



Thursday, January 7, 2021 1:00 PM
ZOOM Meeting

Ad Hoc Strategic Planning Committee Agenda

- I. **Welcome and Roll Call** Ben Hom, Chair

- II. **Pledge of Allegiance** Mike Bach

- III. **Public Comments**

- IV. **Action Items**
 - 1. Approval of Minutes –December 3, 2020 Ad Hoc Strategic Planning Committee ... Page 2

- V. **Discussion Items**
 - 1. Review Strategic Plan Priority Survey Michelle Zieziula, Page 4
 - 2. Review of Draft Strategic Framework Michelle Zieziula, Page 12
 - 3. Review of Vision and Mission Michelle Zieziula, Page 19
 - 4. Next Steps

- VI. **Adjournment**



CareerSource Tampa Bay

Minutes of Ad Hoc Strategic Planning Committee Meeting

Date: December 3, 2020
Location: Zoom Meeting

Call to Order Chair Mike Bach called the meeting to order at 1:02 p.m. There was a quorum present with the following Ad Hoc Strategic Planning Committee members participating.

Board Members in attendance

Michael Bach, Dr. Ginger Clark, Steve Morey, Richard Padilla, and Sophia West.

Board members not in attendance

Benjamin Hom.

Staff Present

John Flanagan, Michelle Schultz, Michelle Zieziula, and Tammy Stahlgren.

BOCC Liaison/Representative

None.

Others

Mike Lawrence – CWA
Sharron Parry – CWA
Roy Vanderford – CWA

The items are listed in the order of discussion.

▶ Indicates Committee Action

□ Indicates Action Needed

Pledge of Allegiance

The Pledge of Allegiance was led by Mike Bach.

Public Comments

There were none.

▶ Action Item 1 - Approval of Minutes:

November 5, 2020 Ad Hoc Strategic Planning Committee Meeting Minutes

- A motion to approve the minutes of the November 5, 2020 Ad Hoc Strategic Planning Committee Meeting Minutes.
 - Motioned: Richard Padilla
 - Seconded: Steve Morey
- The motioned passed unanimously.

Information Items

Information Item #1 Review of Draft Strategic Priorities

The intent of the Board of Directors Strategic Plan is to expand the work of CSTB – both upward and outward - to more effectively provide workforce services to job seekers and businesses in Hillsborough County. Based on committee meetings and discussion, the post-COVID-19 survey responses collected in July 2020, and independent research regarding key areas of workforce development, the following priorities are listed below for your consideration:

1. Future Workforce
2. Revenue Diversification.
3. Connecting Job Seekers to Careers
4. Community Awareness
5. System Redesign

The following discussions ensued:

- Focus on priorities that represent the direction of the board long-term in the next five years
- Align various plans under priority items and identify realistic strategies
- Priorities 1-3 focus outward in the community, 4-5 are more internal facing.
- Need to define sub-initiatives and create SMART goals
- Was the internal talents of CSTB taken into consideration? How does CSTB acquire and keep talent to accomplish our goals? How do we invest in our talent development? How to be a model employer and implement community standards? Implied under system redesign but may need to be specified.
- Plan timeline – 2-3 years
- Impact areas will be interrelated, include IT throughout (implied in System Redesign)
- Assign goals to committees for oversight?
- Brand awareness in a single document - CSTB will brand the strategic plan to use as a marketing piece, incorporate Talent Meets Opportunity.
- Change the layout for the presentation of these priorities

Information Item #2 Review Strategic Plan Priority Survey

The survey will ask respondents to rank the five priorities in order of importance to CSTB's new strategic plan. It also asks for input about the proposed key priorities and for suggestions of any additional priorities that should be considered.

A goal of the survey is to involve the local government and community partners such as BOCC, as well as CareerSource Florida, for feedback and possible resources. This will also demonstrate the positive change that is happening locally.

Next Steps / Other Business

- Strategic priorities will be sent to the Board as a survey – responses due by 12/9.
- Items to be presented at the next meeting:
 - Some draft goals and objectives for each priority to be included as examples
 - Presentation of survey results

The next meeting is scheduled for December 15, 2020.

The meeting was adjourned at 1:47p.m.

Minutes submitted by Tammy Stahlgren, Administrative Services Coordinator.



