



Board Orientation

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MESSAGE FROM THE CHAIR

Welcome to the Tampa Bay WorkForce Alliance Board of Directors!

This is an exciting time for our organization and we welcome your leadership and industry expertise. Every board member of the Tampa Bay WorkForce Alliance Board of Directors plays a critically important role in the success of the organization. The board's dedication, commitment, and leadership have helped transform TBWA over the last five years, resulting in tremendous organizational improvements.

Without a doubt, these are challenging times in both the public and private sector but our ability to change with the needs of our external environment, deliver a superior customer experience and continuously innovate will ensure we continue our quest to become a national model of excellence.

We strongly believe having a well informed and educated board is the first step to ensuring productive board engagement and achieving organizational excellence. The New Board Member Orientation Manual has been designed to provide you with relevant background information on the workforce system and an in-depth overview of Tampa Bay WorkForce Alliance. During this learning process, we encourage you to seek additional information and ask questions of both the TBWA Leadership Team and other Board Members.

Welcome aboard and thank you in advance for your service.

Sincerely,



Dennis Meyers
Chairman
Tampa Bay WorkForce Alliance

WORKFORCE OVERVIEW

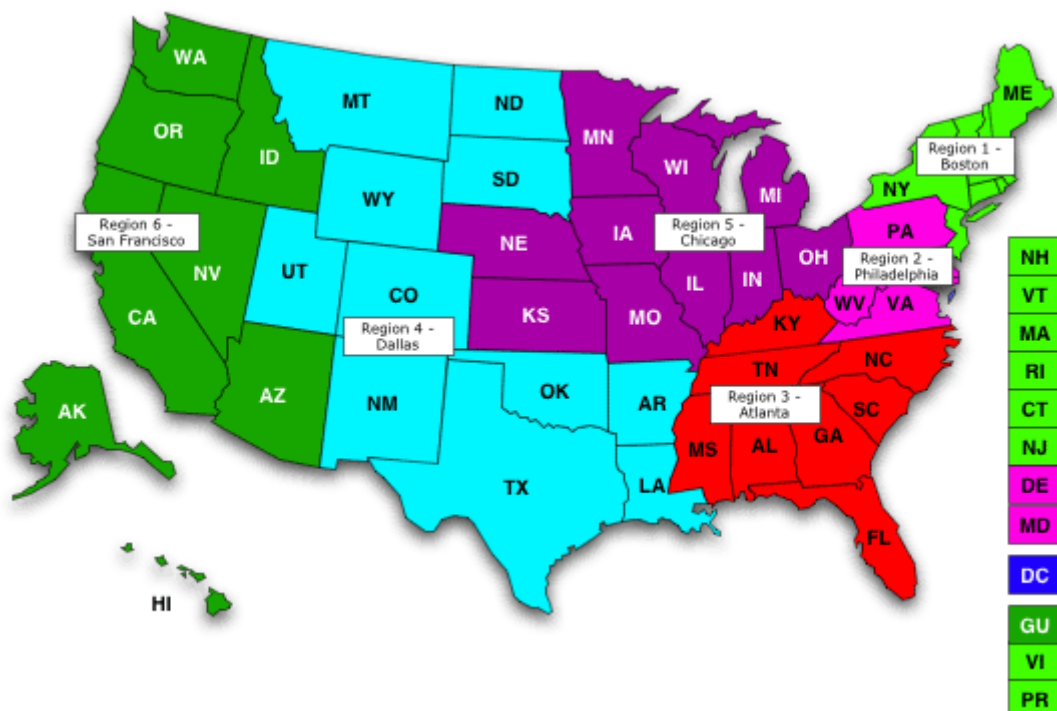
NATIONAL LEVEL WORKFORCE

HISTORY

Workforce Investment Boards were preceded by Private Industry Councils (PICs) which had a narrower function than the 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.

NATIONAL LEVEL



Region	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 one-stop career centers which combine multiple federal, state, and local program funds. 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; supplies well-trained people for all 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

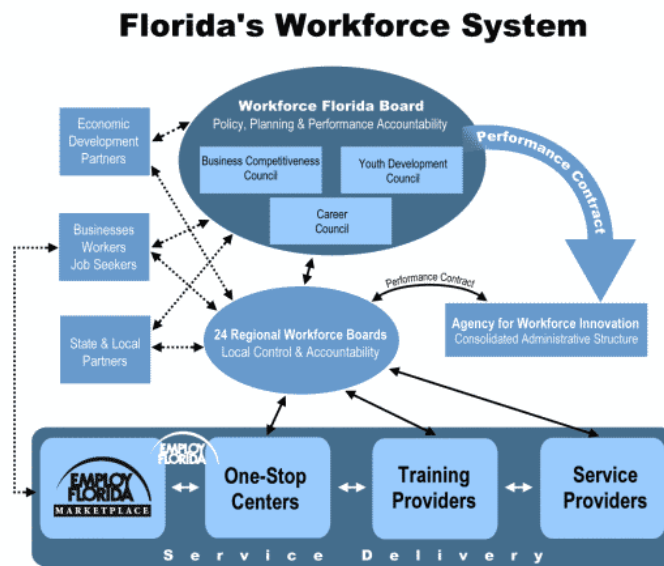
WORKFORCE FLORIDA, INC.

Workforce Florida, Inc. was created by Governor Jeb Bush and the Florida Legislature with the passage of the Workforce Innovation Act of 2000, Chapter 445, Florida Statutes. The Workforce system was re-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.

A 45-member board appointed by the Governor oversees and monitors the administration of the state’s workforce policy, programs and services carried out by the 24 business-led Regional Workforce Boards and the Agency for Workforce Innovation.

The Workforce Florida board is comprised of three standing committees -- *Executive, Finance, and One-Stop*--and three standing councils. The councils, *Youth Development, Career, and Business Competitiveness*, 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.

Direct services are provided at nearly 100 One-Stop Centers with locations in every county in the state. This innovative approach to workforce development in Florida is illustrated in the model below.

