertise in education and training of individuals with barriers to employment.

- D. Representatives of governmental, and economic and community development entities; economic and community development entities, State Employment office/Wagner-Peyser Act 29 U.S.C. 720 et seq, WIOA title I of rehabilitation act of 1973, **MAY** include agencies representing transportation, housing, public assistance, and philanthropic organizations. Representatives of entities or individuals as the chief elected official determine to be appropriate.
- E. All representatives must have optimum policymaking authority
- F. An individual may be appointed as a representative of more than one agency if the individual meets all criteria for such representation. If an individual represents more than one membership area, he or she must be appropriately nominated by the organization or entity he or she will represent and must have optimum policymaking authority within each agency represented. This shall be determined by the Hillsborough County Board of County Commissioners.
- G. A representative with “optimum policymaking authority” is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action.
- H. Nominees shall represent the urban and suburban nature of Hillsborough County as well as the demographic, ethnic, and gender characteristics reflective of the County.
- I. The Chairman of the Hillsborough County Board of County Commissioners or his/her designee from the Board of County Commissioners, shall fill one of the mandatory seats on the Board as appropriate and as established by Federal and State legislation, regulations and/or policies.

## **SECTION 5 – Appointment of Board Members**

- A. Members of the CareerSource Tampa Bay Board of Directors shall be appointed by the Hillsborough County Board of County Commissioners subject to the provisions of WIOA and its regulations, and pursuant to the Florida Workforce Innovation Act and policies established by the Governor for the State of Florida. The maximum number of Board members and the categories of membership shall conform to Federal and State legislation, regulations and policies.
- B. The CareerSource Tampa Bay Board may make recommendations regarding nominations to the Hillsborough County Board of County Commissioners. Such nominations shall be in accordance with the nomination process set forth in the governing statutes. Appointments to the Board shall be at the discretion of the Hillsborough County Board of County Commissioners.

- C. Members of the Board shall serve at the pleasure of the Hillsborough County Board of County Commissioners.

## **ARTICLE IV – BOARD OF DIRECTORS**

### **SECTION I – Terms of Membership**

- A. Members of the Board shall serve for fixed and staggered terms of two years with the exceptions described within these By-Laws.
- B. In accordance with the federal law and Florida State law, whenever a mandatory seat on the Board must be filled by an individual occupying a specific position in an organization, agency or institution, their term of office shall not expire except and unless the federal or state statute is amended to exclude the position.
- C. If a member resigns prior to the expiration date of his/her term in office, nominations for filling the vacancy shall be made to the Hillsborough County Board of County Commissioners in the same manner as is described within these By-Laws. Upon appointment, the new member shall serve the unexpired term of the member whose vacancy he/she is filling.
- D. The Chairman of the Hillsborough County Board of County Commissioners, or his or her designee, is not subject to the Board membership term limits specified herein.

### **SECTION 2 – Resignation**

A member may resign his or her membership on the CareerSource Tampa Bay Board at any time by submitting a resignation in writing to the Chair or President & CEO. In the case of the resignation of the Chair, a resignation shall be submitted in writing to the Chair Elect or President & CEO. A resignation shall become effective upon the date specified in such notice, or, if no date is specified, upon receipt of the resignation by the Chair.

Three (3) consecutive absences from regularly scheduled meetings of the CareerSource Tampa Bay Board without an excuse approved by the Chair shall constitute a de facto resignation of the Board member. Three (3) consecutive absences from regularly scheduled committee meetings of CareerSource Tampa Bay, without an excuse approved by the committee chair, shall constitute a de facto resignation of the committee member from that committee. De facto resignation from a committee will not impact the individuals' membership on the Board or membership on other committees.

### **SECTION 3 – Revocation of Membership**



The Executive Committee may, by a two-thirds affirmative vote at a meeting where a quorum has been established, recommend revocation of membership to the Hillsborough County Board of County Commissioners for the following reasons:

- A. Should a Board member cease to represent the category to which they were appointed to fill on the Board through change in status;
- B. Disability, illness or inability to perform their duties on the Board; or
- C. Unethical or illegal practices or actions.

#### **SECTION 4 – Notification of Vacancies**

The Chair of the Board will notify the Board of County Commissioners when vacancies occur through written correspondence with the Commissioner assigned to serve on the board of directors and will annually submit written notification of all vacancies at the beginning of each fiscal year.