Discussion Item # 1

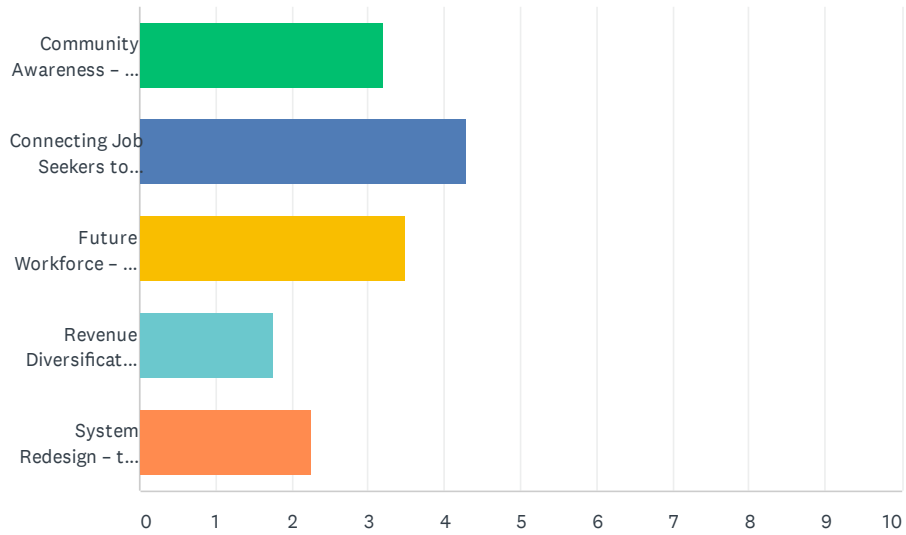
Strategic Plan Priority Survey

The survey results are found on the following pages.

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Q1 Please rank the proposed impact areas in order of importance.

Answered: 24 Skipped: 0



Board of Directors - Strategic Plan Priorities

| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
|---|--------------|-------------|-------------|-------------|--------------|-------|-------|
| Community Awareness – to include increasing strategic partnerships; refining brand perception;improving relevance to businesses and the greater community; reporting and visuallydemonstrating the successes and impact of the agency; and growing the mission of theorganization to create positive community awareness, build relationships and broadenfoundation of support. | 12.50% 3 | 25.00% 6 | 33.33% 8 | 29.17% 7 | 0.00% 0 | 24 | 3.21 |
| Connecting Job Seekers to Careers—Expand the American Job Center and public workforcesystems, both traditional and virtual, to more effectively connect job seekers to appropriatecareers. This will include better connections to our state-of-the-art universities, colleges andshort-term training and certification providers, working with our businesses to improve on thejob training opportunities, and developing and connecting to apprenticeship programs targetedto meet our employer’s needs. Enhancing our strong relationships with economic andcommunity development. | 50.00% 12 | 29.17% 7 | 20.83% 5 | 0.00% 0 | 0.00% 0 | 24 | 4.29 |
| Future Workforce – to include youth engagement (both in school and out of school); serving thepost-COVID-19 workforce; promoting talent growth and retention in the region; addressing skillsgaps; adapting to the future of work, including increased remote work capabilities and digitalskills; and preparing for changing economic impacts, such as economic and population growth. | 20.83% 5 | 29.17% 7 | 33.33% 8 | 12.50% 3 | 4.17% 1 | 24 | 3.50 |
| Revenue Diversification – Realizing financial sustainability for the organization through new andexpanded revenue sources and programs (ex. fractional HR and access to data), helping toimprove our ability to serve additional populations in the community. | 4.17% 1 | 8.33% 2 | 0.00% 0 | 33.33% 8 | 54.17% 13 | 24 | 1.75 |
| System Redesign – to include restructuring how we do business and provide workforce servicesto the broader community, increasing virtual services and access; expanded services andoutreach to diverse populations; modified business services approach, and improving efficiencyand productivity in our operations. | 12.50% 3 | 8.33% 2 | 12.50% 3 | 25.00% 6 | 41.67% 10 | 24 | 2.25 |

Q2 Please list any additional impact areas the board should consider and/or any comments regarding the strategic priorities of the board.