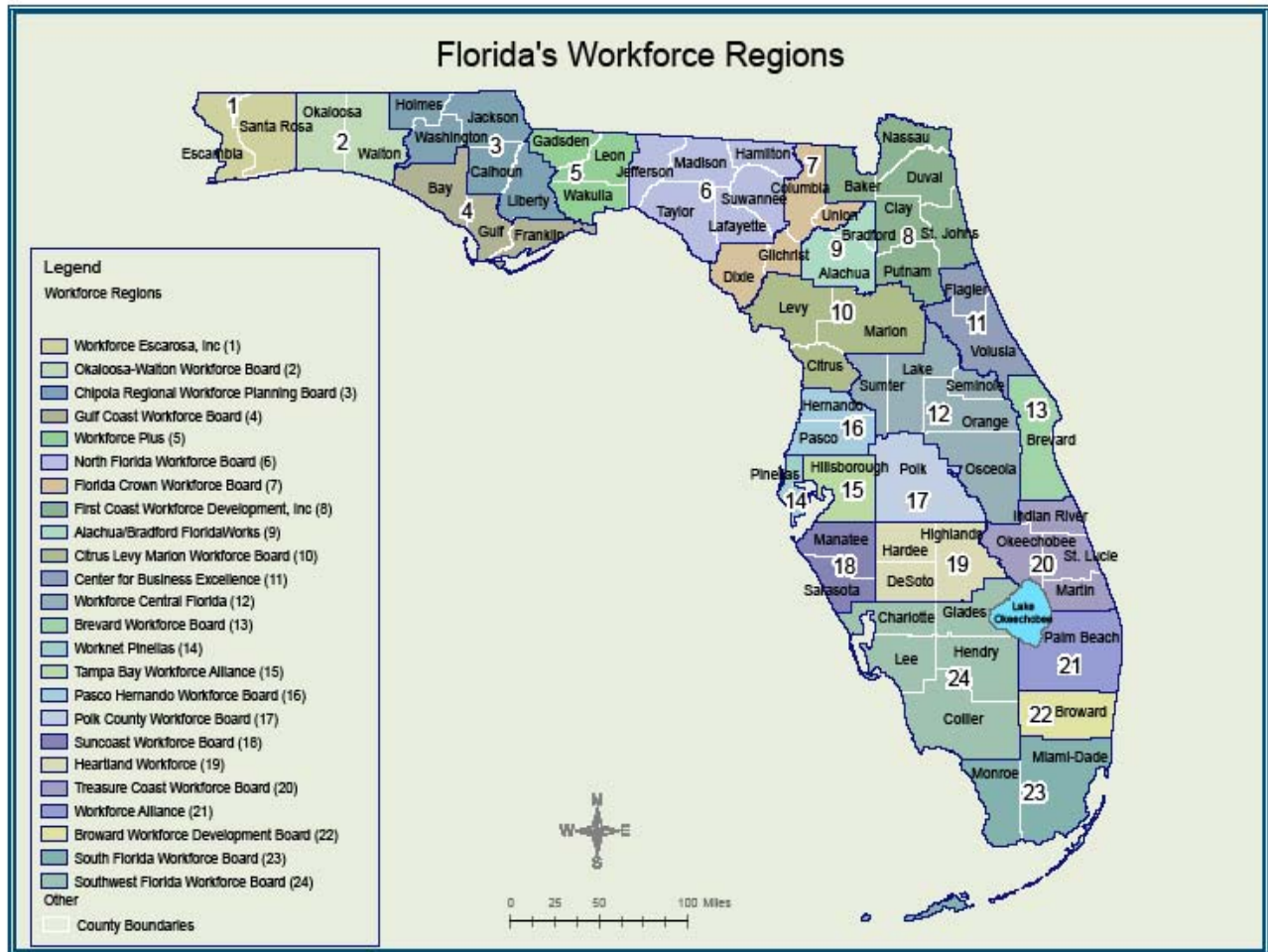


Since its 2000 inception, Workforce Florida has implemented several successful initiatives aimed at addressing the state’s workforce needs. Among them are Quick Response Training (QRT) and Incumbent Worker Training (IWT) grants, which reimburse businesses for a portion of the cost of training employees, and the Employ Florida Banner Centers. Banner Centers are charged with becoming a statewide, go-to resource for cutting-edge training for entry-level and experienced workers who need to upgrade their skills in high-value sectors. 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. Workforce Florida’s other key workforce partner is the Agency for Workforce Innovation.

AGENCY FOR WORKFORCE INNOVATION

The Agency for Workforce Innovation (AWI) is Florida's lead state workforce agency and is responsible for translating WFI's policy into action and then executing those actions. AWI operates under a performance-based contract with Workforce Florida, Inc. and carries out its responsibilities via contracts with regional workforce boards.

Florida's workforce delivery system created 24 Regional Workforce 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 contact information regarding Florida's regional workforce boards, visit www.workforceflorida.com



LABOR MARKET STATISTICS

Labor Market Statistics (LMS) in the Florida Agency for Workforce Innovation is charged with producing, analyzing, and delivering timely and reliable labor statistics to improve economic decision-making. Labor Market Statistics include a variety of labor market, economic, and demographic data such as:

- Employment and Wages
- Labor Force
- Economic Indicators
- Population

In addition, AWI administers the state's Labor Market Statistics program, Unemployment Compensation, Early Learning and various workforce development programs. The Office of Early Learning, a division within the agency, provides oversight of Florida's school readiness programs and is the lead entity for implementing the state's successful Voluntary Prekindergarten program.

TAMPA BAY WORKFORCE ALLIANCE CORPORATE OVERVIEW

WHAT IS TAMPA BAY WORKFORCE ALLIANCE?

The cornerstone of an economically vibrant community is access to a qualified and skilled workforce. By understanding the unique workforce development needs of Tampa Bays' business community, Tampa Bay WorkForce Alliance takes the steps to fill the talent pipeline with work- ready, experienced professional and entry level job candidates required to meet the human capital needs of business.

That means we build relationships with businesses and other partners, collect market intelligence and analyze labor market information to most appropriately align our resources with the business demand for a trained workforce, as needed today or as forecast for the future.

We provide access to skills training or retraining; targeted career fairs and recruitment events; workforce related business or candidate seminars; labor trends and the latest labor market information to facilitate a connection between business and job candidates.

We operate much like any other business, governed by a board of directors comprising private and public sector representatives. Our affiliations with the Agency for Workforce Innovation, the fiduciary agent for workforce funds allocated by the US Department of Labor, and Workforce Florida, Inc., the workforce policy setting entity in the state of Florida, help us carry out our responsibility to foster economic development through a trained workforce.

VISION, MISSION AND CORE VALUES

As a TBWA director, your contribution as a leader is invaluable. TBWA directors champion the organization's mission and vision by seeking opportunities to align one's professional passion with the goals of TBWA.

VISION

Tampa Bay WorkForce Alliance's **vision** is to be the national model of excellence for innovative workforce services designed to foster economic development.

MISSION

Tampa Bay WorkForce Alliance's **mission** is to foster Tampa Bay's economic development by creating customer focused workforce solutions designed to satisfy our customers --- employers and job candidates alike.

VALUES

Tampa Bay WorkForce Alliance is dedicated to the highest standard of ethics – integrity at every level within the organization is an essential part of our culture. We acknowledge our people are our most valuable asset, our most important link to our customers and a reflection of our organization -- as such, we choose to operate by the following core values.

Customer Focus

Accountability

Visionary

Trust

LINES OF BUSINESS OVERVIEW

Tampa Bay WorkForce Alliance serves a universal customer base – as required by law. The diversity of the customer base makes the organization’s work more 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

Many experts agree that nearly 80% of all employee turnover is directly related to insufficient hiring decisions. Tampa Bay WorkForce Alliance assists approximately 2,300 companies annually in managing their recruitment and hiring process.

TBWA annually works with approximately 2,300 businesses in leveraging their human resources function, including the following:

- Recruitment and interviewing (entry to executive level candidates)
- Job matching from database of more than 100,000
- Skills assessment and evaluation, including administration of tests
- Comprehensive local, state and national targeted labor market statistics— employment and wage, labor force, economic indicators and demographic information
- Help to identify and take full advantage of valuable tax credits
- Turnkey Business Center – teleconferencing, faxing, copying and wireless capabilities, targeted career fairs and mobile career center equipped with multiple computers online, and onsite recruitment
- Business workshops and seminars on current topics, including retention strategies, changing regulation and compliance and other topics to help businesses better understand the “needs” and “wants” of their employees

Tampa Bay WorkForce Alliance's Business Development Team is aligned by industry sectors to provide needed experience and expertise to targeted growth industries within Hillsborough County

TBWA designates a business representative to be your direct points of contact to provide solutions for your specific workforce needs.

Targeted Industry Sectors

- Life Sciences-Healthcare
- Education
- Technology
- Professional Services
- Manufacturing and Construction
- Hotel Motel Accommodations
- Tourism
- Retail and Call Centers

Tampa Bay WorkForce Alliance's Business Development Team is equipped to assist employers with a host of workforce related services --

- Personalized Human Resource Solution
- Customized Labor Market Information
- Targeted Recruitment
- Hiring Events, Online Job Postings
- Conference Center / Business Center
- Tax Credits
- Candidate Services
- Funded Training (On the Job Training and Competitive Edge Award)

Employed Worker Training (EWT)

The Competitive Edge Awards grants funds to qualifying employers for training to enhance employee knowledge and skills, thus contributing to the employer's competitiveness in the marketplace. This training also improves opportunities for participating employees to retain their jobs as well as enhance opportunities for advancement within their organizations. CEA funds may be used to procure training to deal with new technologies, equipment, and/or processes.

On Job Training (OJT)

OJT is defined as training by an employer that is provided to a paid candidate while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job. TBWA provides reimbursement to the employer of up to 50 percent of the wage rate of the candidate for the extraordinary cost of providing the training and additional supervision. The training is limited in duration as appropriate to the occupation.

To best serve the needs businesses, TBWA designates a business representative to be a single-point contact to provide solutions for their specific workforce needs.

Professional Networking Group (PNG)

The Professional Networking Group is a social exchange and network that leads to enhanced job search prospects, learning about the Tampa business community and serves as a vehicle for marketing one's skills and talent. Professionals in a variety of fields, professional backgrounds and experience gather weekly at WorkForce Tampa Career Center to network about related job and career opportunities, exchange information and maximize their job search. Occasional speakers and business partners are invited to add value to the sessions and provide greater opportunities for career advancement and job matching.

