

# CareerSource Pinellas

2016-2020 WORKFORCE SERVICES PLAN  
2018 TWO-YEAR MODIFICATION - REVISED

## Local Workforce Development Area 14

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## INTRODUCTION

The near unanimous, bipartisan passage of the federal *Workforce Innovation and Opportunity Act* of 2014 (WIOA), calls upon local areas to “improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of businesses and enhance the productivity and competitiveness of the Nation.”

Each year, thousands of Tampa Bay residents enter our local workforce system seeking new jobs, higher wages, greater skills, and prosperous futures. With the help of career counselors, business service representatives, teachers, and other service providers, they forge new pathways to self-sufficiency, undergo basic skills and English language training, and embark on career-focused education--from high school to postsecondary certificates and degrees. Still, others begin apprenticeships or enter the workforce through targeted on-the-job training (OJT) and other forms of work-based learning.

Some individuals come to the system with significant barriers, such as physical or mental disabilities. Others face life challenges, such as poverty, past incarceration, or cultural and language differences. The majority enters the system largely ready for work yet need help with resume writing, career direction, and job search assistance. At the same time, businesses seek capable workers who can enhance their capacity and competitiveness—workers who are willing and able to learn new skills in a rapidly-changing economy.

Workers and businesses are at the heart of the local workforce system. Even before WIOA, the LWDB has long worked together with partners and programs to improve outcomes and evaluate results on behalf of these two key customers. Now, with this much anticipated revision to the federal workforce development act, CareerSource Pinellas has the opportunity to bring greater alignment, allowing us to build on our many previous successes.

We are excited about the new opportunities to enhance and expand workforce services. We believe a more engaged and invested business community will provide additional resources to help fill existing gaps through targeted training opportunities and help create a better skilled workforce. This will give workers a clearer pathway to higher paying jobs and businesses a more direct connection to a talent pipeline of qualified candidates. To help accomplish this CareerSource Pinellas has been instrumental in working with local employers to develop programs that meet the labor demands of local businesses. Specifically, this new strategic plan outlines an approach that empowers individuals, communities, and employers to realize their full potential through a workforce system that continually responds, improves and adapts to changing conditions and demands.

The comprehensive two-year modification to the four-year plan submitted by CareerSource Pinellas under WIOA has been developed with the local workforce development board (LWDB) and in partnership with the local chief elected official. The WIOA four-year plan will be effective

July 1, 2016 – June 30, 2020. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. This document was developed through an inclusive approach to gather system stakeholder feedback including partners, providers, participants and local businesses. Specifically, local elected officials, LWDB members, core program partners and mandatory one-stop partners are an integral part of the planning process. The plan addresses the coordination of service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education. The process for gathering information from stakeholders includes meetings of committee work groups, a series of virtual updates, workforce board meetings and board presentations. In addition, the local board made the plan available through electronic means and in open meetings to ensure transparency to the public.

As required the LWDB revisits and recalibrates the plan in response to changing economic condition and workforce needs. Therefore, the LWDB's plan, and this subsequent two-year modification, is based on the current and future projected needs of the local workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers. This includes the best available information on performance for specific service models as well as a plan to enhance the effectiveness of these programs.

The LWDB's plan provides a comprehensive view of the system-wide needs of the local workforce development area (LWDA) and also addresses how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant by responding to the economic needs of the LWDA and matching employers with skilled workers. In order to ensure we are planning to improve, this plan addresses current and future strategies and efficiencies to address the continuous improvement of the local workforce system and focuses on customer service excellence, aligning with the business- and market-driven principles.

Even with the completion of this strategic plan, our work is far from over. We will now begin the process of implementation. It is only through an ongoing exchange of information that we will be positioned to achieve our vision of maintaining competitiveness in the 21<sup>st</sup> century global marketplace. The work done in the next weeks and months will build upon this plan to influence workforce development priorities and actions for years to come.

Due to the dynamic exchange of information with such a diverse stakeholder community and the knowledge of expertise of all who generously shared their insights, we are well positioned to implement WIOA and to meet our vision of increasing the number of individuals who have earned an industry-valued, post-secondary degree or credential. We will meet this vision by fostering and expanding employer-driven, high-quality partnerships, building more career pathways and by focusing training investments on industry-valued training.

## FLORIDA'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Through the implementation of WIOA, CareerSource Pinellas will have a business-led, market-responsive, results-oriented and integrated workforce development system. This enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. To achieve this vision, we plan a focused and deliberate collaboration among education, workforce and economic development networks to maximize the competitiveness of businesses and the productivity of its workforce, thus increasing economic prosperity.