Answered: 9 Skipped: 15

| # | RESPONSES | DATE |
|---|---|--------------------|
| 1 | I have a dream idea. It would be great to expand the career seek and support for "C" and Executive level with a focus for the black population. Our community struggles with having a high number of blacks in high level positions which causes the organization to only have one black in leadership or none. I welcome to speak to this further (Conchita L. Canty-Jone). | 12/9/2020 2:26 PM |
| 2 | Partnering to serve more inner-city populations | 12/9/2020 1:06 PM |
| 3 | NA | 12/9/2020 12:28 PM |
| 4 | Increase Apprentice programs | 12/8/2020 8:51 PM |
| 5 | Create special place-based workforce development strategies and initiatives with a high emphasis on (high poverty, high unemployment) areas in the county and establish long-term partnerships that provide a combination of services workforce development services delivered inside targetted communities. | 12/8/2020 9:29 AM |
| 6 | Making it easier to access CSTB programs as an employer. They are currently somewhat opaque, hard to register for, and even after registration I'm not sure I understand the pipeline for utilization of the programs. This will increase employer engagement. | 12/8/2020 9:02 AM |
| 7 | It doesn't look right having the Future Workforce so low on the list. If financial sustainability is there and community awareness is there and we are connecting with job seekers then the future workforce will be there. But it's also a good idea to give some extra attention to the future workforce. We always need to be looking for more efficient ways to increase virtual services and access as tech changes. That really has some overlap with being financially sustainable. I realize you can run a business poorly until it is no longer sustainable for a long time, but that is not going to happen here. There are a lot of very smart people working for Career Source and I feel they are always thinking about ways to make their services more accessible to the public. | 12/8/2020 8:36 AM |
| 8 | 1. Resources to small businesses to operate at scale, faster and cheaper. Examples could include fractional HR. 2. Job seekers can be more proactively served. 3. Youth engagement; serve as an indispensable resource to all HillsCo youth. 4. Build relations with all HillsCo based critical influencers. | 12/6/2020 9:18 PM |
| 9 | Nothing additional | 12/4/2020 11:26 AM |

Q3 Respondent Information

Answered: 24 Skipped: 0

| ANSWER CHOICES | RESPONSES | |
|-----------------|-----------|----|
| Name | 100.00% | 24 |
| Company | 100.00% | 24 |
| Address | 0.00% | 0 |
| Address 2 | 0.00% | 0 |
| City/Town | 0.00% | 0 |
| State/Province | 0.00% | 0 |
| ZIP/Postal Code | 0.00% | 0 |
| Country | 0.00% | 0 |
| Email Address | 0.00% | 0 |
| Phone Number | 0.00% | 0 |

Board of Directors - Strategic Plan Priorities

| # | NAME | DATE |
|----|-------------------------|--------------------|
| 1 | Richard Padilla | 12/9/2020 4:40 PM |
| 2 | Andrea M Cichon | 12/9/2020 2:45 PM |
| 3 | Conchita L. Canty-Jones | 12/9/2020 2:26 PM |
| 4 | Stephanie Brown | 12/9/2020 1:06 PM |
| 5 | John Howell | 12/9/2020 12:28 PM |
| 6 | Geordie Hyland | 12/9/2020 9:37 AM |
| 7 | Warren Brooks | 12/9/2020 8:26 AM |
| 8 | Ocea Wynn | 12/9/2020 8:16 AM |
| 9 | Paul Orvosh | 12/8/2020 8:51 PM |
| 10 | Randall King | 12/8/2020 1:47 PM |
| 11 | Rick Bennett | 12/8/2020 10:47 AM |
| 12 | Sophia | 12/8/2020 10:32 AM |
| 13 | Liz Gutierrez | 12/8/2020 9:29 AM |
| 14 | Ian Lieberman | 12/8/2020 9:02 AM |
| 15 | Tye Swenson | 12/8/2020 8:53 AM |
| 16 | Richard Cranker | 12/8/2020 8:36 AM |
| 17 | Steve Morey | 12/8/2020 8:31 AM |
| 18 | Lindsey Kimball | 12/7/2020 1:24 PM |
| 19 | Don Noble | 12/7/2020 7:05 AM |
| 20 | Michael Bach | 12/6/2020 9:18 PM |
| 21 | Felicia Bell | 12/6/2020 7:06 PM |
| 22 | Gil Schisler | 12/5/2020 8:29 AM |
| 23 | Roy Sweatman | 12/4/2020 12:19 PM |
| 24 | Karen Koundourakis | 12/4/2020 11:26 AM |