The group has full access to all of the resources at our career centers available at no cost, including wireless café and conference rooms, copying, faxing and use of Internet, on-site and off-site professional career fairs, job referral and placement and other supportive services.

The PNG provides an excellent opportunity for professional - to executive-level candidates to come together in a professional and informal setting for enhanced job search results.

It is the perfect vehicle for social networking with professional and business representatives and for informal learning about the area's business landscape.

WORKFORCE INVESTMENT ACT (WIA) – ADULT/DISLOCATED WORKER

The Workforce Investment Act of 1998 rewrote federal statutes governing programs of job training, adult education and literacy and vocational rehabilitation. The Act was signed by the President in August of 1998 and was the first major reform in the nation's job training programs in fifteen years.

In addition to replacing the Job Training Partnership Act (JTPA), it mandates the use of One-Stop Operating Systems. The Act is designed to streamline services, eliminate duplication of services and empower individuals to obtain the services and

the skills they want and need. More flexibility for the Local Workforce Development Boards to operate programs, along with more accountability for their programs, is an essential part of the Act.

The goals of the WIA are to improve the quality of the workforce, enhance the productivity and competitiveness of the nation and to reduce welfare dependency. States were given the option to implement WIA early or wait until the mandatory date of July 2000. Florida opted to implement early and started on July 1, 1999. Florida leaders had already addressed many of the same goals outlined in the Workforce Investment Act with the implementation of the Workforce Innovation Act of 2000.

THE WORKFORCE INVESTMENT ACT (WIA) – YOUTH

Where do youth candidates fit in?

Youth programs include an objective assessment of each youth's skill levels 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
- Adult mentoring
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skills training
- Leadership development opportunities
- Supportive services
- Follow-up services for not less than 12 months as appropriate
- Comprehensive guidance and counseling

What are the criteria for Youth?

Youth must be ages 14- 21, low income, and meet at least 1 of the 6 specified barriers to employment (see below). There is a 5 percent window for non-low-income youth if they experience one or more specified barriers to school completion or employment. In addition, at least 30% of funds must be expended on out-of-school youth.

Possible barriers to employment are:

- Deficient in basic literacy skills
- A school drop-out
- Homeless, runaway or a foster child
- Pregnant or parenting teen
- An offender
- An individual who requires additional assistance to complete an educational program, or secure and hold employment.

Tampa Bay WorkForce Alliance’s goal is to assist with:

- GED completion
- Job applications
- Job search
- Successful work experience
- Job retention
- Occupational skills credential

WAGNER-PEYSER

At the heart of the One-Stop 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 unemployment benefits to find new employment opportunities.

VETERAN'S SERVICES

There are a wide range of services available to veterans with barriers of employment. TBWA 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 guard units.

Transition Assistance Program (TAP)

TAP is a program geared towards active duty servicemen and women and their spouses as they transition from the military into the civilian community. This program is available to all service members, whether they are only serving two years or 20 and is open to all branches of the military, including the National Guard (when that person has been activated).

TBWA facilitates a 3 1/2 day workshop in conjunction with the Office of Family Support at Mac Dill Air force Base. The workshop focuses employment skills and life skills training, such as how to work with people, customer service, soft skills training, interviewing skills, resume writing, professional dress and working with finances. The last day focuses on veterans' benefits.

Services to Military Spouses

TBWA provides workforce related services to the spouses of service men and women who served in the military. TBWA 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

WELFARE TRANSITION PROGRAM

In October of 1996 two Acts (one Federal and one State) went into law that dramatically changed welfare programs in the State of Florida and around the country. The October 1996 *The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA)*, *Public Law 104-193*, eliminated the open-ended federal entitlement program, Aid to Families with Dependent Children (AFDC), and replaced it with the Temporary Assistance for Needy Families (TANF) block grant. The TANF legislation changed the nation's welfare system from the receipt of cash assistance as an entitlement to one that requires work in exchange for time-limited

assistance. The TANF block grant also included flexibility in funding that allows states to develop programs to meet one of the four purposes of TANF:

- 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 and maintenance of two-parent families.

In October 1996, Florida enacted the Work and Gain Economic Self-Sufficiency (WAGES) Act. The Act was developed to implement the requirements of TANF and to emphasize work, self-sufficiency, and personal responsibility as well as time-limited assistance. In October of 2000, the Florida Workforce Innovation Act, Senate Bill 2050, was passed. It substantially redefined Florida's welfare delivery system by replacing the former WAGES program with the Welfare Transition (WT) program. This legislation also consolidated and streamlined the state workforce and TANF programs under one board, Workforce Florida, Inc. (WFI). The Act created the Agency for Workforce Innovation (AWI), which provides administrative and program guidance for workforce programs. Currently workforce, welfare, and employment services are delivered by the 24 Regional Workforce Boards (RWBS) via the local One-Stop Career Centers.

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.

**SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM – SNAP
(FORMERLY KNOWN AS FOOD STAMP EMPLOYMENT &
TRAINING - FSET)**

The Supplemental Nutrition Assistance Program, referred to as the SNAP, emphasizes work, self-sufficiency, and personal responsibility. This Education & Training program strives to meet the needs of candidates in gaining skills, training, work, and experience that will increase the candidates' ability to attain self-sufficiency.

SNAP's Education & Training (E&T) program is funded annually through a grant provided to the Department of Children and Families (DCF) by the United States Department of Agriculture (USDA), 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 voluntary basis.

Food stamp recipients who want to volunteer will be able to participate in the program, regardless of age or any other factors. Food stamp recipients who volunteer to participate in program components or who are engaged in other workforce programs will be served in compliance with federal and State requirements.

When a food stamp recipient volunteers to participate, we engage them in one or more of the following components:

- Job search
- Job search training
- Vocational training
- Education
- Training Services activities (including TAA activities)
- Self-initiated work experience
- Work experience
- Employment

In addition to the above activities, TBWA also attempts to assist the recipient through other programs, to provide the individual with many options for services and training (Wagner Peyser, Training Services, Vocational Rehabilitation, external referrals, etc.).

FEDERAL BONDING PROGRAM

What is Fidelity Bonding?

- Insurance to protect an employer against employee dishonesty covers any type of stealing: theft, forgery, larceny, and embezzlement
- In effect, a guarantee of worker job honesty
- An incentive to the employer to hire an at-risk applicant
- A unique tool for marketing applicants to employers

Fidelity Bonding Services Are User Friendly

- NO screening of applicants to be placed in jobs with Fidelity Bond use
- NO papers for employer to sign to obtain free bond incentive for job hire
- NO deductible in bond insurance amount if employee dishonesty occurs
- ANY job at ANY employer in ANY State can be covered by the bond

Why Is Fidelity Bonding Needed For Job Placement?

- Employers view ex-offenders and other at-risk job applicants as potentially untrustworthy workers, thereby, denying them job-hire
- Anyone who has ever "committed a fraudulent or dishonest act" is deemed NOT BONDABLE by insurance companies, a situation leading to routine denial of employment opportunities for such individuals
- Being NOT BONDABLE is a significant barrier to employment possessed by the hardest-to-place job applicants; this barrier can be eliminated only by the Federal Bonding Program
- Persons who are NOT BONDABLE can ultimately become commercially BONDABLE for life by demonstrating job honesty during the 6 months of bond coverage

Who is Eligible for Bonding Services?

- Any at-risk job applicant is eligible for bonding services. including: ex-offenders; ex-addicts (alcohol and/or drugs); persons having poor credit, lack of work history; individuals dishonorably discharged from the military
- Anyone who cannot secure employment without bonding
- Bonds can be issued to cover already employed workers who need bonding in order to (a) prevent being laid off, or (b) secure promotion to a new job at their company

- Bonding coverage can apply to any job at any employer in any State

How Can Bonds Be Accessed Under The Federal Bonding Program?

- Bonds are issued instantly to be in effect the day that the applicant has started work. The employer does not sign any papers in order to receive the bond free-of-charge.
 - Bond can be issued to the employer as soon as the applicant has begun working. The local office must call the employer and verify that the applicant has begun working.

