



Monday, May 10, 2021 10:00 AM
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 –April 20, 2021 Ad Hoc Strategic Planning Committee Page 2
 - 2. Approval of the 2021-2024 Strategic Plan Michelle Schultz, Page 4

- V. **Discussion Items**
 - 1. Vision and Mission Statement Recommendations Michelle Schultz, Page 13
 - 2. Vision and Mission Statement Survey BOD & Staff Responses. Michelle Schultz, Page 20
 - 3. Vision and Mission Statement Survey BOD Responses Michelle Schultz, Page 28

- VI. **Adjournment**





Action Item # 1

Ad Hoc Strategic Planning Committee Meeting Minutes

April 20, 2021

CareerSource Tampa Bay

Minutes of Ad Hoc Strategic Planning Committee Meeting

Date: April 20, 2021
Location: Zoom Meeting

Call to Order

Chair Ben Hom 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, Benjamin Hom, Steve Morey, Richard Padilla, and Sophia West.

Board Members not in attendance

None

Staff Present

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

BOCC Liaison/Representative

Ken Jones

Others Present

Mike Lawrence – 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:

January 7, 2021 Ad Hoc Workforce Performance Committee Meeting Minutes

- A motion to approve the minutes of the January 7, 2021 Ad Hoc Workforce Performance Committee Meeting Minutes.
 - Motioned: Michael Bach
 - Seconded: Richard Padilla
- The motioned passed unanimously.

Strategic Plan update - given by Michelle Zieziula

There has been a tremendous amount of work within our committees identifying goals for the five priority areas. We have conducted a survey for the vision and mission statements. We are scrubbing the raw data to create a format to present to the Board at the May 20, 2021 meeting. We are working with CWA to align measurable goals within the strategic plan for a smooth transition with our contractor EDSI. Each committee has developed SMART goals and is reviewing and accepting them. The plan is for them bring goals to the May 10, 2021 committee meeting, and then have this committee recommend the Strategic Plan to the Board in May.

Discussion Items – presented by Michelle Schultz

1. Review of Vision and Mission Statement Recommendations

Vision

The committee selected options 2, 4, 7, 8, and 9 to provide to the BOD for survey ranking and comment. The selected options are listed below:

2. Comprehensive workforce solutions that empower the success of all workers and drive sustainable, positive change in our community.
4. Individuals have access to meaningful employment that empowers the success of all workers and supports the vitality of business.
7. Upward mobility through opportunity.
8. Opportunity through work.
9. Expanding access to opportunity through work.

Mission

The committee decided to change the opening to “We” rather than CareerSource Tampa Bay to reflect the system and partners.

Options 1 and 2 were selected to send to the BOD for ranking and comment, noting that the committee prefers #2. Both options are listed below:

1. We enhance the lives of individuals and fuel economic development through our driving mission: Talent Meets Opportunity.
2. We empower the success of all workers through comprehensive workforce solutions that meet the needs of businesses while expanding career opportunities for individuals.

2. Review of Vision and Mission Statement Survey Results

Reviewed key responses and trends from the survey

Next Steps

- Following committee review, present survey results and draft strategic plan to the Ad-Hoc Committee at the May 10, 2021 meeting.
- Present final vision, mission, and strategic plan documents to the Board of Directors at the May 20, 2021 meeting.
- Implementation by July 1, 2021.
- A dashboard will be created to track and report the progress in implementation of the strategic initiatives to the BOD.
- Official unveiling will occur at the Vision 2021 Summit scheduled for October 8, 2021.

Adjournment

The meeting was adjourned at 1:45 p.m.

Minutes submitted by Tammy Stahlgren, Administrative Services Coordinator.



Action Item # 2

CareerSource Tampa Bay Board of Directors 2021-2024 Strategic Plan: Recommended Strategic Plan

INFORMATION

Following the recommendation of the strategic plan framework by the Ad-Hoc Strategic Planning Committee, the individual committees met to define the goals, objectives and measures of progress for their respective areas of oversight.

| Committee | Meeting Date | Approved |
|---|--------------|-------------------------------------|
| Human Resources | 4/7/2021 | <input checked="" type="checkbox"/> |
| Finance | 4/29/2021 | <input checked="" type="checkbox"/> |
| Workforce Performance and Youth Development | 5/5/2021 | <input checked="" type="checkbox"/> |

Pending modification and/or approval by the Ad-Hoc Strategic Planning Committee, this plan will be presented to the Board of Directors during the May 20, 2021 meeting.

Upon approval by the Board of Directors, implementation of the strategic plan will begin July 1, 2021 for Program Year 2021-2022. Plan goals, objectives and measures of progress will be reviewed by associated committees, shared with the Board of Directors via a dashboard, and updated annually.

CareerSource Tampa Bay Board of Directors 2021-2024 Strategic Plan

| Strategy-Driven Priority Element | Action(s) | Timeframe / Deadline | Overseeing Committee(s) | Responsible Department(s) | Measure of Progress |
|----------------------------------|--|----------------------|-------------------------|---------------------------|--|
| Priority 1 | Connecting Job Seekers to Careers | | | | |
| Goal 1.1 | Expand access to training and employment opportunities to develop an inclusive, qualified talent pool. | | | | |
| Objective 1.1.1 | Provide access to employment services and training programs, including federal, state, and privately funded initiatives. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Increase system traffic by 20% in PY 21-22. 2. Develop a baseline to determine goals to increase availability and quality of virtual services by 10%. |
| Objective 1.1.2 | Provide access to employment resources, including virtual services, resource rooms, employability skills, and specialized resources and workshops. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Increase job seekers served, increase virtual services, and workshop attendance by 15% in PY 21-22. |
| Goal 1.2 | Provide meaningful and effective employer services. | | | | |
| Objective 1.2.1 | Deliver recruitment and training services to local businesses that demonstrate measurable impact. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Evaluate the effectiveness of programs/services through employer satisfaction survey and increase employer satisfaction survey scores by 15%. 2. Develop a baseline to determine goals to increase the number of recruitment events and job fairs by 15%. 3. Develop a baseline to determine goals to increase the number of placements by 10%. 4. Develop a baseline to determine goals to increase the number of small businesses served by 10%. |
| Objective 1.2.2 | Offer work-based learning programs, including OJT, PWE, IWT, and apprenticeships. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Achievement of PY 21-22 WBL goals for: OJT, PWE, IWT, and Apprenticeship programs. (Based on PY 21-22 budget allocations). |
| Objective 1.2.3 | Provide employers the resources to support long-term investments in recruiting, training, and retaining workers. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Increase valued added employer services by 15% (IWT, OJT). 2. Increase overall employers served by 20% in PY 21-22. |
| Goal 1.3 | Enhance partnerships with regional workforce, economic development, community development, education, and training partners. | | | | |
| Objective 1.3.1 | Develop engagement plans for regional partners. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Identify relevant partners - both existing and targeted regional partners. 2. Develop engagement plans based on mutual and coordinated services. 3. Develop a comprehensive engagement plan to establish new partnership models for PY 21-22. |