The LWDB's strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- Enhancing alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and residents of the Tampa Bay area with employment, education, training and support services which will reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning;
- Promoting accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation which inform strategies, drive operational excellence, lead to the identification and replication of best practices and empower an effective and efficient workforce delivery system; and
- Improving career exploration, educational attainment and skills training for in-demand industries and occupations that will lead to enhanced employment, career development, and credentialing and post-secondary education opportunities.

CareerSource Pinellas has taken a leadership role in driving many of the regional strategies that align with the new plan, including enhancing regional workforce data collection; increasing workforce system capacity; cultivating efforts to provide for flexible programming to meet the needs of employers and job seekers; and expanding business services outreach efforts in key regional industry sectors.

## ORGANIZATIONAL STRUCTURE

### (1) Chief Elected Official(s) (CEO)

- A. Identify the chief elected official(s) by name, title, mailing address, phone number and email address.

Name: The Honorable Commissioner Kenneth Welch  
Title: Chairman  
Company: Pinellas County Board of County Commissioners  
Mailing Address: 315 Court Street, Clearwater, FL 33756  
Phone: 727-464-3363  
Email: [kwelch@co.pinellas.fl.us](mailto:kwelch@co.pinellas.fl.us)

- B. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the chief elected official.

The LWDB does not include more than one unit of government.

- C. Attach a copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board.

*See Attachment A – Intergovernmental Agreement*

- D. Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations:

- i. The nomination process used by the CEO to elect the local board chair and members;

(CSPIN By-Laws, article III, section 5)

A. Members of the CareerSource Pinellas Board of Directors shall be appointed by the Pinellas County Board of County Commissioners subject to the provisions of WIOA and its regulations, and pursuant to the Florida Workforce Innovation Act and policies established by the Governor for the State of Florida. The maximum number of Board members and the categories of membership shall conform to Federal and State legislation, regulations and policies.

B. The CareerSource Pinellas Board may make recommendations regarding nominations to the Pinellas County Board of County Commissioners. Such nominations shall be in accordance with the nomination process set forth in the governing statutes. Appointments to the Board shall be at the discretion of the Pinellas County Board of County Commissioners.

- ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;

(CSPIN By-Laws, article IV, section 1 and 3)

A. Members of the Board shall serve for fixed and staggered terms of two years with the exceptions described within these By-Laws.

B. In accordance with the federal law and Florida State law, whenever a mandatory seat on the Board must be filled by an individual occupying a specific position in an organization, agency or institution, their term of office shall not expire except and unless the federal or state statute is amended to exclude the position.

C. If a member resigns prior to the expiration date of his/her term in office, nominations for filling the vacancy shall be made to the Pinellas County Board of County Commissioners in the same manner as is described within these By-Laws. Upon appointment, the new member shall serve the unexpired term of the member whose vacancy he/she is filling.

D. The Chairman of the Pinellas County Board of County Commissioners, or his or her designee, is not subject to the Board membership term limits specified herein.

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

A. Should a Board member cease to represent the category to which they were appointed to fill on the Board through change in status;

B. Disability, illness or inability to perform their duties on the Board; or

C. Unethical or illegal practices or actions.

- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee;

(CSPIN By-laws, article IV, section 4)

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

- iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;

(CSPIN By-Laws, article VI, section 3A; article VIII, section 2B)

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

- B. Each member of the CareerSource Pinellas Board of Directors shall have one (1) vote when present at a meeting of the Board, whether in person or by phone or other type of communication technology. Members may not vote by proxy.
- v. The use of technology, such as phone and web-based meetings, that will be used to promote board member participation;  
(CSPIN By-Laws, article VII, section 1E; article VIII, section 1D)  
E. The CareerSource Board may allow one or more members to participate in Board and Committee meetings by telephone or other types of communications technology provided that access be given to the public at such meetings through the use of such devices as a speaker telephone that would allow the absent member or members to participate in discussions to be heard by other board members and the public to hear discussions taking place during the meeting.  
D. Board members participating by telephone or other types of communications technology will be included as part of the quorum as a quorum does not have to be physically present to conduct business.
- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities;  
(CSPIN By-Laws, article VII, section 1A-B; article IV, section 2)  
A. Regular meetings of CareerSource Pinellas Board and Committees of the Board shall be held at a place to be determined by the members, at such times and as often as they may deem necessary.  
B. The President & CEO or his/her designee shall send written notice of each Board and Committee meeting to the members at such times and as often as they may deem necessary.  
PLEASE NOTE: Three (3) consecutive absences from regularly scheduled meetings of the CareerSource Pinellas Board without an excuse approved by the Chair shall constitute a de facto resignation of the Board member. Three (3) consecutive absences from regularly scheduled committee meetings of CareerSource Pinellas, without an excuse approved by the committee chair, shall constitute a de facto resignation of the committee member from that committee. De facto resignation from a committee will not impact the individuals' membership on the Board or membership on other committees
- vii. Any other conditions governing appointments or membership on the local board. (CSPIN By- Laws article III, section 4I)  
I. The Chairman of the Pinellas County Board of County Commissioners or his/her designee from the Board of County Commissioners, shall fill one of