DISABILITY PROGRAM NAVIGATOR

The Disability Program Navigator (DPN) position is a federal grant funded 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, business development and career planning.

In general, the Disability Program Navigator 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.

The DPN helps individuals with disabilities by fostering the concept of a "One-Stop" resource center, where multiple services can be accessed through a visit to one location, such as an employment center or a web page on the Internet.

TBWA FACILITIES OVERVIEW

HEADQUARTERS

Tampa Bay WorkForce Alliance, Inc.
5701 E. Hillsborough Ave., Ste 1419
Tampa, FL 33610
813-740-4680
813-740-4693 Fax

CAREER CENTERS

WorkForce Tampa Career Center

9215 N. Florida Ave.
Tampa, FL 33612
813-930-7400

WorkForce Plant City Career Center

H.C.C. Campus
2001 E. Cherry Street
Plant City, FL 33563
813-930-7881

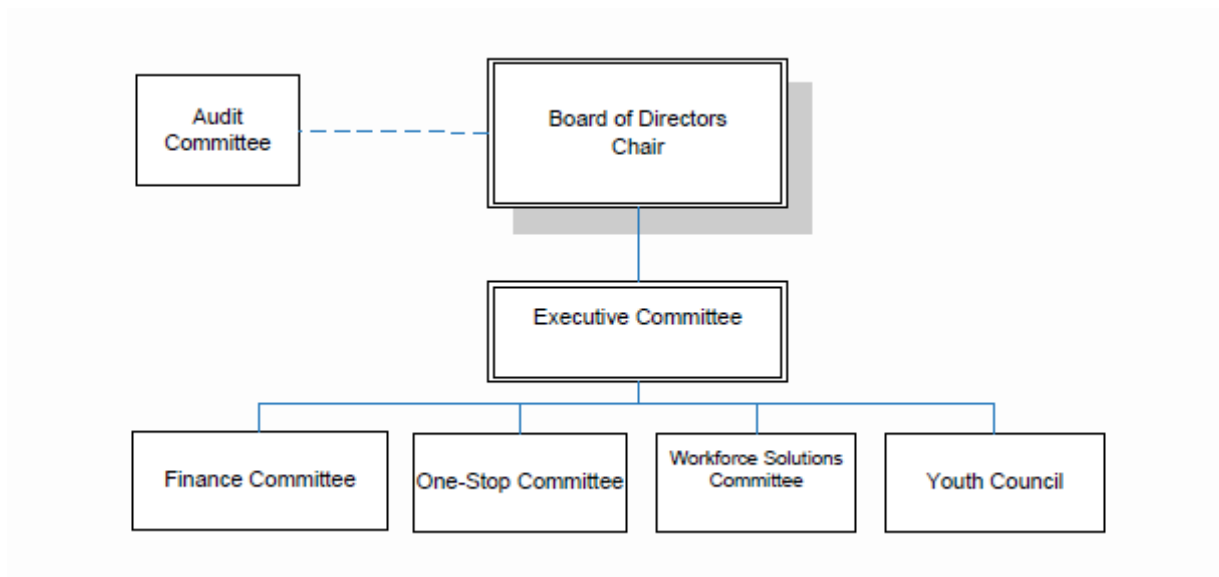
WorkForce Brandon Career Center

9350 Bay Plaza Blvd., Ste. 125
Tampa, FL 33619
813-930-7832

TBWA BOARD GOVERNANCE

Tampa Bay WorkForce Alliance 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 board, all standing committee chairpersons, and the immediate past Chairperson.

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.

ONE-STOP COMMITTEE

The One-Stop Committee will serve as the One-Stop Operator for Tampa Bay WorkForce Alliance. 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 TBWA staff to insure 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

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

YOUTH COUNCIL

At a minimum, the Youth Council will be constituted in compliance with state and federal laws. The Youth Council shall recommend strategies which promote successful entry of individuals, including young people and adults with limited work experience, into the workforce.

AUDIT COMMITTEE

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

DIRECTOR'S KEY AREAS OF RESPONSIBILITIES

- Policy Setting
- Financial Oversight
- Organizational Advocate
- Strategically Recruit New Directors
- Succession Planning

Characteristics of a Great Director

- Knowledgeable
- Engaged
- Organizational Advocate
- Willingness to Leverage Resources

DIRECTOR'S STATEMENT OF COMMITMENT



Director's Statement of Commitment

As a board member of the Tampa Bay Workforce Alliance, I am fully committed and dedicated to our stated vision and mission. I understand that my duties and responsibilities include the following:

- I accept the by-laws and governance principles.
- I will be actively engaged and prepared for TBWA meetings, be available for phone consultation, and serve on at least one TBWA committee. I will make every effort to attend the Annual Strategic Advance.
- I will complete the *TBWA Annual Board Assessment*.
- I will actively promote TBWA and support the President/CEO in his/her endeavors to execute the board's strategic business plan.
- I will leverage my circle of influence to support TBWA's innovative customer initiatives.
- I will adhere to the Sunshine Act when conducting TBWA business.

Director's Signature

Date:

Print Name

Revised: June 25, 2008

CODE OF ETHICS



Code of Ethics

- I will make honor, integrity, and unselfishness my basic standard of conduct.
- I will not use my position with Tampa Bay WorkForce Alliance for personal advantage.
- I will discharge my responsibilities to Tampa Bay WorkForce Alliance and will conduct myself in such a manner that promotes and protects the best interest of Tampa Bay WorkForce Alliance and its associates.
- I will maintain a high standard of sound management and stewardship practices.

Signature

Date

Print Name

Amended August, 2010

BYLAWS

Tampa Bay WorkForce Alliance, Inc. A Florida Not-For-Profit Corporation

ARTICLE I. GENERAL

The provisions of this document constitute the Bylaws of Tampa Bay WorkForce Alliance, Inc. (TBWA), a Florida not-for-profit corporation, hereinafter referred to as the Corporation, which Bylaws shall be utilized to govern the management and operation of the Corporation for all purposes from and after July 2010.

ARTICLE II. OFFICES AND AGENCY

1. Registered Office and Registered Agent. The registered office of the Corporation shall be located in the State of Florida and the registered agent shall have a business office identical with such registered office, which office and agent may be changed from time to time by the Board of Directors of the Corporation, hereinafter referred to as the board, upon the filing of such notices as may be required by law.

2. Principal Office. The principal place of business of the Corporation shall be 5701 E. Hillsborough Ave, Suite 1419, Tampa, FL 33610, which principal place of business may be changed from time to time as provided in these Bylaws.

3. Other Offices. The Corporation may have other offices within or outside the State of Florida at such place or places as the Board of Directors may from time to time determine.

ARTICLE III. PURPOSES

The purposes for which the Corporation is formed, and the business and objectives to be carried on and promoted by it, are as follows:

1. To foster Tampa Bay's economic development by creating strategic alliances with best-in-class service providers to deliver customer-focused, value-added workforce solutions designed to meet the specific needs of customers – employers and job seekers alike.
2. To administer workforce programs and act as a grant recipient as authorized by the State of Florida, Workforce Florida, Inc., the U.S. Department of Labor, the Workforce Investment Act, and other funding sources.
3. The Corporation is irrevocably dedicated to, and operated exclusively for, nonprofit purposes and no part of the income or assets of the Corporation shall be distributed to, nor inure to the benefit of, any individual.

ARTICLE IV. POWERS

1. General Powers. Except as limited by its Articles of Incorporation or by these Bylaws, the Corporation shall have and exercise all rights and powers in furtherance of its purposes as are now or may hereafter be conferred on not-for-profit corporations under the laws of the State of Florida.
2. Workforce Powers. The Corporation shall have and exercise all rights and powers granted to regional workforce boards under the laws of the State of Florida and workforce investment boards pursuant to Public Law No. 105-220, Title I, Section 117(b), United States Code, and all other applicable federal and state workforce laws and funding sources.

ARTICLE V. DIRECTORS

1. In General. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the Corporation shall be managed under

the direction of the Board of Directors, the members of which shall be hereinafter referred to as directors.

2. Functions. The Directors' general functions shall be:

a. To establish policies and guidelines for the operation of the Corporation;

b. To exercise and fulfill the specific powers and responsibilities of the Directors, as specified in the Articles of Incorporation of the Corporation and these Bylaws.

c. To discharge their duties in good faith, with the care an ordinary prudent person in a like position would exercise under similar circumstances and each Director shall act in a manner he or she reasonably believes to be in the best interest of the Corporation.