| | | | | | |
|-------------------|---|---------|--------|-------------|---|
| Objective 1.3.2 | Explore new partnership models. | Ongoing | WP, YD | BS, M, P, Y | 1. Conduct research on three different partnership models that yielded national best practices utilized in other states and regions in PY 21-22. |
| Objective 1.3.3 | Pursue additional strategic alliances and organizational partnerships. | Ongoing | WP, YD | BS, M, P, Y | 1. Identify partnerships. 2. Develop engagement plans based on mutual and coordinated services and create new strategic partnerships throughout PY 21-22. |
| Priority 2 | Future Workforce | | | | |
| Goal 2.1 | Promote talent growth and retention in the region. | | | | |
| Objective 2.1.1 | Address workforce skills gaps. | Ongoing | WP, YD | BS, M, P, Y | 1. Conduct regional skills gap analysis research by utilizing education, economic development and business involvement during PY 21-22. 2. Research and update TOL to identify for new and emerging industries for PY 21-22. 3. Education, economic development and business involvement in ongoing evaluation and addressing of skills gap analysis. |
| Objective 2.1.2 | Adapt to the future of work. | Ongoing | WP, YD | BS, M, P, Y | 1. Identify new and emerging skills and occupations including in-demand digital skills. 2. Awareness of rapid technological advancements 3. Adjust to an increased remote working culture and changing workforce demands. 4. Adapt and/or develop programs, policies, research, reports, etc. in consideration and response to the future of work. |
| Objective 2.1.3 | Prepare for changing economic impacts. | Ongoing | WP, YD | BS, M, P, Y | 1. Awareness and consideration of population growth or decline, including generational shifts in the workforce; and economic and social disruptions, including those related to public health, natural disasters, economic, and political occurrences. 2. Integrate readiness strategies to adapt in programs, policies, research, reports, etc. 3. Evaluate effectiveness of newly implemented strategies. |
| Objective 2.1.4 | Focus on improved job quality and avenues of advancement for all workers. | Ongoing | WP, YD | BS, M, P, Y | 1. Develop strategies to expand opportunities to meaningful employment and advance low-wage workers, including mentorships, internships and apprenticeships. 2. Support foundational strategies for new and expanded career pathways. |

| Goal 2.2 | | Expand access to employment opportunities for Hillsborough County youth. | | | | |
|-------------------|--|---|--------|----------------|--|--|
| Objective 2.2.1 | Grow Summer Job Connection into a year-round, self-sustaining program. | Ongoing | WP, YD | BS, M, P, Y, D | <ol style="list-style-type: none"> 1. Develop a SJC program sustainability plan for PY 21-22. 2. Increase CBO and Private business funding, through CFTB Community Foundation sponsorships and donations to allow non-WD funding enrollments. 3. Apply for non-federal grants with CBO's and foundations with a goal of diversifying revenue. | |
| Objective 2.2.2 | Leverage the power of the business community to improve the economic opportunities of youth. | Ongoing | WP, YD | BS, M, P, Y, D | <ol style="list-style-type: none"> 1. Increase partnership capacity with employers, community-based, faith-based organizations and key educational partners. 2. Achieve SJC annual enrollment goals and number of employers served (based on PY 21-22 budget allocations). | |
| Objective 2.2.3 | Increase occupational skills training and work-based learning opportunities. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Develop a baseline to determine goals to expand access to skills training programs by 10% in PY 21-22. 2. Develop a baseline to determine goals to expand apprenticeship, internship, paid work experience, and job development with employers by 25% in PY 21-22. | |
| Objective 2.2.4 | Develop employability, work readiness and financial literacy skills of local youth. | Ongoing | WP, YD | BS, M, P, Y | <ol style="list-style-type: none"> 1. Implement a customized Youth employability skills curriculum for PY 21-22, to include workshops and work readiness training modules (in-person and virtual), guest speakers, and industry sector career exploration videos. 2. Develop a baseline to establish goals to increase the number of youth utilizing the curriculum. 3. Develop a baseline to establish goals to determine the impact on increasing youth engagement. 4. Develop pre- and post-test analysis to set baseline for improvement and skills gains. | |
| Priority 3 | Community Awareness | | | | | |
| Goal 3.1 | Advance strategic partnerships. | | | | | |
| Objective 3.1.1 | Develop engagement plans for strategic partners. | Ongoing | WP, YD | BS, D, M, P, Y | <ol style="list-style-type: none"> 1. Identify relevant partners - both existing and targeted. 2. Develop engagement plans based on mutual and coordinated services. | |

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|-------------------|---|---------|--------|-------------------|---|
| Objective 3.1.2 | Explore new partnership models. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Conduct research and develop a report regarding new best practice workforce development partnership models. |
| Objective 3.1.3 | Create ecosystems that support strategic alliances that braid funding and resources through organizational partnerships. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Identify partnerships. 2. Develop engagement plans based on mutual and coordinated services. Create one new ecosystem in PY 21-22. |
| Goal 3.2 | Increase community engagement. | | | | |
| Objective 3.2.1 | Establish a comprehensive marketing and communications plan to support current programs, projects and events. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Establish and update the marketing and communication plan and calendar during PY 21-22. |
| Objective 3.2.2 | Refine brand perception and increase brand visibility. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Develop innovative strategies and outreach materials to market various programs and increase effectiveness of advertising inclusive of website, social media, and earned media stats 2. Develop and promote Youth program services as a primary source for future talent pipeline through social media platforms. |
| Objective 3.2.3 | Improve understanding of our work and relevance to businesses and the greater community. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Annual Community Survey 2. Earned Media Report 3. Public relations development 4. Website Analytics 5. Customer Survey (Kiosks) |
| Goal 3.3 | Grow the mission to create positive community awareness, build relationships, and broaden the foundation of support. | | | | |
| Objective 3.3.1 | Enhance marketing initiatives to demonstrate organizational impact. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Develop a story bank of authentic, inspirational stories. 2. Produce publications, reports, and digital media highlighting impact. |
| Priority 4 | System Redesign | | | | |
| Goal 4.1 | Restructure and expand services to additional populations. | | | | |
| Objective 4.1.1 | Establish and implement a virtual services plan. | Ongoing | WP, YD | BS, D, F, M, P, Y | 1. Virtual services plan created. 2. Research and procurement to identify the successful vendor. 3. Implement virtual services in accordance with the established plan, including staff training, marketing available services, website updates, and contract management. |
| Objective 4.1.2 | Create a comprehensive outreach plan inclusive of diverse populations. | Ongoing | WP, YD | BS, D, F, M, P, Y | 1. Develop a comprehensive outreach plan and asset map that includes targeting diverse populations during PY 21-22. |
| Objective 4.1.3 | Develop a service delivery plan targeting expanded populations of job seekers and businesses via community integration. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Develop a service delivery plan that expands targeted populations by PY 21-22. 2. Develop nontraditional talent pipelines 3. Increase community access points. |