Board of Directors - Strategic Plan Priorities

| # | COMPANY | DATE |
|----|--|--------------------|
| 1 | Florida West Coast NECA | 12/9/2020 4:40 PM |
| 2 | TGH | 12/9/2020 2:45 PM |
| 3 | Hillsborough County Public Schools | 12/9/2020 2:26 PM |
| 4 | Tampa Hosing Authority | 12/9/2020 1:06 PM |
| 5 | VR | 12/9/2020 12:28 PM |
| 6 | Ultimate Medical Academy | 12/9/2020 9:37 AM |
| 7 | HCPS | 12/9/2020 8:26 AM |
| 8 | City of Tampa | 12/9/2020 8:16 AM |
| 9 | IUPAT | 12/8/2020 8:51 PM |
| 10 | IBEW local 915 | 12/8/2020 1:47 PM |
| 11 | Florida Blue | 12/8/2020 10:47 AM |
| 12 | C.S West & Associates,PA | 12/8/2020 10:32 AM |
| 13 | Enterprising Latinas | 12/8/2020 9:29 AM |
| 14 | Fuzzy's Taco Shops | 12/8/2020 9:02 AM |
| 15 | Frameworks Services, LLC | 12/8/2020 8:53 AM |
| 16 | UA Local 123 | 12/8/2020 8:36 AM |
| 17 | Tampa Bay EDC | 12/8/2020 8:31 AM |
| 18 | Hillsborough County | 12/7/2020 1:24 PM |
| 19 | VetCor | 12/7/2020 7:05 AM |
| 20 | Bach & Partners, LLC | 12/6/2020 9:18 PM |
| 21 | Concorde career institute | 12/6/2020 7:06 PM |
| 22 | City of Temple Terrace | 12/5/2020 8:29 AM |
| 23 | Southern Manufacturing Technologies, Inc | 12/4/2020 12:19 PM |
| 24 | Suncoast Credit Union | 12/4/2020 11:26 AM |
| # | ADDRESS | DATE |
| | There are no responses. | |
| # | ADDRESS 2 | DATE |
| | There are no responses. | |
| # | CITY/TOWN | DATE |
| | There are no responses. | |
| # | STATE/PROVINCE | DATE |
| | There are no responses. | |
| # | ZIP/POSTAL CODE | DATE |
| | There are no responses. | |
| # | COUNTRY | DATE |
| | There are no responses. | |
| # | EMAIL ADDRESS | DATE |
| | There are no responses. | |

Board of Directors - Strategic Plan Priorities

| # | PHONE NUMBER | DATE |
|-------------------------|--------------|------|
| There are no responses. | | |



Discussion Item # 2

Review of Draft Strategic Framework

The draft Strategic Framework is found on the following pages.

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CSTB Board of Directors Strategic Framework

Outline and Action Plan

The following priorities are listed as approved by the Ad Hoc Strategic Planning Committee. Suggested committee and department assignments, as well as sample goals and objectives are included for consideration. Final goals and objectives will be determined by the respective committees for implementation in PY 2021-2022.

Priority 1: Connecting Job Seekers to Careers

This includes expanding the American Job Center and public workforce systems, both traditional and virtual, to more effectively connect job seekers to appropriate careers. This will include better connections to our state-of-the-art universities, colleges and short-term training and certification providers, working with our businesses to improve on-the-job training opportunities, and developing and connecting to apprenticeship programs targeted to meet our employer's needs. Enhancing our strong relationships with economic and community development.

Committees: Workforce Performance and Youth Development

Departments: Business Services, Programs, Marketing, and Youth

Goal 1: Expand access to training and employment opportunities to develop an inclusive, qualified talent pool.

- 1) Provide access to employment services and training programs, including federal, state, and privately funded initiatives.
- 2) Provide access to employment resources, including virtual services, resource rooms, employability skills, and specialized resources and workshops.

Goal 2: Provide meaningful and effective employer services.

- 1) Deliver recruitment and training services to local businesses that demonstrate measurable impact.
- 2) Offer work-based learning programs, including OJT, PME, IWT, and apprenticeships.
- 3) Provide employers the resources to support long-term investments in recruiting, training, and retaining workers.
- 4) Provide workforce resources to strengthen economic competitiveness, including reports, access to data, and industry-specific services.