3. Powers and Responsibilities of Directors. Without limiting the generality of the functions specified in section 2 above, the Directors' specific powers and responsibilities shall be:

a. To adopt, amend, repeal or alter the Articles of Incorporation and Bylaws of the Corporation;

b. To elect and remove the officers of the Corporation;

c. To ensure accountable management of real and personal property and the general business of the Corporation, and to authorize and approve contracts and agreements on behalf of the Corporation, all in accordance with the provisions of law, the Articles of Incorporation and these Bylaws;

d. To establish limits, monetary or otherwise, within which the administration and staff of the Corporation may function independently, especially with regard, but not limited to:

(1) Any sale, lease, purchase or other acquisition, alienation or disposition of any property;

(2) Any construction or remodeling;

(3) Any release or cancellation of a claim or right of action against another party.

e. To approve all actions by any member of the administration or staff of the Corporation which may exceed the monetary limits established by the Directors for such actions.

f. To approve general rules and regulations for the administration of the Corporation and its personnel, and approve any substantial change in employee benefits of the Corporation;

g. To designate the person or persons authorized to make and sign bills, notes, checks, contracts, or other documents which shall be binding on the Corporation;

h. To develop additional committees as deemed necessary to fulfill the responsibilities of the Corporation's mission;

i. To approve the establishment, scope of activity and Bylaws of auxiliary organizations, advisory boards, development councils and other such related organizations;

j. To delegate authority to the President/CEO of the Corporation;

k. To develop business plan(s)

l. To approve an affiliation by the Corporation with one or more entities in any joint enterprise;

m. To approve the initiation of law suits;

n. To authorize any change in the character or business purpose of the operations of the Corporation;

o. To approve any merger or consolidation of the Corporation with any other organization;

p. To approve the template for the one-stop memorandum of understanding.

4. Directors' Reliance

a. In performing their duties, Directors shall be entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by:

(1) One or more officers or employees of the Corporation whom they reasonably believe to be reliable and competent in the matters presented;

(2) Counsel, public accountants or other persons as to matters which they reasonably believe to be within such person's professional or expert competence;

(3) A committee upon which they do not serve, duly designated in accordance with a provision of the Articles of Incorporation or these Bylaws, as to matters within its designated authority, which committee they reasonably believe to merit confidence; or

(4) Agents engaged to perform management functions, surveys, studies, or other activities for the board whom they reasonably believe to be reliable and competent in the matters presented.

b. Directors shall not be considered to be acting in good faith if they have knowledge concerning the matter in question that would cause such reliance described above to be unwarranted.

c. Directors who perform their duties in good faith reliance on this section shall have no liability by reason of being or having been Directors.

5. Appointment of Directors and Composition of Board.

a. Structure of Board:

(1) Representation on the board will be maintained in accordance with federal and state regulations.

b. Appointment: Directors will be appointed by the local chief elected official (the Hillsborough County Board of County Commissioners), as provided from time to time by an interlocal agreement or memorandum of understanding approved by the Hillsborough County Board of County Commissioners.

c. Number: The number of Directors shall be not less than three (3) nor more than forty (40).

d. Terms: Two (2) years shall constitute a term. Directors may serve up to four (4) consecutive terms. Directors serving four consecutive terms may be reappointed after a break in service of one (1) term. In accordance with the federal law and Florida State law, whenever a 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.

e. Designation of Alternates:

(1) Each mandatory board member may designate one (1) alternate. The alternate must be from the same company or organization.

(2) Alternates may attend board meetings in the member's absence, and may enter into discussions if called upon by the Chairperson.

f. Revocation of Membership. The Executive Committee may recommend revocation of board membership by two-thirds affirmative vote of the Executive Committee. Causes for revocation include:

(1) Conflicts of interest which continually inhibit a Director's ability to participate, except where specifically provided for by law.

(2) Unethical or illegal practices.

(3) Lack of attendance.

g. Vacancies. When a vacancy occurs, it shall be filled in the same manner in which the person vacating the position was selected. The person appointed to fill the vacancy shall serve the remaining term of the prior Director and may be re-appointed in accordance with Section d “Terms”.

h. Attendance. Attendance at less than 75% of the meetings in a calendar year without prior notification to the Chairperson or Chairperson’s designee shall be reason to review the individual’s continued membership. Absences from three consecutive meetings may result in removal from the board. Attendance by alternates alone will not satisfy attendance requirements but may be taken into consideration by the Executive Committee in carrying out its duties under Section f “Revocation of Membership.”

6. Resignation of Directors. Resignation by a Director shall be provided by written notification to the Hillsborough County Board of County Commissioners and copied to the Chairperson of the board, and such resignation shall become effective immediately upon receipt of said written notification or at such later date as specified in the notification.

ARTICLE VI. DIRECTORS' MEETINGS

1. Annual/Regular Meetings. There shall be at least one meeting of the Directors each year, which meeting shall be held during the month of June and shall be designated as the Annual Meeting of the Directors. Regular meetings of the Directors shall be held no less frequently than on a quarterly basis.

2. Special Meetings. Special meetings of the Directors may be called at any time by:

- a. The Chairperson of the Board; or
- b. The President/CEO of the Corporation.

3. Place of Meetings. Meetings of the Directors shall be held at the principal place of business of the Corporation or at such other place as the Directors may from time to time designate.

4. Notice of Meetings. Written, printed or oral notice stating the place, day and hour of any regular or special meeting of the Directors must be given to each Director not less than five (5) days for a regular meeting and not less than two (2) days for a special meeting, by or at the direction of the person or persons calling the meeting. Notice must be given either personally or electronically, or by mail; and if mailed, the notice shall be deemed to be given when deposited in the United States mail addressed to the Director at his address, as it appears in the records of the Corporation, with postage thereon prepaid.

5. Adjourned Meeting. A majority of the Directors present, whether or not a quorum exists, may adjourn any meeting of the Directors, to another time and place. Notice of any such adjourned meeting shall be given to the Directors who were not present at the time of the adjournment.

6. Quorum. Fifty percent (50%) of the number of Directors entitled to vote, as fixed by these Bylaws, shall constitute a quorum for the transaction of business at any meeting of the Directors, unless otherwise specifically provided by the Articles of Incorporation, these Bylaws or applicable law. Attendance shall be either in person, by telephone, or similar communication whereby the distant Director and those Directors present in person all hear and may speak to and be heard on the matters raised therein.

7. Voting. Each Director who is entitled to vote and who is present at any meeting of the Directors, whether in person or by telephone, or similar communication, shall be entitled to one (1) vote on each matter submitted to a vote of the Directors.

8. Proxies Prohibited. A Director may not vote by proxy.

9. Action by Directors. Any action required or which may be taken at a meeting of the Directors pursuant hereto shall be taken and considered the act of the Directors only if the following applies: the action is taken at a meeting of the Directors at which a quorum is present, whether in person, by telephone or similar communication, and is taken pursuant to a vote of a majority of the Directors so present, unless the act of a greater number is required by the Articles of Incorporation, these Bylaws or applicable law.

10. Recordation of Actions. All actions of the Directors shall be recorded in minutes, and such minutes shall be made available, upon request, to any Director.

11. Procedure. The Directors may adopt their own rules of procedure which shall not be inconsistent with the Articles of Incorporation, these Bylaws or applicable law. Board meetings will be open and accessible to the public and pursuant to the Florida Sunshine Law. Directors must adhere to financial disclosure requirements. All board meetings will be conducted in accordance with a written agenda distributed to members prior to the meeting.

ARTICLE VII. COMMITTEES

1. Standing Committees.

a. The Board or Chairperson of the board may establish standing committees. The powers and authority of any such committee will be determined by the board.

b. The Chairperson of the board will appoint the Chairperson and members of each standing committee, except where dictated by law. Directors' preferences for committee assignments will be considered in making the appointments.

c. A Committee may recommend removal of its committee chairperson to the Executive Committee.

d. Only Directors will be allowed to vote on issues before their assigned standing committee. The Youth Council will be governed by federal and state laws and regulations, as applicable.

e. With the exception of the Executive Committee, 33 percent (33%) of a committee's Directors constitute a quorum necessary for voting.