### **ARTICLE V - BOARD OFFICERS**

The Officers of CareerSource Tampa Bay shall consist of a Chair, a Chair Elect, a Vice Chair, a Secretary and a Treasurer. The Chairman of the Hillsborough County Board of County Commissioners, or his/her designee from the Board of County Commissioners, shall occupy the Vice Chair position.

#### **SECTION 1- Election of Officers**

The Chair, Chair Elect, Treasurer, and Secretary of the CareerSource Tampa Bay Board shall be elected as follows:

- A. The slate of Officers shall be recommended to the CareerSource Tampa Bay Board of Directors by the Ad-Hoc Nominating Committee and selected based upon a majority vote of the quorum present at the annual meeting at which the slate is presented.
- B. The annual meeting at which the slate of Officers shall be elected shall take place in June or on a date as otherwise set by the Board, and the Officers shall take office in July.
- C. The CareerSource Tampa Bay Chair, Chair Elect and Treasurer shall be selected from among the representatives of the private sector Board members.

#### **SECTION 2 – Duties of Officers**

- A. Duties of the Chair shall include:
  - Presiding at all meetings of the CareerSource Tampa Bay Board of Directors;

- Serving as chair of the Executive Committee;
  - Making all committee chair appointments;
  - Calling special meetings of the Board;
  - Establishing Ad-Hoc Committees as deemed necessary to conduct the business of the Board and make appointments thereto;
  - Serving as a member of the Executive Committee; and
  - Performing all duties incident to the office of Chair.
- B. Duties of the Chair Elect shall include:
- Presiding over meetings in the absence of the Chair;
  - Serving as a member of the Executive Committee; and
  - Performing all duties incident to the office of Chair in the absence of the Chair.
- C. Duties of the Treasurer shall include:
- Serving as a member of the Executive Committee;
  - Serving as a member of the Audit Committee;
  - Serving as Chair of the Finance Committee; and
  - Making a report on the financial status at each regular meeting of the Board.
- D. Duties of the Secretary shall include:
- Serving as a member of the Executive Committee;
  - Signing all bank resolutions; and
  - Reviewing all Board minutes prior to official adoption by the Board of Directors.
- E. Duties of the Vice Chair shall include:
- Presiding over meetings in the absence of the Chair and the Chair Elect;
  - Serving on the Audit Committee; and
  - Ensuring compliance with the inter-local agreement.

### **SECTION 3 – Terms of Office**

The term of office for the Chair, Chair Elect, Secretary and Treasurer of CareerSource Tampa Bay shall be for one (1) year, from July 1 through June 30.

CareerSource Tampa Bay Officers may serve two consecutive terms of one year each in the same office, if re-elected, provided that the time in office does not exceed the limits of their term of membership on the Board. After two consecutive terms, the Officer shall then step down from their position for a minimum of one year, although they may continue to serve as CareerSource Tampa Bay Board members, or in other offices.

The Vice Chair is not subject to the Officer term limits specified herein.

### **SECTION 4 – Vacancy in One of the Officer Positions**

If a vacancy in any office but the Chair occurs due to the illness, resignation, etc. of the Officer elected, a replacement shall be elected to serve the unexpired term of office at the next regularly scheduled Board meeting. If the office of Chair becomes vacant, the Chair Elect will assume the office of Chair.

## **ARTICLE VI – COMMITTEES**

### **SECTION 1 – Standing Committees**

The Standing Committees of CareerSource Tampa Bay shall be the Executive Committee, the One Stop Committee, the Workforce Solutions Committee, the Finance Committee, and the Audit Committee. In addition, there may be such ad hoc committees as determined necessary by the Chair.

Other than those committees required by law, CareerSource Tampa Bay may vote to expand or combine Committees as appropriate for the efficient operation of the business of CareerSource Tampa Bay.

### **SECTION 2 – Terms of the Executive Committee members and Committee Chairs**

CareerSource Tampa Bay Executive Committee Members and Committee Chairs may serve in those positions for two consecutive terms, if re-elected or re-appointed and shall then step down from their position for a minimum of a year, although they may continue to serve as CareerSource Tampa Bay Board members, or in other offices.