| Goal 4.2 | | Improve efficiency and productivity in operations. | | | |
|-----------------|---|---|--------|---------------------------|--|
| Objective 4.2.1 | Drive operational and financial excellence. | Ongoing | WP, F | BS, D, F, HR, M, P, Y | 1. Evaluate programmatic and financial processes to obtain efficiencies and cost savings while ensuring compliance with all regulatory standards. |
| Objective 4.2.2 | Identify policy and process improvements. | Ongoing | WP, YD | BS, D, F, HR, M, P, Y | 1. Conduct a review of all policy and processes during PY 21-22. 2. Identify areas for consolidation and/or improvement. |
| Objective 4.2.3 | Align and integrate systems and processes. | Ongoing | WP, YD | BS, D, F, HR, IT, M, P, Y | 1. Conduct a review of all systems and provide recommendations on integration during PY 21-22. 2. Review all IT systems to identify opportunities for increased efficiencies and performance. |
| Objective 4.2.4 | Utilize technology-enabled solutions. | Ongoing | WP, YD | BS, D, F, IT, M, P, Y | 1. Maintain Contact Center Dashboard containing contact center data including call and website inquiry volume during PY 21-22. 2. Increase Employability Skills Workshops and Virtual Workshop Counts by 10% during PY 21-22. 3. Increase the utilization of technology, through applications that are compatible with smartphones and tablets, including gamifications with badges and certifications during PY 21-22 |
| Objective 4.2.5 | Identify and incorporate industry evidence-based best and next practices. | Ongoing | WP, YD | BS, D, M, P, Y | 1. Research and adopt/develop best and next practices in relevant programs during PY 21-22 2. Track, monitor, evaluate, and report successes during PY 21-22. |
| Objective 4.2.6 | Monitor performance and efficiencies for continued improvements. | Ongoing | WP, YD | BS, D, IT, M, P, Y | 1. Reduction in total findings, ONIs and observations of 25% based on final DEO programmatic monitoring report for PY 21-22. 2. Increase in Primary Indicators of Performance metrics of 10%. |
| Goal 4.3 | | Invest in our own workforce and organization. | | | |
| Objective 4.3.1 | Develop and enhance internal talent development initiatives. | Ongoing | HR | BS, D, F, HR, M, P, Y | 1. Creation of a comprehensive talent development plan 2. Development of supervisor/manager training program 3. Diversity, equity and inclusion education and culture development program 4. Development of a succession management & planning program. |

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|-----------------|--|---------|--------|-----------------------|---|
| Objective 4.3.2 | Support staff capacity to effectively implement programs and initiatives. | Ongoing | WP, YD | BS, D, F, IT, M, P, Y | <ol style="list-style-type: none"> 1. Internal programmatic monitoring, including validation of key policy and procedure implementation by staff. 2. Delivery of direct, clear and consistent organizational communication to support staff. 3. Provide resources to effectively deliver program services. |
| Objective 4.3.3 | Increase board engagement. | Ongoing | WP, YD | BS, D, M, P, Y | <ol style="list-style-type: none"> 1. Develop opportunities for education and involvement with CSTB programs 2. Increase communication regarding CSTB successes 3. Board members serve as community advocates and conduit to expanded partnerships. 4. Access to data and information through a shared online platform. |
| Objective 4.3.4 | Establish diversity, equity and inclusion goals and policies. | Ongoing | HR | BS, D, F, HR, M, P, Y | <ol style="list-style-type: none"> 1. Diversity, equity and inclusion plans developed and implemented for Board of Directors, CSTB staff and contracted service providers. 2. Conduct annual training on cultural diversity, equity and inclusion in PY 21-22. 3. Establish a Diversity, Equity and Inclusion Committee that meets annually. |
| Goal 4.4 | Develop innovative workforce system solutions. | | | | |
| Objective 4.4.1 | Contribute to the advancement of the workforce development industry knowledge base through the development of reports, publications, and independent research. | Ongoing | WP, YD | BS, D, M, P, Y | <ol style="list-style-type: none"> 1. Program research, annual reports and summaries. 2. Skills gap analysis research and reports. 3. Conference presentations. 4. Industry publication contributions in PY 21-22. |
| Objective 4.4.2 | Create programs that are replicable, scalable, and responsive to change. | Ongoing | WP, YD | BS, D, M, P, Y | <ol style="list-style-type: none"> 1. Programs are based on effective, evidence-based models. 2. Flexibility in work plans and design. |
| Goal 4.5 | Deliver workforce services that drive sustainable, positive change in our community. | | | | |
| Objective 4.5.1 | Meet program-based targets and defined performance metrics. | Ongoing | WP, YD | BS, D, F, M, P, Y | <ol style="list-style-type: none"> 1. Implement programs within the funding terms, meet or exceed deliverables, and accurately and timely report financial and performance data. 2. Meet or exceed annually defined WIOA Primary Indicators of Performance. |

| | | | | | |
|-------------------|--|---------|--------|-----------------------|--|
| Objective 4.5.2 | Create a defined plan for program status analysis, longitudinal measurement and continuous improvement processes. | Ongoing | WP, YD | BS, D, IT, M, P, Y | <ol style="list-style-type: none"> 1. Develop and implement annual internal Quality Control monitoring plan. 2. Establish an internal monitoring goal of 95% accuracy rating for all staff. 3. Establish recommendations on continuous improvement on overall program operations. |
| Objective 4.5.3 | Utilize quality data, research, and evaluation to measure system change and effectiveness of programs and initiatives. | Ongoing | WP, YD | BS, D, F, IT, M, P, Y | <ol style="list-style-type: none"> 1. Provide post-program analysis to measure system change and effectiveness. 2. Track and evaluate internal and external data and metrics – collect, aggregate and review data across sector and service strategies, as well as macroeconomic indicators (i.e. GDP, Florida Consumer Sentiment Index). |
| Objective 4.5.4 | Be the workforce development industry leader in innovative, effective, and results-oriented programming. | Ongoing | WP, YD | BS, D, M, P, Y | <ol style="list-style-type: none"> 1. Share program successes in the industry. 2. Support design replication and expansion to additional targeted industries and/or regions. |
| Priority 5 | Revenue Diversification | | | | |
| Goal 5.1 | Realize organizational financial sustainability through diverse revenue sources. | | | | |
| Objective 5.1.1 | Establish sustainability plans. | Ongoing | F | BS, D, F, HR, M, P, Y | <ol style="list-style-type: none"> 1. Identify relevant programs. 2. Develop sustainability plans for key programs. |
| Objective 5.1.2 | Sustain current funding. | Ongoing | F | BS, D, F, M, P, Y | <ol style="list-style-type: none"> 1. Implement programs within the agreement terms, meet or exceed deliverables, and accurately and timely report financial and performance data to the funder. 2. Develop, grow and maintain positive relationships with the funder and communicate program successes. |
| Objective 5.1.3 | Expand revenue sources. | Ongoing | F | BS, D, F, M, P, Y | <ol style="list-style-type: none"> 1. Develop and implement strategies for revenue generation through grants, foundations, fundraising, and donations. 2. Create fee-for-service initiatives that meet local business needs and build value for the organization. 3. Identify and leverage new non-profit, for-profit and hybrid business models. |
| Objective 5.1.4 | Embrace changing technologies and trends in grant-making and philanthropy. | Ongoing | F | BS, D, F, M, P, Y | <ol style="list-style-type: none"> 1. Remain informed on trends and shifts in the industry through research and media awareness (publications, professional associations, newsletters, webinars, etc.). 2. Make recommendations for strategies, advancements, and/or improvements. |