Goal 3: Enhance partnerships with regional workforce, economic development, and community development partners.

- 1) Develop engagement plans for regional partners.
- 2) Explore new partnership models.
- 3) Pursue additional strategic alliances and organizational partnerships.

Goal 4: Enhance partnerships with regional educational institutions and training providers.

- 1) Develop engagement plans for regional partners.
- 2) Explore new partnership models.
- 3) Pursue additional strategic alliances and organizational partnerships.

Priority 2: Future Workforce

This includes youth engagement (both in school and out of school); serving the post-COVID-19 workforce; promoting talent growth and retention in the region; addressing skills gaps; adapting to the future of work, including increased remote work capabilities and digital skills; and preparing for changing economic impacts, such as economic and population growth.

Committees: Workforce Performance and Youth Development

Departments: Business Services, Programs, Marketing, and Youth

Goal 1: Promote talent growth and retention in the region.

- 1) Address workforce skills gaps.
- 2) Adapt to the future of work.
 - a. New and emerging skills and occupations
 - b. Digital skills
 - c. Rapid technological advancements
 - d. Remote work
- 3) Prepare for changing economic impacts.
 - a. Population growth or decline, including generational shifts in the workforce.
 - b. Economic and social disruptions, including those related to public health, natural disasters, economic, and political occurrences.

Goal 2: Expand access to employment opportunities for Hillsborough County youth.

- 1) Grow Summer Job Connection into a year-round, self-sustaining program by 2029.
- 2) Leverage the power of the business community to improve the economic opportunities of youth.
- 3) Increase occupational skills training and work-based learning opportunities.
- 4) Develop employability, work readiness and financial literacy skills of local youth.

Priority 3: Community Awareness

This includes increasing strategic partnerships; refining brand perception; improving relevance to businesses and the greater community; reporting and visually demonstrating the successes and impact of the agency; and growing the mission of the organization to create positive community awareness, build relationships and broaden foundation of support.

Committees: Workforce Performance and Youth Development

Departments: Business Services, Programs, Development, Marketing, and Youth

Goal 1: Advance strategic partnerships.

- 1) Develop engagement plans for strategic partners.
- 2) Explore new partnership models.
- 3) Pursue additional strategic alliances and organizational partnerships.

Goal 2: Increase community engagement.

- 1) Establish a comprehensive marketing and communications strategic plan.

- 2) Develop communication and marketing calendar to support current programs, projects, and events.
- 3) Refine brand perception and increase brand visibility.
- 4) Improve understanding of our work and relevance to businesses and the greater community.

Goal 3: Grow the mission to create positive community awareness, build relationships, and broaden the foundation of support.

- 1) Enhance marketing initiatives to demonstrate organizational impact.
 - a. Story bank of authentic, inspirational stories
 - b. Publications, reports, digital media
- 2) Build community advocates and support base.
 - a. Increase capacity through strategic alignment and collaboration with other organizations.
 - b. Additional income generation opportunities and coordination.
 - c. Board of Directors engagement and advocacy.

Priority 4: System Redesign

This includes restructuring how we do business and provide workforce services to the broader community, increasing virtual services and access, expanded services and outreach to diverse populations, modified business services approach, and improving efficiency and productivity in our operations.

Committees: Finance and Human Resources

Departments: Business Services, Programs, Development, Finance, Human Resources, Marketing, and Youth

Goal 1: Restructure and expand services to additional populations.

- 1) Establish and implement a virtual services plan.
- 2) Create a comprehensive outreach plan inclusive of diverse populations.
- 3) Develop a service delivery plan targeting expanded populations of job seekers and businesses.

Goal 2: Improve efficiency and productivity in operations.

- 1) Drive operational and financial excellence.
- 2) Identify policy and process improvements.
- 3) Align and integrate systems and processes.
- 4) Utilize technology-enabled solutions.
- 5) Identify and incorporate industry evidence-based best and next practices.
- 6) Monitor performance and efficiencies for continued improvements.

Goal 3: Invest in our own workforce and organization.