### **SECTION 3 – General Committee Membership**

- A. A committee member, with the exception of an Executive Committee member, may designate an alternate in writing who shall have the powers, including voting, of the committee member when that alternate attends committee meetings in lieu of the committee member. No member or delegate may vote through proxy.

- B. CareerSource Board members shall comprise a majority of each committee.
- C. The Chair of any standing committee with the exception of the Executive Committee, at his/ her discretion, may appoint board and non-board members to serve on the committee.
- D. Non-board committee members shall serve for a two-year term from their appointment date. Terms are renewable for additional two-year periods at the discretion of the committee chairperson.

#### **SECTION 4 – Executive Committee Membership, Duties and Responsibilities**

CareerSource Tampa Bay shall have an Executive Committee consisting of the Officers, the Chairs of the Standing Committees, Past Chair, and up to five at-large members appointed by the Chairperson.

The Executive Committee shall have and exercise the authority of the Board of Directors in the governance of the affairs of CareerSource Tampa Bay with the exception of adopting, repealing, or amending these By-Laws. Delegation of this authority to the Executive Committee shall not relieve the Board of Directors or any individual Director of any responsibility imposed on it, or him or her, by the Bylaws or by any applicable law.

Duties of the Executive Committee shall also include, but are not limited to:

- Reviewing qualifications of individuals nominated to serve on the Board of Directors and forwarding nominations with recommendations and rationale for appointment or non-appointment to the Board of Directors for action. If approved by the Board, the nominations shall be submitted to the Hillsborough County Board of County Commissioners for its consideration; and
- Planning, conducting and/or recommending Board Member development or in-service activities.

#### **Section 5 – One Stop Committee Membership, Duties and Responsibilities**

The One Stop Committee shall be chaired by a Board Member appointed by the Board Chair and shall consist of those members deemed appropriate and appointed to the committee by the One Stop Committee Chair. The One Stop Committee shall be responsible for:

- Providing assistance with planning, operational and other issues relating to the One Stop delivery system;
- Providing assistance with planning, operational, and other issues relating to the provision of services to youth;
- Providing assistance with planning, operational and other issues relating to the provision of services to individuals with disabilities;

- Reviewing the plans and services of other agencies and One Stop partners with the intent to improve coordination of services;
- Reviewing customer survey feedback to ensure customer input is made part of the plan of service;
- Reviewing the enrollment and training of individuals under the Workforce Innovation and Opportunity Act;
- Reviewing the services delivered to welfare transition customers;
- Reviewing services and programs delivered to recognized target groups;
- Reviewing the operation and performance of any grants or other funding received;
- Reviewing periodic reports on performance in accordance with the committee’s annual strategic plan; and
- Planning for future changes and improvements to the One Stop system.

#### **SECTION 6 – Workforce Solutions Committee Membership, Duties and Responsibilities**

The Workforce Solutions Committee shall be chaired by a Board member appointed by the Board Chair and shall consist of those members deemed appropriate and appointed to the Committee by the Workforce Solutions Committee Chair. The Workforce Solutions Committee shall be responsible for:

- Reviewing and approving the services and programs delivered to employers;
- Reviewing and approving training vendor applications and other actions pertaining to training vendors;
- Reviewing periodic training vendor performance reports;
- Reviewing the region’s activities related to targeted industries;
- Creating and maintaining the regional targeted occupations list; and
- Reviewing and approving the Board’s partnerships with economic development organizations and other business associations in accordance with the committee’s annual strategic plan.

#### **SECTION 7 – Finance Committee Membership, Duties and Responsibilities**

The Finance Committee shall be chaired by the Treasurer, and shall consist of those members deemed appropriate and appointed to the Committee by the Treasurer. The Finance Committee shall be the Committee of the Board charged with oversight responsibilities regarding the fiscal affairs of the Agency. The Committee’s responsibilities shall include, but are not limited to:

- Reviewing a draft of the annual budget and submitting the tentative annual budget, along with a recommendation, to the Board of Directors for action;
- Reviewing and approving all subsequent modifications to the budget;
- Reviewing the annual audit and accompanying management letters with agency responses;
- Providing oversight through review of monitoring reports;
- Reviewing the agency's periodic financial statements and report on the organizations financial status at each meeting of the Executive Committee; and
- Serving on procurement review panels at the request of the President and CEO and/or CFO.