Committees:

- Finance (F)
- Human Resources (HR)
- Workforce Performance (WP)
- Youth Development (YD)

Departments:

- Business Services (BS)
- Data/IT (IT)
- Development (D)
- Finance (F)
- Human Resources (HR)
- Marketing (M)
- Programs (P)
- Youth (Y)

RECOMMENDATION

Staff recommends approval of the above priorities, goals and objectives for the CSTB Board of Directors 2021-2024 Strategic Plan.



Discussion Item # 1

CSTB Board of Directors Strategic Plan Vision and Mission Statements Recommendations

The recommendations of the Vision and Mission Statements can be found on the following pages.

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BOARD OF DIRECTORS STRATEGIC PLANNING

VISION AND MISSION STATEMENTS

STRATEGIC PLAN IMPACT AREAS



Connecting Job Seekers to Careers



Future Workforce



Community Awareness



System Redesign



Revenue Diversification



VISION
AND
MISSION
SURVEY #2
RESULTS

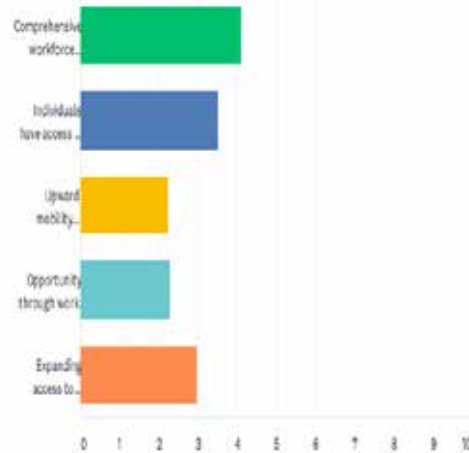
- Board of Directors
 - 72% Response Rate (23 responses)
- CSTB Executive Leadership and Directors
 - 75% Response Rate (9 responses)

VISION

Board of Directors Responses Only

Q1 Please rank the following vision statement options.

Answered: 27 Skipped: 1



| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
|--|--------------|--------------|-------------|-------------|-------------|-------|-------|
| Comprehensive workforce solutions that empower the success of all workers and drive sustainable, positive change in our community. | 63.64% 14 | 9.09% 2 | 4.55% 1 | 18.18% 4 | 4.55% 1 | 22 | 4.09 |
| Individuals have access to meaningful employment that empowers the success of all workers and supports the vitality of business. | 18.18% 4 | 45.45% 10 | 9.09% 2 | 22.73% 5 | 4.55% 1 | 22 | 3.50 |
| Upward mobility through opportunity. | 4.76% 1 | 9.52% 2 | 23.81% 5 | 29.57% 6 | 33.33% 7 | 21 | 2.24 |
| Opportunity through work. | 9.09% 2 | 0.00% 0 | 40.91% 9 | 9.09% 2 | 40.91% 9 | 22 | 2.27 |
| Expanding access to opportunity through work. | 4.76% 1 | 36.10% 8 | 23.81% 5 | 19.05% 4 | 16.29% 3 | 21 | 3.00 |

Comments:

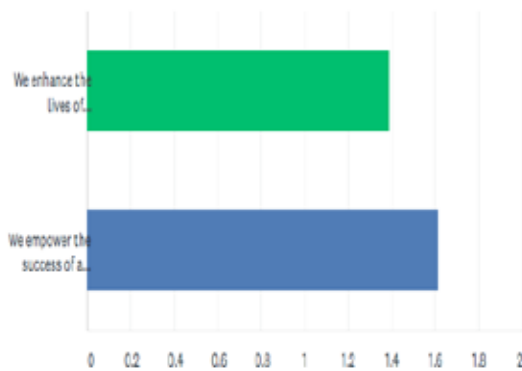
- Less is more- mission and vision statement should be easy enough for all to recite without reviewing website/signature line/badge/etc. Simple does the trick)
- Shorter is better....
- I do not like any of them for a Vision. I like something along the lines of: To be the Number One ranked local CareerSource in Florida.
- Meaningful employment is important for long term careers
- #1 is the best.
- I like the reference to upward mobility in the first statement listed above.
- Alternative: Comprehensive solutions to support access to employment opportunities in alignment with business workforce demand.
- I think it is important that our vision contains a link to our community-wide impacts. Our work should not be transactional.
- Can we look at the word employment rather than work?

MISSION

Board of Directors Responses Only

Q3 The following statement options were selected by the Ad-Hoc Strategic Planning Committee for your review, with a preference for "We empower the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals." Please rank the following mission statements.

Answered: 23 Skipped: 0



| | 1 | 2 | TOTAL | SCORE | | |
|---|--------|--------|-------|-------|----|------|
| We enhance the lives of individuals and fuel economic development through our driving mission: talent meets opportunity. | 39.13% | 60.87% | 9 | 14 | 23 | 1.39 |
| We empower the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals. | 60.87% | 39.13% | 14 | 9 | 23 | 1.61 |

Comments:

- Again, would recommend shortening so it's easy to remember: "Enhancing individual lives, pairing talent with opportunities."
- I like the second option listed above because it referenced the enhancement of lives along with fueling economic development. I think it's great that it weaves in "talent meets opportunity". Given your focus on facilitating upward mobility I thought that the "success of all workers" in the first statement was too broad. Thanks!



HIGHEST RANKING VISION AND MISSION STATEMENTS

VISION

Comprehensive workforce solutions that empower the success of all workers and drive sustainable, positive change in our community.

MISSION

We empower the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals.