- 1) Enhance internal talent development initiatives.
- 2) Support staff capacity to effectively implement programs and initiatives.
- 3) Clear, results-focused management.
- 4) Increase board engagement.
- 5) Establish diversity, equity and inclusion goals and policies.

Goal 4: Develop innovative workforce system solutions.

- 1) Identify novel approaches to serving job seekers and businesses.
- 2) Contribute to the advancement of the workforce development industry knowledge base through the development of reports, publications, and independent research.
- 3) Create programs that are replicable, scalable, and responsive to change.

Goal 5: Deliver workforce services that drive sustainable, positive change in our community.

- 1) Meet program-based targets and defined performance metrics.
- 2) Create a defined plan for program status analysis, longitudinal measurement and continuous improvement processes.
- 3) Utilize quality data, research, and evaluation to measure system change and effectiveness of programs and initiatives.
- 4) Be the workforce development industry leader in innovative, effective, and results-oriented programming.

Priority 5: Revenue Diversification

This includes realizing financial sustainability for the organization through new and expanded revenue sources and programs (ex. fractional HR and access to data) to improve our ability to serve additional populations in the community.

Committees: Finance, Human Resources, Workforce Performance, and Youth Development

Departments: Business Services, Programs, Development, Finance, Human Resources, Marketing, and Youth

Goal 1: Realize organizational financial sustainability through diverse revenue sources.

- 1) Establish sustainability plans.
- 2) Sustain current funding.
- 3) Expand revenue sources.
 - a. Grants, foundations, fundraising, and donations
 - b. Fee-for-service initiatives
 - c. Develop and leverage new non-profit, for-profit and hybrid business models
- 4) Embrace changing technologies and trends in grant-making and philanthropy.

Reference

Department Priorities

Business Services

- **Job Seeker and Employer Services**, including expanded access to employment and training services; providing a skilled workforce by delivering effective workforce training programs aligned with demand industry sectors; and developing and delivering effective employer-based workforce programs.
- **Performance Management**, including effectively managing key workforce development performance indicators.
- **Outreach and Marketing**, including effectively marketing and branding services and programs.

Development

- **Grow the Mission**, including creating positive community awareness, building relationships and broadening foundation of support; and building community advocates and donor base.
- **Resource Development – Grants and Foundations**, including obtaining funding through grant and foundation awards; expanding and maintaining relationships with funders to secure recurring and/or subsequent funding; and summarizing and reporting the successes and community impact of grant and foundation funded initiatives.
- **Resource Development - Alternate Sources and Donations**, including developing a comprehensive online fundraising strategy; developing fee-for-service initiatives to generate additional revenue; and building a donor database, effectively managing donor acquisition, engagement and retention.

Finance

- **Fiscal Oversight**, including agency budgeting, modifications, audits, IRS documentation, grants and contracts, and financial monitoring and reporting.

Human Resources

- **Personnel Practices**, including personnel policies; salary and benefit plans; WIOA training requirements; employee engagement, morale and satisfaction; and adherence to fair workplace labor practices.

Marketing

- **Marketing Funnel**, including measurement, brand awareness, marketing and lead generation, paid media, and online marketing tools.
- **Communications**, including press releases, support and collateral materials, channels, earned and owned media, and measurement.

Programs

- **Job Seeker Services**, including expanded access to employment and training services and resources; providing a skilled workforce by delivering effective workforce training programs aligned with demand industry sectors; and developing and delivering effective employer-based workforce programs.
- **Performance Management**, including effectively managing key workforce development performance indicators.
- **Outreach and Marketing**, including effectively marketing and branding services and programs.

Youth

- **Youth Services**, including increasing youth capacity for economic independence through programs that provide work-related education, work readiness skills and occupational skills training opportunities; increasing work-based learning opportunities to youth in high growth industries including paid work experience and on-the-job training; and building on the established successes of the existing Summer Job Connection (SJC) program.
- **Outreach and Marketing**, including expanding outreach efforts to maximize community awareness, youth engagement and enrollment.
- **Performance Management**, including effectively managing key youth workforce development performance indicators.

Action Plan Template

Suggested template provided for further development at committee level.

| Action | Strategy-Driven Priority Element | Deadline | Responsible | Measure of Progress |
|---------------|---|-----------------|--------------------|--------------------------------|
| | | | | |



Discussion Item # 3

Review Vision and Mission

The Vision and Mission statements can be found on the following pages.