### **SECTION 8 – Audit Committee Membership, Duties and Responsibilities**

The Audit Committee shall consist of the County Commissioner serving on the CareerSource Tampa Bay Board of Directors, an Assistant County Administrator or one at large county staff person, the Chair of the CareerSource Tampa Bay Finance Committee, and the CareerSource Tampa Bay President and CEO. The Administrator of Hillsborough County will select the Assistant County Administrator or the at-large county staff person to serve on the Committee. The Audit Committee shall be responsible for:

- Arranging and procuring the annual audit of any and all programs operated by CareerSource Tampa Bay in compliance with OMB Circular A-133, including the selection of an audit firm;
- Reviewing reports on the monitoring of activities, operations and expenditures under the programs operated by CareerSource Tampa Bay; and
- Reviewing such other interim or annual reviews and reports, whether conducted by an audit firm, entities expert in evaluation and/or monitoring of CareerSource Tampa Bay programs or county staff as determined by the Audit Committee.

### **SECTION 9 – Ad-Hoc Nominating Committee Duties and Responsibilities**

The Chair of CareerSource Tampa Bay shall appoint the Chair and members of the ad-hoc Nominating Committee from among the membership of the Board. The responsibilities of The Nominating Committee shall include:

- Meeting prior to the fourth quarterly or annual board meeting to select a slate of Officers to be presented to the CareerSource Tampa Bay Board at the annual meeting; and
- Reviewing Board members' length of service and recommending renewal of membership to the Executive Committee as appropriate.

## **ARTICLE VII - MEETINGS**

### **SECTION I – Notice, Minutes, etc.**

- A. Regular meetings of CareerSource Tampa Bay Board and Committees of the Board shall be held at a place to be determined by the members, at such times and as often as they may deem necessary.
- B. The President & CEO or his/her designee shall send written notice of each Board and Committee meeting to the members at such times and as often as they may deem necessary.
- C. The public shall be informed of Board and Committee meetings through notice(s), which shall state the purpose of the meeting, the time and the place. Special meeting notices shall state the purpose of the meeting and whether it has been called by the Chair or by petition.
- D. All Board and Committee meetings shall be subject to the Sunshine and Open Meeting Laws of the State of Florida.
- E. The CareerSource Board may allow one or more members to participate in Board and Committee meetings by telephone or other types of communications technology provided that access be given to the public at such meetings through the use of such devices as a speaker telephone that would allow the absent member or members to participate in discussions to be heard by other board members and the public to hear discussions taking place during the meeting.
- F. Special meetings of members may be called at any time by the CareerSource Tampa Bay Chair or by a petition signed by not less than twenty-five percent (25%) of the membership of CareerSource Tampa Bay, setting forth the reason for calling such a meeting.
- G. CareerSource Tampa Bay committees shall meet at the call of the Committee Chair, the Committee Vice Chair or the CareerSource Tampa Bay Board Chair.
- H. Minutes shall be kept of all Board and Committee meetings. Minutes shall be reviewed and approved at the next CareerSource Tampa Bay 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 Tampa Bay as the record of the official actions of the Board of Directors.

### **SECTION 2 – Limitation on Participation**

Participation in Board meetings and Executive Committee meetings shall be limited to members of the Board, Committees and staff with the following exceptions:

- A. Regularly scheduled agenda items that call for reports or participation by non-members.

- B. A time shall be set on the agenda for the receipt of public comment.

### **SECTION 3 – Parliamentary Procedures**

When parliamentary procedures are not covered by these by-laws, Robert's Rules of Order, Revised, shall prevail.

## **ARTICLE VIII – QUORUM AND VOTING**

### **SECTION 1 – Quorum**

- A. A quorum of the Board shall consist of one-third (33%) of the Board membership.
- B. A quorum of the Executive Committee shall consist of one-third (33%) of the Executive Committee members.
- C. Except for the Executive Committee, the number of Committee Members present for a committee meeting shall constitute a quorum for the purpose of conducting the business of the Committee.
- D. Board members participating by telephone or other types of communications technology will be included as part of the quorum as a quorum does not have to be physically present to conduct business.