Discussion Item # 2

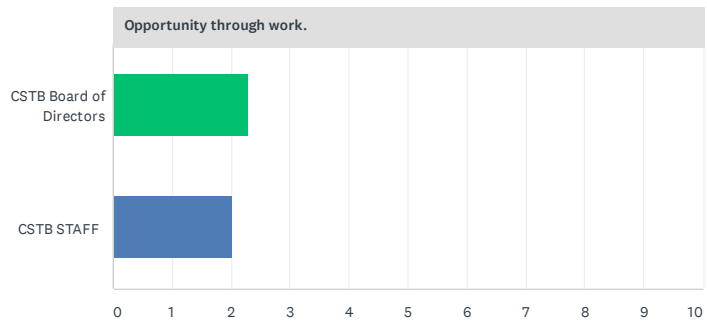
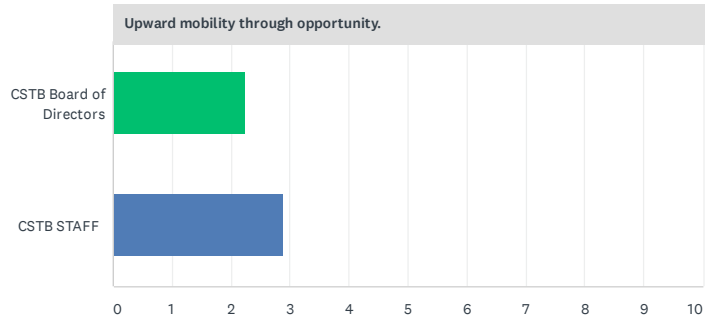
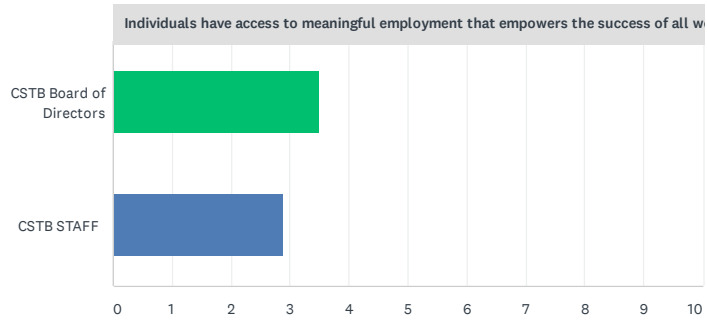
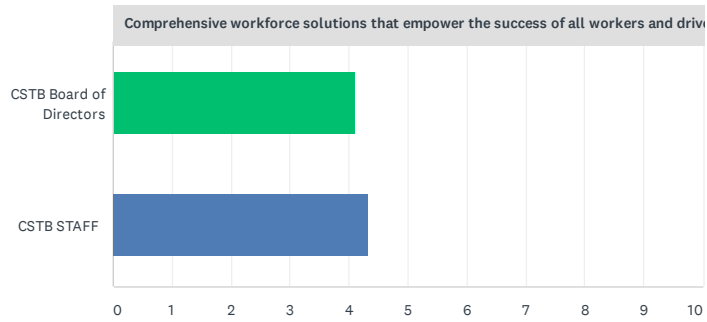
CSTB Vision and Mission Statement Survey # 2 Comparison of Board of Directors and Staff Responses

The Vision and Mission Statement Survey #2 – Comparison of Board of Directors and staff responses can be found on the following pages.

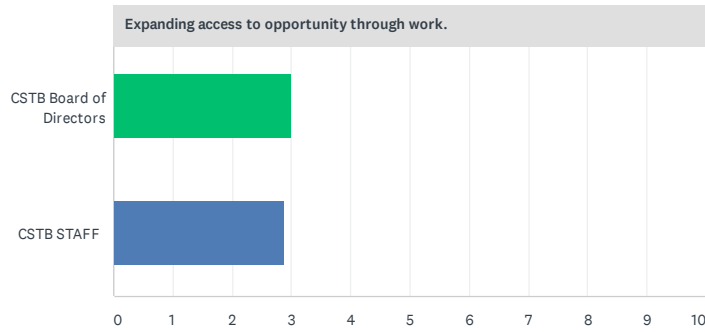
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Q1 Please rank the following vision statement options.

Answered: 31 Skipped: 1



Board of Directors Strategic Plan - Vision and Mission Statement Survey 2



| Comprehensive workforce solutions that empower the success of all workers and drive sustainable, positive change in our community. | | | | | | | |
|--|--------------|--------------|-------------|-------------|-------------|--------------|-------|
| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
| CSTB Board of Directors | 63.64% 14 | 9.09% 2 | 4.55% 1 | 18.18% 4 | 4.55% 1 | 70.97% 22 | 4.09 |
| CSTB STAFF | 66.67% 6 | 22.22% 2 | 0.00% 0 | 0.00% 0 | 11.11% 1 | 29.03% 9 | 4.33 |
| Individuals have access to meaningful employment that empowers the success of all workers and supports the vitality of business. | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
| CSTB Board of Directors | 18.18% 4 | 45.45% 10 | 9.09% 2 | 22.73% 5 | 4.55% 1 | 70.97% 22 | 3.50 |
| CSTB STAFF | 0.00% 0 | 33.33% 3 | 33.33% 3 | 22.22% 2 | 11.11% 1 | 29.03% 9 | 2.89 |
| Upward mobility through opportunity. | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
| CSTB Board of Directors | 4.76% 1 | 9.52% 2 | 23.81% 5 | 28.57% 6 | 33.33% 7 | 67.74% 21 | 2.24 |
| CSTB STAFF | 22.22% 2 | 11.11% 1 | 11.11% 1 | 44.44% 4 | 11.11% 1 | 29.03% 9 | 2.89 |
| Opportunity through work. | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
| CSTB Board of Directors | 9.09% 2 | 0.00% 0 | 40.91% 9 | 9.09% 2 | 40.91% 9 | 70.97% 22 | 2.27 |
| CSTB STAFF | 0.00% 0 | 0.00% 0 | 33.33% 3 | 33.33% 3 | 33.33% 3 | 29.03% 9 | 2.00 |
| Expanding access to opportunity through work. | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
| CSTB Board of Directors | 4.76% 1 | 38.10% 8 | 23.81% 5 | 19.05% 4 | 14.29% 3 | 67.74% 21 | 3.00 |
| CSTB STAFF | 11.11% 1 | 33.33% 3 | 22.22% 2 | 0.00% 0 | 33.33% 3 | 29.03% 9 | 2.89 |

Board of Directors Strategic Plan - Vision and Mission Statement Survey 2

Q2 Please provide any comments or additional feedback regarding the options above.