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BOARD OF DIRECTORS STRATEGIC PLANNING

Vision and Mission Statement

BACKGROUND INFORMATION

- **Mission statements should:**
- Define the organization's purpose, including why it exists. The mission statement directs the work of the organization and is an essential reference for making decisions about new or expanded programs.
- Be clear and concise, and short enough to easily describe main ideas to others.
- Be useful to inform, focus and guide. May contain:
 - Purpose – What the organization seeks to accomplish through a change in status and focus on outcomes.
 - Business – Our activities or programs and how the organization accomplishes its purpose.
 - Values – Beliefs and principles that guide the organization.

BRANDING COMPONENTS



Vision - How we envision the future and the impact we strive for in our work. What would the world look like if we completed our mission? Ideally 15-20 words.



Mission - Our purpose and why we exist. What we do and who/what we do it for. Ideally 5-15 words, 20 max.



Core Values – Our guiding principles - represents what the organization stands for and drives the work we do.

- Accountability
- Customer Focused
- Collaboration
- Innovation
- Integrity



Tagline - Succinctly describes the essence of the organization - what we do, represent and care about.

Talent Meets Opportunity

STRATEGIC PLAN IMPACT AREAS



Connecting Job Seekers to Careers



Future Workforce



Community Awareness



System Redesign



Revenue Diversification

EXAMPLES

Florida DEO

- **Vision:** Florida will have the nation's top-performing economy and be recognized as the world's best place to live, learn, play, work and do business.
- **Mission:** In collaboration with our public and private partners, assist the Governor in advancing Florida's economy for every Floridian by championing the state's economic development vision and implementing innovative initiatives to help citizens, communities, businesses and visitors thrive.

CareerSource Central Florida

- **Vision:** Make Central Florida Talent the Best for Businesses.
- **Mission:** Connect Central Floridians to Careers & Develop Skilled Talent for Businesses.

San Diego Workforce Partnership (national market comparison)

- **Vision:** Every business in our region has access to a skilled workforce and every job seeker has access to meaningful employment. Our community will view us as the leader for innovative workforce solutions, which add great value to our region.
- **Mission:** To empower job seekers to meet the current and future workforce needs of employers in San Diego County.

EXAMPLES

Feeding Tampa Bay (other nonprofits)

- **Vision:** A Hunger-free Tampa Bay
- **Mission:** We change lives one meal at a time by leading our community in the fight against hunger.
- **Feeding America Mission:** To feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger.

Americares (other nonprofits)

- **Vision:** A world in which all people have pathways to health and opportunity.
- **Mission:** Save lives and improve health for people affected by poverty or disaster so they can reach their full potential.

TED (other nonprofits)

- **Mission:** Spread ideas.

CURRENT VISION AND MISSION

- **Vision:** Talent Meets Opportunity
- **Mission:** To connect employers with qualified, skilled talent and Hillsborough County residents with employment and career development opportunities to achieve economic prosperity.

NEW MISSION STATEMENT OPTIONS

**We could begin the mission statement with “We” instead of “CareerSource Tampa Bay is...”*

- CareerSource Tampa Bay enhances the lives of individuals and fuels economic development through our driving mission: talent meets opportunity.
- CareerSource Tampa Bay empowers the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals.
- CareerSource Tampa Bay advances the economic empowerment of individuals and businesses through an integrated, job-driven system that links diverse talent to business and supports economic growth.

NEW VISION STATEMENT OPTIONS

- Every individual in our region has access to meaningful, self-sustaining employment through comprehensive workforce solutions that meet the needs of business.
- Comprehensive workforce solutions that empower the success of all workers and drive sustainable, positive change in our community.
- Employers have access to a skilled workforce and all individuals have pathways to economic opportunity through meaningful employment.
- Individuals have access to meaningful employment that empowers the success of all workers and supports the vitality of business.
- Through training and employment programs that meet the needs of business, we will create a foundation for financial stability, economic mobility, and social progress in Hillsborough County.
- Through training and employment programs that meet the needs of business, every individual has a pathway to upward mobility and financial security.
- Through training and employment programs that meet the needs of business, every individual has a pathway to reach their full potential.
- Upward mobility through opportunity.
- Opportunity through work.



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