### **SECTION 2 – Voting and Related Party Contracts**

- A. Any action that may be taken by the CareerSource Tampa Bay Board of Directors or a committee of the Board shall be considered the act of the Board or Committee only if the action is taken by an affirmative vote of the majority of the members in attendance at a meeting where a quorum has been established.
- B. Each member of the CareerSource Tampa Bay Board of Directors shall have one (1) vote when present at a meeting of the Board, whether in person or by phone or other type of communication technology. Members may not vote by proxy.
- C. Voting privileges of non-board members selected to serve on a committee are limited to that committee.
- D. A member of the Board who is present, either in person or by other communication means, at a meeting of the Board or a committee of the Board at which action on any matter is taken shall be presumed to have assented to the action taken unless his or her dissent is declared and entered in the minutes of the meeting
- E. When an issue presents a possible conflict of interest to a member, said member shall disclose the conflict of interest and shall abstain from voting on said issue. A conflict of interest is any matter which has a direct bearing on services to be provided by that member or any organization which such member directly



represents, or any matter which would financially benefit such member or any organization such member represents.

- F. Contracts awarded to members of the CareerSource Tampa Bay Board of Directors shall require a 2/3 affirmative vote of the quorum in attendance at the Board meeting.
- G. A Board member acting as presiding Officer at a meeting of the Board or a Committee of the Board held pursuant to these By-Laws shall be entitled to vote on the same basis as if not acting as the presiding Officer.
- H. Any item considered, voted on and approved by a committee of the CareerSource Board of Directors, excluding approval of meeting minutes and adjournment of meeting, shall be brought forth to the Executive Committee for consideration at its next meeting.

### **SECTION 3 – Consent Agenda**

As soon as practicable following a meeting of the Executive Committee, minutes of the meeting shall be transmitted to Members of the Board of Directors. Any Board Member shall have five (5) days from receipt of the minutes within which to request that an action of the Executive Committee be brought before the full Board. If no such request is made, the action of the Executive Committee shall stand.

## **ARTICLE IX - AMENDMENTS**

These By-laws may be amended or replaced by an affirmative vote of two-thirds of the membership of the CareerSource Tampa Bay Board, after notice, which shall specify or summarize the changes proposed to be made. Such notice shall be made no less than five (5) days prior to the meeting at which such amendment or repeal is acted upon.

## **ARTICLE X - GENERAL PROVISIONS**

Nothing in these By-laws shall be construed to take precedence over federal, state or local laws or regulations, or to constrain the rights or obligations or the units of the local elected officials or governments party to the consortium agreement.

## **ARTICLE XI - INDEMNIFICATION**

### **SECTION I – Indemnification of Board Members**

CareerSource Tampa Bay, Inc. shall indemnify any CareerSource Tampa Bay Board member, staff person, Officer, or former CareerSource Tampa Bay Board member, staff person, or Officer

for expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit or proceeding, civil or criminal, in which he or she is made a party by reason of being or having been a CareerSource Tampa Bay Board member, staff person, or Officer, except in relation to matters in which he or she was adjudged, in the action, suit or proceeding, to be liable for negligence or misconduct in the performance of his or her CareerSource Tampa Bay duties.

## **SECTION 2 – Rights to Indemnification**

The right to indemnification under this Article is only available to the extent that the power to indemnify is lawful and to the extent that the person to be indemnified is lawful and to the extent that the person to be indemnified is not insured or otherwise indemnified.

## **SECTION 3 – Indemnification Insurance**

CareerSource Tampa Bay and the Hillsborough County Board of County Commissioners shall have the power to purchase and maintain insurance sufficient to meet this Article's indemnification requirements.

## **ARTICLE XII - ENACTMENT PROVISION**

These By-laws shall become effective after approval by a two-thirds vote of the membership after due notice to the membership. Reasonable notice shall be given prior to the meeting at which these By-laws are enacted.

These amended By-Laws were adopted as of this 16<sup>th</sup> day of June 2016.