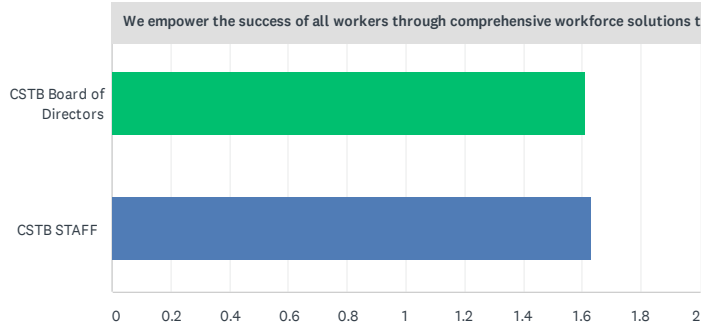
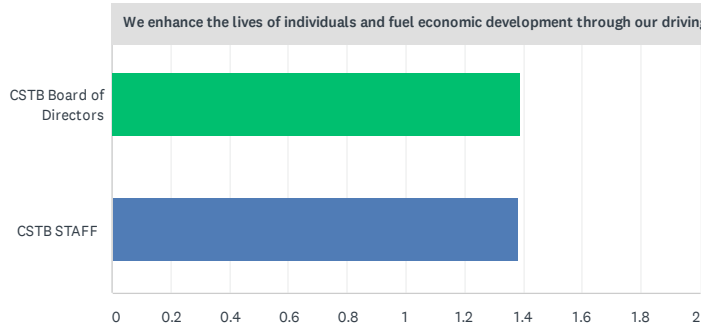
Answered: 9 Skipped: 23

| | PLEASE PROVIDE ANY COMMENTS OR ADDITIONAL FEEDBACK REGARDING THE OPTIONS ABOVE. | TOTAL |
|-------------------------|---|--------------|
| CSTB Board of Directors | | 100.00% 9 |
| CSTB STAFF | | 0.00% 0 |
| Total Respondents | 9 | 9 |

| # | CSTB BOARD OF DIRECTORS | DATE |
|---|--|--------------------|
| 1 | Less is more- mission and vision statement should be easy enough for all to recite without reviewing website/signature line/badge/etc. Simple does the trick:) | 5/3/2021 12:50 PM |
| 2 | Shorter is better..... | 5/3/2021 10:29 AM |
| 3 | I do not like any of them for a Vision. I like something along the lines of: To be the Number One ranked local CareerSource in Florida | 4/23/2021 2:06 PM |
| 4 | Meaningful employment is important for long term careers | 4/21/2021 11:11 PM |
| 5 | #1 is the best. | 4/21/2021 3:20 PM |
| 6 | I like the reference to upward mobility in the first statement listed above. | 4/21/2021 3:13 PM |
| 7 | Alternative: Comprehensive solutions to support access to employment opportunities in alignment with business workforce demand. | 4/21/2021 10:33 AM |
| 8 | I think it is important that our vision contains a link to our community-wide impacts. Our work should not be transactional. | 4/21/2021 8:26 AM |
| 9 | Can we look at the word employment rather than work? | 4/21/2021 8:18 AM |
| # | CSTB STAFF | DATE |
| | There are no responses. | |

Q3 The following statement options were selected by the Ad-Hoc Strategic Planning Committee for your review, with a preference for "We empower the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals." Please rank the following mission statements.

Answered: 31 Skipped: 1



| We enhance the lives of individuals and fuel economic development through our driving mission: talent meets opportunity. | | | | | |
|---|--------------|--------------|--------------|-------|--|
| | 1 | 2 | TOTAL | SCORE | |
| CSTB Board of Directors | 39.13% 9 | 60.87% 14 | 74.19% 23 | 1.39 | |
| CSTB STAFF | 37.50% 3 | 62.50% 5 | 25.81% 8 | 1.38 | |
| We empower the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals. | | | | | |
| | 1 | 2 | TOTAL | SCORE | |
| CSTB Board of Directors | 60.87% 14 | 39.13% 9 | 74.19% 23 | 1.61 | |
| CSTB STAFF | 62.50% 5 | 37.50% 3 | 25.81% 8 | 1.63 | |

Board of Directors Strategic Plan - Vision and Mission Statement Survey 2

Q4 Please provide any comments or additional feedback regarding the options above.

Answered: 3 Skipped: 29

| PLEASE PROVIDE ANY COMMENTS OR ADDITIONAL FEEDBACK REGARDING THE OPTIONS ABOVE. | | TOTAL |
|---|--------------|--------------|
| CSTB Board of Directors | 100.00% 3 | 100.00% 3 |
| CSTB STAFF | 0.00% 0 | 0.00% 0 |
| Total Respondents | 3 | 3 |

| # | CSTB BOARD OF DIRECTORS | DATE |
|---|--|-------------------|
| 1 | Again would recommend shortening so it's easy to remember: "Enhancing individual lives, pairing talent with opportunities." | 5/3/2021 12:53 PM |
| 2 | I like the second option listed above because it referenced the enhancement of lives along with fueling economic development. I think its great that it weaves in "talent meets opportunity". Given your focus on facilitating upward mobility I thought that the "success of all workers" in the first statement was too broad. Thanks! | 4/21/2021 3:16 PM |
| 3 | You put in the comment that there was a preference for option 2.. however this is confusing in this format because there is no reference to which one was option 2. A person would assume you mean the 2nd one listed which is not the case. | 4/21/2021 8:44 AM |
| # | CSTB STAFF | DATE |
| | There are no responses. | |

Board of Directors Strategic Plan - Vision and Mission Statement Survey 2

Q5 Respondent Information

Answered: 25 Skipped: 7

| | NAME | COMPANY | ADDRESS | ADDRESS 2 | CITY/TOWN | STATE/PROVINCE | ZIP/POSTAL CODE | COUNTRY | EMAIL ADDRESS | PHONE NUMBER | TOT |
|-------------------------|---------------|---------------|------------|------------|------------|----------------|-----------------|------------|---------------|--------------|------|
| CSTB Board of Directors | 100.00% 21 | 100.00% 21 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 168. |
| CSTB STAFF | 100.00% 4 | 75.00% 3 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 28. |
| Total Respondents | 25 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

| # | [NAME] CSTB BOARD OF DIRECTORS | DATE |
|----|----------------------------------|--------------------|
| 1 | Andrea M Cichon | 5/3/2021 12:53 PM |
| 2 | Karen Koundourakis | 5/3/2021 11:30 AM |
| 3 | Michael Bach | 5/3/2021 10:30 AM |
| 4 | Tom Aderhold | 4/28/2021 2:48 PM |
| 5 | Rick Bennett | 4/28/2021 2:15 PM |
| 6 | sean butler | 4/28/2021 1:03 PM |
| 7 | Gil Schisler | 4/28/2021 8:16 AM |
| 8 | Felicia L Bell | 4/28/2021 8:09 AM |
| 9 | Tye Swenson | 4/25/2021 8:28 PM |
| 10 | Roy Sweatman | 4/23/2021 2:07 PM |
| 11 | Randall King | 4/22/2021 1:26 PM |
| 12 | Jim Junecko | 4/21/2021 6:02 PM |
| 13 | John Howell | 4/21/2021 3:21 PM |
| 14 | Geordie Hyland | 4/21/2021 3:16 PM |
| 15 | Richard Padilla | 4/21/2021 2:49 PM |
| 16 | Richard Cranker | 4/21/2021 1:40 PM |
| 17 | Ken Jones | 4/21/2021 10:34 AM |
| 18 | Ben Hom | 4/21/2021 9:01 AM |
| 19 | Steve Morey | 4/21/2021 8:44 AM |
| 20 | Lindsey Kimball | 4/21/2021 8:26 AM |
| 21 | Jason Woody | 4/21/2021 8:19 AM |