2. Executive Committee.

a. The Executive Committee shall be composed of the officers of the board, all standing committee chairpersons, the Chair of the Hillsborough County Board of County Commissioners or their designee from the Board of County Commissioners, and the immediate past Chairperson.

b. The majority (over fifty percent (50%)) of the Executive Committee directors constitutes a quorum necessary for voting.

c. The Executive Committee may exercise full authority for the board except for the following prohibition:

(i.) The Executive Committee may not adopt, repeal or amend these Bylaws.

d. Bylaw revisions must be approved by a majority vote of the Board of Directors.

e. The Executive Committee shall serve as the Appeals Committee on matters not delegated to TBWA President/CEO.

f. As soon as practicable following a meeting of the Executive Committee, minutes 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.

g. The Executive Committee shall annually review the performance of the President/CEO.

h. The Executive Committee may make recommendations to the chief elected official, through the board's Chairperson, for the removal of a Director from the board.

i. The Executive Committee members must serve on the Public Policy Committee.

j. The Chairperson of the Board of Directors shall serve as the Executive committee chairperson.

3. Finance Committee.

a. The Finance Committee shall review monthly and annually financial data reports on all activities.

b. The Finance Committee shall search for income and funding opportunities from the business community and other sources.

c. The Board Treasurer shall serve as the Finance Committee Chair.

4. Public Policy Committee.

a. The Public Policy Committee shall be chaired by a representative of business or industry. The chairperson of the Board of Directors is excluded from serving as the Public Policy chairperson.

b. For the purpose of providing information to policy makers about matters impacting workforce and economic development initiatives, including bills and proposed legislation, the committee shall recommend position statements to the Executive Committee.

c. Committee members are responsible for promoting relationships with elected and appointed officials at the state, federal, and local levels to position the board as a workforce industry expert.

d. The committee will provide strategic guidance which develops partnerships within the business community and other entities for the purpose of meeting the corporate mission, vision, and strategic objectives.

e. All member of the Executive Committee must serve as members of the Public Policy Committee. Membership of the Public Policy Committee is extended to other directors as appointed by the chairperson of the Board of Directors.

f. With a majority vote by the full board of directors, the chairperson of the Board of Directors may appoint person(s) who posses relevant

expertise and/or background to the Public Policy Committee; ex-officio persons serve as non-voting members of the committee and are not members of the TBWA Board of Directors.

5. Workforce Solutions Committee.

a. 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.

b. 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

c. The Workforce Solutions Committee shall annually submit recommendations to the board, and the board will review such recommendations in preparing its formal submission to Workforce Florida, Inc. related to:

(1) Policies to enhance the responsiveness of high wages programs in Hillsborough County to business and economic development opportunities.

(2) Recommend the integrated use of state education and federal workforce development funds to enhance the training and placement of designated population individuals with local businesses and industries.

(3) Shall annually make a report to Workforce Florida, Inc. on dates specified by Workforce Florida, Inc. that identify occupations in the region deemed critical to business retention, expansion, and recruitment activities, based on guidelines set by Workforce Florida, Inc.

(4) Shall recommend strategies which promote the ability of workers to build careers by obtaining and retaining jobs with potential for advancement.

(5) Shall recommend strategies which promote the ability of participants in the welfare transition program to succeed in the workforce and avoid a return to dependence upon cash assistance from the government.

6. Youth Council.

a. At a minimum, the Youth Council will be constituted in compliance with state and federal laws.

b. The Youth Council shall recommend strategies which promote successful entry of individuals, including young people and adults with limited work experience, into the workforce.

c. The Youth Council shall meet at least quarterly.

7. Nominating Committee:

a. The Nominating Committee will facilitate the continuous identification of leaders with the willingness and capacity to help TBWA meet its mission and vision. The Nominating Committee will convene at least annually.

b. The Nominating Committee will formally solicit input regarding leadership gaps/opportunities among the composition of the board of directors. Leadership gaps/opportunities include desired representation of specific industries, occupations, companies, or expertise. In accordance with the Workforce Investment Act (WIA), the committee will also consider the race and gender composition among directors, and will assist with seating a board of directors that reflects the population of the region.

c. The Nominating Committee will recommend a leadership profile, or set of criteria, that characterizes the strategic fit needed to fill current and future vacancies on the board. In addition to the WIA requirement for directors to possess an optimal level of decision making authority at their respective places of business, the leadership profile will define the desirable leadership traits for nominees such as specific industry expertise and willingness to garner resources needed to meet TBWA's organizational goals.

d. The chairperson of the Nominating Committee will assist the TBWA chairperson and TBWA president with coordinating an introductory meeting, as necessary, with nominees who are under consideration for appointment to the board.

e. The chairperson of the Nominating Committee will join the TBWA president, TBWA chairperson of the board, and/or the TBWA Public Policy chairperson with making periodic visits to the county commission to reinforce the importance of a deliberate process when considering nominees, as well as for the purpose of reinforcing the importance of engaged directors.

f. The Nominating committee is also responsible for developing a slate of names for the office positions on the Board of Directors. The Board of Directors will vote on the election of officers.

8. Ad Hoc Committees.

a. Ad Hoc committees may be established by the board or Chairperson to address specific, short-term issues. The duties of each Ad Hoc Committee will be determined at the time it is established.

b. The chairperson and members of each Ad Hoc Committee will be appointed by the board Chairperson. Membership of Ad Hoc committees may include directors, alternates or other representatives as determined by the board chairperson, including person(s) possessing subject matter knowledge and/or experience who are not TBWA directors.

c. Directors shall comprise a majority of each Ad Hoc Committee.

d. Thirty-three percent (33%) committee members who are TBWA Directors constitute a quorum necessary for taking action.

e. Only Directors will be allowed to vote and make motions.

f. Committees shall be comprised of a minimum of three members.

9. Audit Committee

a. The Audit Committee shall be a joint committee of TBWA directors and Hillsborough County. The Audit Committee shall be responsible for:

(1) Arranging and procuring the annual audit of any and all programs operated by TBWA in compliance with OMB Circular A-133, including selection of the audit firm and approving annual audit plans

(2) Arranging and procuring performance audits as determined necessary by the Audit Committee,

(3) Conducting monitoring of activities of programs and expenditures under the WIA and such other programs of TBWA as determined by the Audit Committee; and

(4) Completing such other interim or annual reviews and reports, whether conducted by an audit firm, entities expert in evaluation and/or monitoring of programs of TBWA, or County staff, as determined by the Audit Committee.

b. The Audit Committee shall consists of the County Commissioner or his designee, the County Administrator or his or her designee, TBWA's Finance Committee Chair, and TBWA's President/CEO. The County Attorney, or his designee, shall sit on the Audit Committee, in an advisory, non-voting capacity only, as legal counsel to the County members of the Audit Committee. TBWA may appoint an attorney to sit on the Audit Committee, in an advisory, non-voting capacity only, as legal counsel to TBWA members of the Audit Committee. TBWA's Controller shall serve as staff.

10. One-Stop Committee

a. At a minimum, the One-Stop Committee will be constituted in compliance with state and federal laws and will serve as the One-Stop Operator.

b. The One-Stop Committee shall be responsible for:

(1) Coordinating activities between the One-Stop System and One-Stop Partners.

(2) Overseeing the development of a system of quality improvement for the staff and services provided by the One-Stop System.

(3) Reviewing the One-Stop system's performance and coordinate agency efforts to participate in a performance improvement plan.

(4) Planning, with input from service providers and TBWA, for future changes and improvements to the system.

c. Members of the One-Stop Committee shall consist of TBWA directors that are representatives of private sector employers and mandatory partners of the One-Stop System. Mandatory partners includes: Organizations representing individuals with disabilities; Education; Nonpublic postsecondary educational institution, confers certificate and diplomas; nonpublic postsecondary educational institution confers degrees; and other mandatory one-stop partners as defined in the Workforce Investment Act of 1998 and Workforce Innovation of 2000.

ARTICLE VIII. COMMITTEE MEETINGS

1. Meetings. Meetings of any committee may be called at any time by:
 - a. The Chairperson of the committee;
 - b. The Chairperson of the Board; or
 - c. The President/CEO of the Corporation.