## Workforce Acronyms

ACRONYM	COMPLETE NAME	DEFINITION
<b>AD</b>	Adult - customer under WIOA	An individual 18 years or older, authorized to work in US, requesting services under WIOA. Priority must be given to low-income, those receiving public assistance, individuals who are basic skills deficient and veterans.
<b>ADA</b>	Americans with Disabilities Act	Federal law that prohibits discrimination based on disability.
<b>AWAP</b>	Average Wage at Placement	The average hourly wage rate of all individuals who entered employment working at least 20 hours per week.
<b>BLS</b>	Bureau of Labor Statistics	Unit of the US Dept. of Labor; collects, processes, analyzes, and disseminates essential data to the public, Congress, Fed. Agencies, state/local gov't, businesses, labor reps.
<b>CAP</b>	Corrective Action Plan	Plan for making improvements to an organization's processes or an individual's performance to eliminate causes of nonconformities/undesirable situations.
<b>CBO</b>	Community Based Organization	An organization that has as its mission to bring about improvement in the social well-being of individuals, groups, and neighborhoods.
<b>CFR</b>	Code of Federal Regulations	Rules published in the Federal Register by the executive departments and agencies of the federal government.
<b>CSTB</b>	CareerSource Tampa Bay	Local workforce investment agency delivering services in Hillsborough County - designated by Florida's governor.
<b>DCF</b>	Department of Children and Families	A Department within the agencies of the State of Florida charged with providing for the care, safety, and protection of children in an environment that fosters healthy social, emotional, intellectual, and physical development.
<b>DEO</b>	Department of Economic Opportunity	A Department with the agencies of the State of Florida that assists the governor in advancing economic development by administering state and federal programs to help visitors, citizens, businesses, and communities.
<b>DOE</b>	U.S. Department of Education	A Department within the federal government that is responsible for collecting education data from school districts, state and community colleges, universities, and independent post-secondary institutions to track student performance over time.
<b>DOE*</b>	U.S. Department of Energy	A Department within the federal government whose mission is to advance energy technology and promote related innovation in the US.
<b>DVOP</b>	Disabled Veterans' Outreach Program	A federal program that through a state DEO employee located in one of our local one-stop centers, provides intensive services to meet the employment needs of disabled veterans and other eligible veterans with emphasis on those who are economically,

ACRONYM	COMPLETE NAME	DEFINITION
		educationally disadvantaged. The employee must be a disabled veteran to hold this position.
<b>DW</b>	Dislocated Worker - customer under WIOA	An individual who has been terminated/laid off because of economic conditions or plant closure, a displaced homemaker, spouse of a member of Armed Forces due to change in duty.
<b>EEO</b>	Equal Employment Opportunity	A federal law that prohibits specific types of job discrimination in certain workplaces.
<b>EF</b>	Employ Florida	Statewide database that provides information to employers and individuals seeking work in Florida, including job searches, resume assistance, training, and labor market information.
<b>ETA</b>	Employment and Training Administration under USDOL	A unit within a Department of the federal government that provides guidance on training, employment, labor market information, and income maintenance services.
<b>ETP</b>	Eligible Training Provider	A local workforce board approved training vendor that delivers occupational training designed to assist individuals receiving Workforce Investment Opportunity Act (WIOA) services with obtaining the skills needed to obtain a job.
<b>ETPL</b>	Eligible Training Provider List	A list of all board approved training vendors.
<b>EWT</b>	Employed Worker Training	A program offered through CareerSource to strengthen/upgrade the professional skills of a company's workforce at little/no cost to the company.
<b>FLSA</b>	Fair Labor Standards Act	A federal law which sets standards for minimum wage and overtime pay.
<b>FTE</b>	Full Time Equivalent	Represents one employee who works on a full-time basis.
<b>FY</b>	Fiscal Year	A fiscal year (or financial year, or sometimes budget year) is the period used by entities for accounting and budget purposes and financial reporting, the dates of which may vary between entities.
<b>GAO</b>	General Accounting Office	An independent auditing and accounting agency that assists Congress and government departments and agencies and settles claims for the federal government.
<b>GED</b>	General Education Development (diploma)	High school equivalency completion.
<b>IFB</b>	Invitation for Bid	A formal solicitations instrument that "invites" contractors or vendors to submit a bid (cost) on a specific project to be realized or product or service to be furnished.
<b>ISY</b>	In-school Youth	A 14-21 yr. old attending school who, under WIOA, must also be low income with at least one economic or education deficiency.
<b>ITA</b>	Individual Training Account	Similar to a scholarship or purchase order and ITA is given to an eligible participant under WIOA or, here locally, the Welfare