| # | [NAME] CSTB STAFF | DATE |
|---|---------------------|-------------------|
| 1 | Anna Munro | 4/30/2021 3:04 AM |
| 2 | Chad Kunerth | 4/29/2021 3:57 PM |
| 3 | Kay Jefferson | 4/27/2021 2:51 PM |
| 4 | Donald Shepherd | 4/27/2021 2:41 PM |

| # | [COMPANY] CSTB BOARD OF DIRECTORS | DATE |
|----|-------------------------------------|-------------------|
| 1 | Tampa General Hospital | 5/3/2021 12:53 PM |
| 2 | Suncoast Credit Union | 5/3/2021 11:30 AM |
| 3 | Bach & Partners | 5/3/2021 10:30 AM |
| 4 | Veterans Council | 4/28/2021 2:48 PM |
| 5 | Florida Blue | 4/28/2021 2:15 PM |
| 6 | Titan Technologies | 4/28/2021 1:03 PM |
| 7 | City of Temple Terrace | 4/28/2021 8:16 AM |
| 8 | Concorde Career Institute | 4/28/2021 8:09 AM |
| 9 | The Swenson Group | 4/25/2021 8:28 PM |
| 10 | SMT | 4/23/2021 2:07 PM |
| 11 | IBEW Local 915 | 4/22/2021 1:26 PM |

Board of Directors Strategic Plan - Vision and Mission Statement Survey 2

| | | |
|----|--|--------------------|
| 12 | Labor Representative | 4/21/2021 6:02 PM |
| 13 | VR | 4/21/2021 3:21 PM |
| 14 | UMA | 4/21/2021 3:16 PM |
| 15 | West Coast Florida NECA | 4/21/2021 2:49 PM |
| 16 | UA Local Union 123 | 4/21/2021 1:40 PM |
| 17 | Hillsborough County | 4/21/2021 10:34 AM |
| 18 | Mckibbon hospitality | 4/21/2021 9:01 AM |
| 19 | TBEDC | 4/21/2021 8:44 AM |
| 20 | Hillsborough County | 4/21/2021 8:26 AM |
| 21 | Lions Eye Institute for Transplant and Research | 4/21/2021 8:19 AM |
| # | [COMPANY] CSTB STAFF | DATE |
| 1 | CSTB | 4/30/2021 3:04 AM |
| 2 | CSTB | 4/29/2021 3:57 PM |
| 3 | CSTB | 4/27/2021 2:41 PM |
| # | [ADDRESS] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [ADDRESS] CSTB STAFF | DATE |
| | There are no responses. | |
| # | [ADDRESS 2] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [ADDRESS 2] CSTB STAFF | DATE |
| | There are no responses. | |
| # | [CITY/TOWN] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [CITY/TOWN] CSTB STAFF | DATE |
| | There are no responses. | |
| # | [STATE/PROVINCE] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [STATE/PROVINCE] CSTB STAFF | DATE |
| | There are no responses. | |
| # | [ZIP/POSTAL CODE] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [ZIP/POSTAL CODE] CSTB STAFF | DATE |
| | There are no responses. | |
| # | [COUNTRY] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [COUNTRY] CSTB STAFF | DATE |
| | There are no responses. | |
| # | [EMAIL ADDRESS] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [EMAIL ADDRESS] CSTB STAFF | DATE |
| | There are no responses. | |
| # | [PHONE NUMBER] CSTB BOARD OF DIRECTORS | DATE |
| | There are no responses. | |
| # | [PHONE NUMBER] CSTB STAFF | DATE |
| | There are no responses. | |



Discussion Item # 3

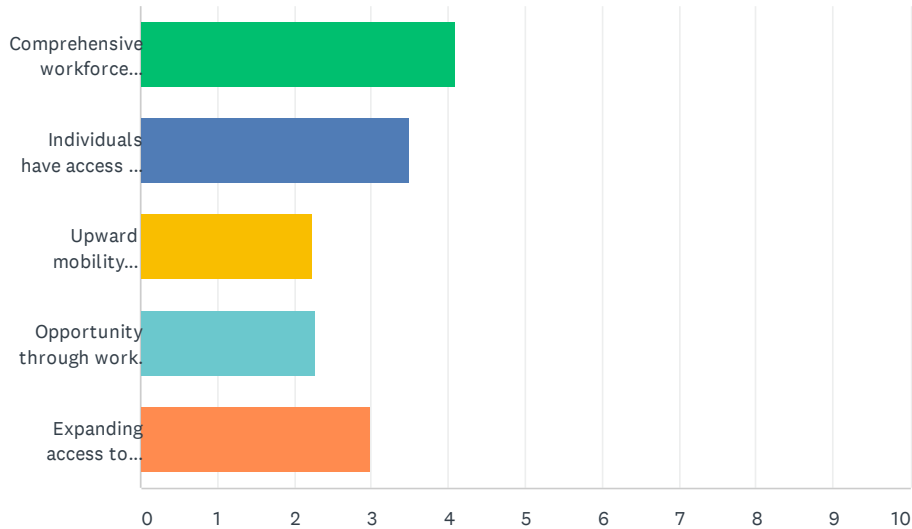
CSTB Vision and Mission Statement Survey # 2 Board of Directors Responses

The Vision and Mission Statement Survey #2 results – Board of Directors responses can be found on the following pages.

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Q1 Please rank the following vision statement options.

Answered: 22 Skipped: 1



| | 1 | 2 | 3 | 4 | 5 | TOTAL | SCORE |
|--|--------------|--------------|-------------|-------------|-------------|-------|-------|
| Comprehensive workforce solutions that empower the success of all workers and drive sustainable, positive change in our community. | 63.64% 14 | 9.09% 2 | 4.55% 1 | 18.18% 4 | 4.55% 1 | 22 | 4.09 |
| Individuals have access to meaningful employment that empowers the success of all workers and supports the vitality of business. | 18.18% 4 | 45.45% 10 | 9.09% 2 | 22.73% 5 | 4.55% 1 | 22 | 3.50 |
| Upward mobility through opportunity. | 4.76% 1 | 9.52% 2 | 23.81% 5 | 28.57% 6 | 33.33% 7 | 21 | 2.24 |
| Opportunity through work. | 9.09% 2 | 0.00% 0 | 40.91% 9 | 9.09% 2 | 40.91% 9 | 22 | 2.27 |
| Expanding access to opportunity through work. | 4.76% 1 | 38.10% 8 | 23.81% 5 | 19.05% 4 | 14.29% 3 | 21 | 3.00 |

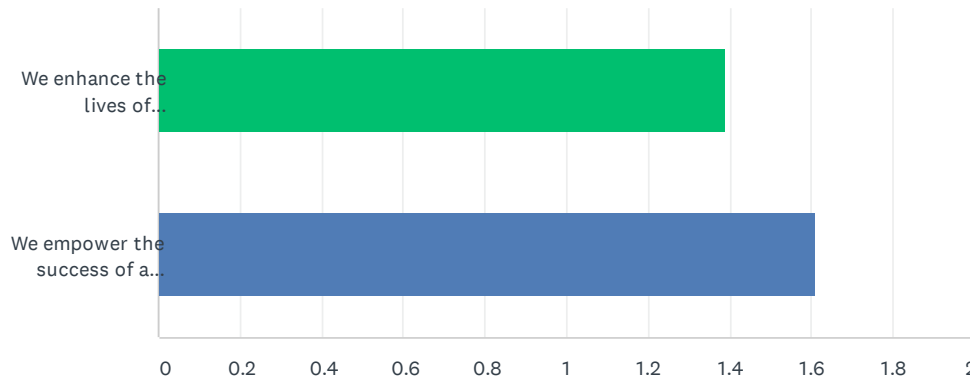
Q2 Please provide any comments or additional feedback regarding the options above.