2. Place of Meetings. Committee meetings shall be held at the principal place of business of the Corporation or at such other place, as the chairperson of the committee may from time to time designate.

3. Notice of Meetings. Written, printed or oral notice stating the place, day and hour of any regular or special meeting of a committee must be given to each committee member not less than five (5) days for regular meetings and not less than two (2) days for a special meeting, by or at the direction of the person or persons calling the meeting. Notice must be given either personally, electronically or by telephone or first class mail; and if mailed, the notice shall be deemed to be given when deposited in the United States mail addressed to the committee member at his

address, as it appears in the records of the Corporation, with postage thereon prepaid.

4. Adjourned Meeting. A majority of the committee members present, whether or not a quorum exists, may adjourn any committee meeting to another time and place. Notice of any such adjourned meeting shall be given to all committee members, whether or not present at the time of the adjournment.

5. Quorum. Thirty three percent (33%) directors on a committee shall constitute a quorum for the transaction of business at any committee meeting, unless otherwise specifically provided by the Articles of Incorporation, these Bylaws or applicable law. Attendance shall be either in person or by telephone or similar communication whereby the distant committee member and those committee members present in person all hear and may speak to and be heard on the matters raised therein.

6. Voting. Each committee member who is entitled to vote and who is present at any committee meeting, whether in person or by telephone or similar communication, shall be entitled to one (1) vote on each matter submitted to a vote of the committee members.

7. Proxies Prohibited. A committee member may not vote by proxy.

8. Action of Committees. Any action required or which may be taken by the committees pursuant hereto shall be taken and considered the act of the committees only if the action is taken at a meeting of a committee at which a quorum is present, whether in person, by telephone or similar communication, and is taken pursuant to a vote of a majority of the committee members so present, unless the act of a greater number is required by the Articles of Incorporation, these Bylaws or applicable law.

9. Recordation of Actions. All actions of any committee shall be recorded in minutes, and shall be made available, upon request, to any Director.

10. Procedure. The committees may adopt their own rules of procedure which shall not be inconsistent with the Articles of Incorporation, these Bylaws or applicable law. Board meetings will be open and accessible to the public and pursuant to the Florida Sunshine Law. Directors must adhere to financial disclosure requirements. All board meetings will be conducted in accordance with a written agenda distributed to members prior to the meeting.

ARTICLE IX. OFFICERS

1. Categories and Identification.

a. Officers of the Corporation. The officers of the Corporation shall include the Chairperson of the Board of Directors, the two Vice Chairpersons of the Board of Directors, the Secretary, and the Treasurer. The Corporation may have additional officers, assistant officers and agents.

2. Chain of Authority. When the incumbent of an office is unable to perform the duties thereof or when there is no incumbent of any office (both such situations referred to hereafter as the "absence" of the officer), the duties of the office shall, unless otherwise provided by the Directors, be performed by the next officer set forth in the following sequences: the chain of authority shall be the Chairperson, the Private Sector Vice Chairperson, the County Commissioner Vice Chairperson, Treasurer and the Secretary.

3. Duties. The officers of the Corporation shall have the following duties:

a. Chairperson. The Chairperson of the Board of Directors shall be a Director and preside at all meetings of the Directors, appoint committee members as provided herein, and perform such other duties as may be prescribed in these Bylaws or assigned by the Directors. The Chairperson shall be a representative of business or industry.

b. Private Sector Vice Chairperson. The Vice Chairperson shall be a representative of business or industry and in the absence of the Chairperson or in the event of his or her inability to act, perform the duties of the Chairperson.

c. County Commissioner Vice Chairperson. The County Commissioner shall serve on the Audit Committee and insure compliance with the inter-local agreement.

d. Secretary. Subject to the direction of the Directors and the Chairperson of the Board of Directors, the Secretary of the Corporation shall:

(1) assure that a record of the meetings of the Directors and all committees are maintained in an aggregated location provided for that purpose;

(2) assure that all notices are given in accordance with the provisions of these Bylaws and as required by law;

(3) assure designation of a custodian for corporate records and the seal of the Corporation;

d. Treasurer. The Treasurer shall serve as the Finance Committee Chair and oversee custody of all corporate funds, shall serve on the Audit Committee and financial records and shall assure that annual financial audits are performed. The Treasurer shall be a representative of business or industry.

4. Election and Appointment of Offices. Officers of the Corporation shall either be elected or appointed as follows:

a. Election of officers will be held at the last regularly scheduled Board meeting of the fiscal year.

b. A Nominating Committee will be appointed by the Chairperson prior to the election to develop a slate of nominations. The Chairperson shall name the chairperson of the Nominating Committee.

c. A term of office for all officers and committee chairs will be one (1) year, from July 1 to June 30. Officers may serve one (1) additional consecutive term in the same office, provided that the time in office does not exceed the limits of their term of membership. After two (2) terms, the officers shall step down from their position for a minimum of one (1) year, although they may continue to serve as members or in other offices.

d. The Directors shall elect a chair from among the representatives of private sector business or industry. A director elected to the office of chairperson cannot exceed two (2) terms as chairperson.

e. Additional officers of the Corporation may be elected by the Board of Directors of the Corporation, from time to time, in their discretion.

5. Resignation of Officers. Any officer may resign his/her office by providing written notification to the Board of County Commissioners and copied to the Chairperson of the Board. Such resignation shall become effective immediately upon receipt of said notification or at such later date as specified in the notification.

6. Removal of Officers. Any officer may be removed from his/her office with or without cause by the Board of Directors.

7. Vacancies. A vacancy in any office may be filled by appointment by the Chairperson for the unexpired term of the office. If the position of Chairperson becomes vacant, the Vice-Chairperson will assume the position. Should both the Chairperson and Vice-Chairperson positions become vacant, then the executive committee will elect a Chairperson Pro Tem. The Chairperson Pro Tem will serve until the provisions of Article IX, Paragraph 4 herein can be instituted.

8. Bonds of Officers of the Corporation. The Directors may secure the fidelity of any or all of the officers of the Corporation by bond or otherwise, in such terms and with such surety or sureties, conditions, penalties or securities as shall be required by the Directors.

ARTICLE X. CONTRACTS

All contracts or other documents authorized by the Board to be executed in the name of and on behalf of the Corporation shall be signed by the Chairperson, or President/CEO in accordance with the Corporations Procurement Policy.

ARTICLE XI. INDEMNIFICATION

The Corporation shall indemnify any Director or officer or former Director or officer for expenses and costs (including attorneys' fees) actually and necessarily incurred thereby in connection with any claim asserted against, by action in court or other-wise, by reason of such person being or having been such Director or officer, except in relation to matters as to which such person shall have been guilty of gross negligence or misconduct with respect to the matter in which indemnity is sought. By order of the Directors, the Corporation may, under comparable terms and limitations, indemnify employees and agents of the Corporation with respect to activities within the scope of their services performed on behalf of the Corporation.

ARTICLE XII. DUALITY OF INTEREST

Any contract or other transaction between the Corporation and any Director or officer, or between the Corporation and any other corporation, firm, association or other entity in which any Director or officer is a director, trustee, partner or officer or has a significant financial or influential interest, may be declared void or voidable by the Directors unless all of the following conditions are met:

a. The relevant and material facts as to such Director's or officer's interest in such contract or transaction and as to any common directorship, trusteeship, partnership, officership, or financial or influential interest were disclosed in good faith in advance, by such Director or officer, to the Directors, and such facts are reflected in the minutes of a meeting of the Directors;

b. The relevant and material facts, if any, known to such interested Director or officer with respect to such contract or transaction which might reasonably be construed to be adverse to the Corporation's interest were disclosed in good faith in advance by such Director or officer to the Directors, and such facts are reflected in the minutes of a meeting of the Directors;

c. Such interested Director or officer has, as determined by the judgment of the Directors and reflected in the minutes of a meeting of the Directors:

(1) Made the disclosures and fully responded to questions concerning the matters referred to in subsections a. and b. above;

(2) Fully met the burden of proof that the contract or transaction was fair and reasonable to the Corporation at the time such contract or transaction was authorized; and

(3) Not otherwise significantly influenced the action of the Directors with respect to the contract or transaction;

d. The Directors authorized such contract or transaction by a vote of at least two-thirds (2/3) of the Directors entitled to vote at a meeting at which a quorum was present, and such interested Director or officer was not counted in determining the presence of a quorum or in determining the two-thirds (2/3) vote.