ACRONYM	COMPLETE NAME	DEFINITION
		Transition program, so that individual can enroll into a training program offered by an approved training vendor to obtain the skills for a demand job. Used to pay for tuition and required books and training materials.
<b>IWT</b>	Incumbent Worker Training	A state level employer incentive program operated by CareerSource Florida that provides grant funding for continuing education and training of incumbent employees at existing Florida businesses. Expanding into local areas under WIOA.
<b>LMI</b>	Labor Market Information	Quantitative data and analysis related to employment and the workforce.
<b>LVER</b>	Local Veterans' Employment Representative	A state DEO staff located within our local board's one-stop centers who conducts outreach to employers and engages in advocacy efforts with hiring executives to increase employment opportunities for veterans.
<b>LWIA / LWDA</b>	Local Workforce Investment Area / Local Workforce Development Area	The area of the state, designated by the Governor, that is governed by a volunteer board of directors who are each appointed by the Chief Elected Officials that oversee and administer the Workforce Innovation and Opportunity Act (WIOA).
<b>MIS</b>	Management Information System	A computerized information-processing system designed to support the activities of company or organizational management.
<b>MMR</b>	Monthly Management Report	A monthly snapshot of the performance data for a region state defined goals.
<b>MOU</b>	Memorandum of Understanding	A formal agreement between 2 or more parties; used with the WIOA to describe the services the partners will provide to the One-Stop system.
<b>MSA</b>	Metropolitan Statistical Area	A geographical region with a relatively high population density and close economic ties throughout the area.
<b>MSFW</b>	Migrant and Seasonal Farmworker	A low-income individual who has been primarily employed in seasonal agricultural or fish farming labor that is characterized by travel to a job site such that the individual is unable to return to a permanent place of residence within the same day, that faces chronic unemployment or underemployment, and faces multiple barriers to economic self-sufficiency.
<b>NAWB</b>	National Association of Workforce Boards	A national association that connects workforce development professionals, board members, and policy makers with knowledge, training, and tools to ensure that state/local workforce development meet employers' needs.
<b>NEG</b>	National Emergency Grant	Discretionary federal grants which provide funds to assist workers affected by major economic dislocations.

ACRONYM	COMPLETE NAME	DEFINITION
<b>NFA (NOFA)</b>	Notice of Fund Availability	(1) A notice that an agency will issue a procurement informing interested parties when and where further information may be obtained or (2) a notice of funding that has been made available to the local region by, in most circumstances, DEO.
<b>OIG</b>	Office of the Inspector General	A government department that is charged with fighting waste, fraud, and abuse in state and federal programs
<b>OJT</b>	On the Job Training	A program offered by CareerSource that reimburses an employer for the extraordinary cost of training that the employer provides to a newly hired WIOA eligible individual.
<b>OMB</b>	Office of Management and Budget	Business division of the Exec. Office of the President of the U.S. that administers U.S. federal budget and oversees the performance of federal agencies.
<b>OST</b>	Occupational Skills Training	Training for occupations in demand in our local economy.
<b>OSY</b>	Out-of-school Youth	A 16-24 yr. old youth not attending school and for purposes of WIOA enrollment, has another approved barrier to employment.
<b>PTT</b>	Professional Talent of Tampa Bay	A local networking group established by CareerSource Pinellas and CareerSource Tampa Bay that assists experienced individuals in discovering the wide range of employment/networking resources available through our organizations.
<b>PWE</b>	Paid Work Experience	A career preparation activity in which individual are placed at a worksite doing real work for pay.
<b>PY</b>	Program Year	The annual period that begins on July 1 and ends on June 30 the next year. For purposes of WIOA, annual performance is measured for the PY during this period of time.
<b>QRT</b>	Quick Response Training	A state level program administered by CareerSource Florida with an application process designed as a collaborative effort between businesses requesting training and the local economic development organization.
<b>Q or QTR</b>	Quarter or Quarter to Date	Three months of time that begins under WIOA on July 1 (Quarter 1), October 1 (Quarter 2), January 1 (Quarter 3) and April 1 (Quarter 4) and lasts 3 months - a quarter of a year. QTD information is useful for analyzing expenses or comparing performance data.
<b>RFP</b>	Request for Proposal	A formal procurement that solicits proposal(s) by an agency or company interested in buying a commodity, service, or asset. Usually used when the company or agency knows it has a need but doesn't know how to meet the need or solve the problem.
<b>RESEA</b>	Reemployment services and Eligibility Assessment (here in Florida)- also known as Unemployment Insurance and Unemployment Compensation	A joint state-federal program that provides cash benefits to eligible workers. Unemployment insurance payments (benefits) are intended to provide temporary financial assistance to unemployed workers who are unemployed through no fault of their own.