Answered: 9 Skipped: 14

| # | RESPONSES | DATE |
|---|--|--------------------|
| 1 | Less is more- mission and vision statement should be easy enough for all to recite without reviewing website/signature line/badge/etc. Simple does the trick:) | 5/3/2021 12:50 PM |
| 2 | Shorter is better..... | 5/3/2021 10:29 AM |
| 3 | I do not like any of them for a Vision. I like something along the lines of: To be the Number One ranked local CareerSource in Florida | 4/23/2021 2:06 PM |
| 4 | Meaningful employment is important for long term careers | 4/21/2021 11:11 PM |
| 5 | #1 is the best. | 4/21/2021 3:20 PM |
| 6 | I like the reference to upward mobility in the first statement listed above. | 4/21/2021 3:13 PM |
| 7 | Alternative: Comprehensive solutions to support access to employment opportunities in alignment with business workforce demand. | 4/21/2021 10:33 AM |
| 8 | I think it is important that our vision contains a link to our community-wide impacts. Our work should not be transactional. | 4/21/2021 8:26 AM |
| 9 | Can we look at the word employment rather than work? | 4/21/2021 8:18 AM |

Q3 The following statement options were selected by the Ad-Hoc Strategic Planning Committee for your review, with a preference for "We empower the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals." Please rank the following mission statements.

Answered: 23 Skipped: 0



| | 1 | 2 | TOTAL | SCORE |
|---|--------------|--------------|-------|-------|
| We enhance the lives of individuals and fuel economic development through our driving mission: talent meets opportunity. | 39.13% 9 | 60.87% 14 | 23 | 1.39 |
| We empower the success of all workers through comprehensive workforce solutions that meet the needs of business while expanding career opportunities for individuals. | 60.87% 14 | 39.13% 9 | 23 | 1.61 |

Q4 Please provide any comments or additional feedback regarding the options above.

Answered: 3 Skipped: 20

| # | RESPONSES | DATE |
|---|--|-------------------|
| 1 | Again would recommend shortening so it's easy to remember: "Enhancing individual lives, pairing talent with opportunities." | 5/3/2021 12:53 PM |
| 2 | I like the second option listed above because it referenced the enhancement of lives along with fueling economic development. I think its great that it weaves in "talent meets opportunity". Given your focus on facilitating upward mobility I thought that the "success of all workers" in the first statement was too broad. Thanks! | 4/21/2021 3:16 PM |
| 3 | You put in the comment that there was a preference for option 2.. however this is confusing in this format because there is no reference to which one was option 2. A person would assume you mean the 2nd one listed which is not the case. | 4/21/2021 8:44 AM |

Q5 Respondent Information

Answered: 21 Skipped: 2

| ANSWER CHOICES | RESPONSES | |
|-----------------|-----------|----|
| Name | 100.00% | 21 |
| Company | 100.00% | 21 |
| 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 |

| # | NAME | DATE |
|----|--------------------|--------------------|
| 1 | Andrea M Cichon | 5/3/2021 12:53 PM |
| 2 | Karen Koundourakis | 5/3/2021 11:30 AM |
| 3 | Michael Bach | 5/3/2021 10:30 AM |
| 4 | Tom Aderhold | 4/28/2021 2:48 PM |
| 5 | Rick Bennett | 4/28/2021 2:15 PM |
| 6 | sean butler | 4/28/2021 1:03 PM |
| 7 | Gil Schisler | 4/28/2021 8:16 AM |
| 8 | Felicia L Bell | 4/28/2021 8:09 AM |
| 9 | Tye Swenson | 4/25/2021 8:28 PM |
| 10 | Roy Sweatman | 4/23/2021 2:07 PM |
| 11 | Randall King | 4/22/2021 1:26 PM |
| 12 | Jim Junecko | 4/21/2021 6:02 PM |
| 13 | John Howell | 4/21/2021 3:21 PM |
| 14 | Geordie Hyland | 4/21/2021 3:16 PM |
| 15 | Richard Padilla | 4/21/2021 2:49 PM |
| 16 | Richard Cranker | 4/21/2021 1:40 PM |
| 17 | Ken Jones | 4/21/2021 10:34 AM |
| 18 | Ben Hom | 4/21/2021 9:01 AM |
| 19 | Steve Morey | 4/21/2021 8:44 AM |
| 20 | Lindsey Kimball | 4/21/2021 8:26 AM |

Board of Directors Strategic Plan - Vision and Mission Statement Survey 2

| 21 | Jason Woody | 4/21/2021 8:19 AM |
|----|---|--------------------|
| # | COMPANY | DATE |
| 1 | Tampa General Hospital | 5/3/2021 12:53 PM |
| 2 | Suncoast Credit Union | 5/3/2021 11:30 AM |
| 3 | Bach & Partners | 5/3/2021 10:30 AM |
| 4 | Veterans Council | 4/28/2021 2:48 PM |
| 5 | Florida Blue | 4/28/2021 2:15 PM |
| 6 | Titan Technologies | 4/28/2021 1:03 PM |
| 7 | City of Temple Terrace | 4/28/2021 8:16 AM |
| 8 | Concorde Career Institute | 4/28/2021 8:09 AM |
| 9 | The Swenson Group | 4/25/2021 8:28 PM |
| 10 | SMT | 4/23/2021 2:07 PM |
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| 14 | UMA | 4/21/2021 3:16 PM |
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| 16 | UA Local Union 123 | 4/21/2021 1:40 PM |
| 17 | Hillsborough County | 4/21/2021 10:34 AM |
| 18 | Mckibbon hospitality | 4/21/2021 9:01 AM |
| 19 | TBEDC | 4/21/2021 8:44 AM |
| 20 | Hillsborough County | 4/21/2021 8:26 AM |
| 21 | Lions Eye Institute for Transplant and Research | 4/21/2021 8:19 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. | |
| # | PHONE NUMBER | DATE |
| | There are no responses. | |



CareerSource Tampa Bay
4902 Eisenhower Blvd., Suite 250 | Tampa, FL 33634
CareerSourceTampaBay.com

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