ARTICLE XIII. MISCELLANEOUS

1. Fiscal Year. The fiscal year of the Corporation shall be the fiscal year as may be designated from time to time by the Directors.

2. Seal. The Corporation shall adopt a seal capable of making a circular impression on bond paper, which impression shall contain within the circle the name of the Corporation and the year of its establishment.

3. Vote by Presiding Officer. The person acting as presiding officer at a meeting held pursuant to these Bylaws shall, if a voting member thereof, be entitled to vote on the same basis as if not acting as presiding officer.

4. Gender and Number. Whenever the context requires the gender of all words used herein shall include the masculine, feminine and neuter, and the number of all words shall include the singular and plural thereof.

5. Articles and Other Headings. The Articles and other headings contained in these Bylaws are for reference purposes only and shall not affect the meaning or interpretation of these Bylaws.

GUIDE TO WORKFORCE ACRONYMS

ADA	Americans with Disabilities Act	NASWA	National Association of State Workforce Agencies (Replaced ICESA)
AWI	Agency for Workforce Innovation	NAWB	National Association of Workforce Boards
BJ/BW	Better Jobs/Better Wages	NEG	National Emergency Grant- special funding from USDOL for disaster response
CBO	Community Based Organization	NGA	National Governors Association
CEO	Chief Elected Official	OJT	On-the-Job Training
CETA	Comprehensive Employment and Training Act, former federal program replaced by the Job Training Partnership Act (JTPA) in 1983	OSMIS	One Stop Management Information System- Florida's integrated workforce IT system (in development)
CIO	Chief Information Officer	OSST	One-Stop Service Tracking- interim IT system used for TANF-WT
DCA	Department of Community Affairs	PBIF	Performance Based Incentive Funding, a state high-skills/high-wages program that provided incentive payments to public post-secondary educational institution for training and placing targeted populations in targeted occupational (program operated & ended in late 90's)
DCF	Department of Children and Families	PY	Program Year, July 1-June 30
DJJ	Department of Juvenile Justice	QRT	Quick Response Training- customized training grant program for new hires administered by Workforce Florida
DLES	Department of Labor and Employment Security	REACT	Reemployment and Emergency Assistance Coordination Team, Agency for Workforce Innovation unit for responding to Dislocated Worker events.
DOC	Department of Corrections	RITA	Retention Incentive Training Account, provides \$5,000 to eligible individuals in welfare transition to improve skills and training to allow individual to acquire and maintain economic self-sufficiency (no longer issued)
DOE	Department of Education	RWB	Regional Workforce Board
DOEA	Department of Elder Affairs	SDA	Service Delivery Area
DMS	Department of Management Services	SJTCC	State Job Training Coordination Council, former title of state policy body under the Job Training Partnership Act.
DVOP	Disabled Veterans Outreach Program, administered by the Job Services	SFY	State of Florida Fiscal Year, July 1-June 30
EF	Employ Florida: Florida's network of affiliates and partners providing workforce services and resources to businesses and jobseekers	STO	State Technology Office
EFI	Enterprise Florida, Inc, the state economic development entity.	TAA	Trade Adjustment Assistance, federal programs to provide for retraining and reemployment services for individuals who become unemployed as a result of increased imports from anywhere in the world, including NAFTA countries
ES	Employment Service, now more commonly referred to as the Job Service Department of Labor)	TANF	Temporary Aid to Needy Families, temporary cash assistance, formerly referred to as AFDC (Aid for Dependent Children).
ETA	Employment and Training administration (of the United States Department of Labor)	TAT	Technical Assistance and Training
FBCO	Faith-based & Community Organization	TJTC	Targeted Jobs Tax Credit, a tax credit for business who hire persons from specific target groups such as welfare recipients, economically disadvantaged youth, Vietnam-era veterans, etc.
FBO	Faith Based Organization	UC	Unemployment Compensation

FEMA	Federal Emergency Management Agency
FETPIP	Florida Education and Training Placement Information Program
FFY	Federal Fiscal Year
FJ/FW	First Jobs/First Wages (Councils, Committees)
FSET	Food Stamp Employment and Training-portion of Food Stamp program where recipients have work obligations administered by One-Stop system
FUTA	Federal Unemployment Tax Act- funding source for Wagner-Peyser & UC administration
GED	General Education Development
HHS	Health and Human Services; federal agency responsible for public assistance and similar services for low-income individuals.
HS/HW	High Skills/High Wages (Councils, Committees)
IDA	Individual Development Accounts
ITA	Individual Training Accounts, Program for individuals with income qualifications that allows them to receive training and other services offered through the One-Stop Career Centers.
IWT	Incumbent Worker Training- skills upgrade training grant program administered by Workforce Florida.
JEP	Jobs and Education Partnership (Predecessor to WFI)
JTPA	Job Training Partnership Act, primary federal job training program, replaced by WIA in 1998-2000.
LMI	Labor Market Information
LVER	Local Veterans Employment Representative at a Job Service Office.
MIS	Management Information System- used both generically and in reference to a specific system.
MSFW	Migrant and Seasonal Farm Workers
NAB	National Alliance of Business
NAFTA	North American Free Trade Agreement, which includes provisions for the Transitional Adjustment Assistance Program to assist workers in firms impacted by imports from Canada or Mexico or by shifts in production to those countries. Provides for training services and income maintenance. (Replaced as a separate program by TAA)

UI	Unemployment Insurance
USDOL	United States Department of Labor
VOC-ED	Vocational Education
VR	Vocational Rehabilitation (Voc-Rehab)
WAGES	Work and Gain Economic self-sufficiency, Florida's Welfare Reform program, which operated until July 1, 2000 Now called Welfare Transition
WP	Wagner- Peyser Act – Establishes the public employment service (Job Service) and provides for its funding.
WARN	Worker Adjustment and Retraining Notification Act
WEC	Workforce Estimating Conference
WFI	Workforce Florida, Inc. and Board of Directors
WIA	Workforce Investment Act of 1998, primary current federal workforce legislation, replacing former Job Training Partnership Act.
WIB	Workforce Investment Board (generic federal term)
WT	Welfare Transition, Florida's welfare reform program since 2000
W-t-W	Welfare-to-Work, both a generic term referring to current welfare reform activities and a specific program funded through U.S. Department of Labor Grants to states, localities and provides to provide special assistance (expired 2004).
WOTC	Work Opportunity Tax Credit, a federal incentive to employers for hiring welfare recipients.

TBWA PARTNERS

TBWA plays host to a number of “partner” organizations who provide additional services to clients, independent of TBWA oversight and management. The partners located at the Tampa career center are:

ABILITIES OF FLORIDA

Provides employment assistance for eligible candidates with a physical or mental disability.

ADULT EDUCATION (HILLSBOROUGH COUNTY SCHOOL DISTRICT)

Provides adult basic education designed to help candidates improve their literacy skills to 9th grade levels, and mathematics skill with the goal of obtaining their High School Diploma.

DIVISION OF VOCATIONAL REHABILITATION

Provides services for eligible candidates with a physical or mental impairment. These services are designed to enable an individual to prepare, secure, retain or regain employment.

EXPERIENCE WORKS (SENIOR SERVICES)

Provides employment services and volunteer opportunities to older individuals who meet eligibility requirements.

GULF COAST COMMUNITY CARE

Provides services to non-custodial parents (parents who do not have custody of their children, but provide child support).

RESOURCE FOR TRAINING, TESTING & REFERRAL (HILLSBOROUGH COUNTY SCHOOL DISTRICT)

Career Counseling, pre-employment workshops, TABE testing, self-directed instruction and training information.

AARP AMERICAN ASSOCIATION RETIRED PEOPLE

AARP is a nonprofit membership organization that provides services for people age 50 and over. AARP is dedicated to enhancing quality of life to its members through professional development courses, on the job training and job shadowing. In addition, AARP is a promoter of positive social change and adaptation. They deliver value to its members through relevant information, advocacy and community service.

NOTES