ACRONYM	COMPLETE NAME	DEFINITION
<b>RFQ</b>	Request for Quote	A Request for Quote (RFQ) is a formal procurement commonly used when an agency or company knows what it wants but needs information on how vendors would meet its requirements and/or how much it will cost.
<b>SNAP</b>	Supplemental Nutrition Assistance Program	A federal program, formerly known as food stamps, that provides funding to income-based eligible candidates to purchase food.
<b>STEM</b>	Science, Technology, Engineering and Math	STEM is a curriculum based on the idea of educating students in four specific disciplines — science, technology, engineering and mathematics — in an interdisciplinary and applied approach. In addition to subject- specific learning, STEM aims to foster inquiring minds, logical reasoning, and collaboration skills.
<b>TAA</b>	Trade Adjustment Assistance Act	A federal program that provides funding to train US workers who have lost their jobs as a result of foreign trade. This training should lead to a path of employment and opportunity.
<b>TANF</b>	Temporary Assistance for Needy Families	A federally-funded program run by states that provides limited cash assistance to extremely low-income parents and their children. Also known as welfare or cash assistance. Here in Florida, the maximum amount that can be received is \$364/month for a family of four.
<b>TEGL**</b>	Training and Employment Guidance Letter	Official guidelines issued by the USDOL to establish operational and financial policies under WIOA.
<b>TOL</b>	Targeted Occupation List	A board approved list of occupations for which WIOA-eligible individuals and, locally, Welfare Transition participants, may receive training assistance.
<b>TTW</b>	Ticket to Work	A program run through the Social Security Administration available to people ages 18-64, that have a disability and receive Security Disability Insurance/Supplemental Security Income benefits who wish to enter the workforce. The program pays for the cost of training and books and materials.
<b>UI / UC / RESEA</b>	Unemployment Insurance - also known as Unemployment Compensation as well as Reemployment services and Eligibility Assessment (here in Florida)	A joint state-federal program that provides cash benefits to eligible workers. Unemployment insurance payments (benefits) are intended to provide temporary financial assistance to unemployed workers who are unemployed through no fault of their own.
<b>USDOL</b>	United States Department of Labor, also shown as DOL	A Department within the federal government that is responsible for fostering, promoting, developing the welfare of the wage earners, job seekers, and retirees of the U.S. and to improve working conditions as well as advance opportunities for profitable employment and assure work-related benefits and rights.
<b>VR</b>	Vocational Rehabilitation	A Department within the State of Florida government that works to enable persons with functional, psychological, developmental, cognitive and emotional impairments or health disabilities to overcome barriers to accessing, maintaining or returning to employment or other useful occupation.

ACRONYM	COMPLETE NAME	DEFINITION
<b>WARN</b>	Worker Adjustment and Retraining Notification (Act)	U.S. labor law which protects employees, their families, communities by requiring most employers (100+ employees) to provide 60-day notice before shutting down.
<b>WIA</b>	Workforce Investment Act of 1998, replaced by WIOA	A federal law that provided workforce investment activities to increase employment, retention, earnings and increase occupational skill to help to improve the quality of the workforce, reduce welfare dependency, enhance productivity/competitiveness.
<b>WIOA</b>	Workforce Innovation and Opportunity Act	A federal law designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.
<b>YTD</b>	Year to Date	Year to date (YTD) refers to the period beginning the first day of the current program year up to the most current date. YTD information is useful for analyzing expenses or comparing performance data.
<b>YTTB</b>	Young Talent Tampa Bay	Brand name for WIOA Youth program provided by CareerSource Tampa Bay.



## Acknowledgement

CareerSource Tampa Bay Board members will review this policy manual annually. Furthermore, upon joining the Board and annually thereafter, board members will individually sign below in acknowledgement and compliance of this policy manual.

**I acknowledge that I have read and understand the foregoing Board Member Policy Manual, and certify that I will comply with its terms and conditions.**

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_