the mandatory seats on the Board as appropriate and as established by Federal and State legislation, regulations and/or policies.

- E. Provide a description of how the CEO was involved in the development, review and approval of the plan.

The CEO designates a commissioner to serve on the Board of Directors as well as the Executive and Audit Committees. The LWDB develops strategic plans including goals, objectives, and strategies for each committee (One- Stop, Youth, and Workforce Solutions) and status reports are provided to each committee on a quarterly basis. The committee plans are compiled into one organizational plan that is approved by the Board of Directors. The CEO has opportunity to provide input and approve these local plans each year as they are developed at both the committee and board level.

The CEO also conducts legal reviews of all agreements between the CEO and LWDB, and these agreements are approved by the Board of County Commissioners. Those agreements are included as attachments to this plan. This plan will also be provided to the CEO for their review and input prior to release for public comment, and will be brought before the CEO for their approval prior to submission to CareerSource Florida.

**(2) Local Workforce Development Board (LWDB)**

- A. Identify the chairperson of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business that the chair represents.

Name: Jack J. Geller, Esq.  
Title: Attorney  
Company: Harper, Kynes, Geller, & Greenleaf, P.A.  
Mailing Address: 1253 Park St., Suite 200, Clearwater, FL 33756  
Phone: 727-799-4840  
Email: [jack@harperkynes.com](mailto:jack@harperkynes.com)

- B. If applicable, identify the vice-chair of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chair represents.

Name: The Honorable Commissioner Patricia Gerard  
Title: Commissioner  
Company: Pinellas County Board of County Commissioners  
Mailing Address: 315 Court Street, Clearwater, FL, 33756  
Phone: 727-464-3360  
Email: [pgerard@co.pinellas.fl.us](mailto:pgerard@co.pinellas.fl.us)

- C. Provide a description of how the LWDB was involved in the development, review, and approval of the local plan and its two-year modification.

The LWDB develops strategic plans including goals, objectives, and strategies for each committee (One-Stop and Workforce Solutions); status report updates are provided to each committee on a quarterly basis. The committee plans are compiled into one organizational plan that is approved by the Board of Directors. The LWDB has the opportunity to provide input, approve, and change these local plans each year as they are developed at both the committee and board level. The local strategic plan is incorporated into this response where applicable. The LWDB also conducts legal reviews of all agreements between the CEO and LWDB and these agreements are approved by the LWDB. Those agreements are included as attachments to this plan. This plan was provided to all of the committees of the LWDB for their review and input prior to release for public comment and was brought before the full LWDB for their approval prior to submission to CareerSource Pinellas Florida.

**(3) Local Grant Subrecipient (local fiscal agent or administrative entity)**

- A. Identify the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief elected official. WIOA section 107(d)(12)(B)(1)(iii); 20 CFR 679.420

The LWDB serves as the fiscal agent through an agreement with the CEO.

- B. Identify the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist it in carrying out its responsibilities as a board organized under WIOA. (May be the same as the fiscal agent). 20 CFR 679.430

The Administrative Entity is incorporated in the state of Florida and has a 501 C(3) designation from the IRS.

- C. If a single entity is selected to operate in more than one of the following roles: local fiscal agent, local board staff, One-Stop Operator or direct provider of career services or training services, attach any agreements describing how the entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy 2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy.

The administrative entity for LWDB 14 is CareerSource Pinellas Board d/b/a CareerSource Pinellas. The Board has developed appropriate firewalls between staff providing services and staff responsible for oversight and monitoring of services. The same person or department does not both provide services and oversee the provisions of those services.

In addition, the Board's committee structure is fully described in the CareerSource Pinellas's four-year WIOA plan with a full description of each committee's functions and the responsibilities of each. The Committee structure is specifically designed to allow the Board to exercise its responsibilities in a way that facilitates the Board performing its fiduciary responsibilities, policy making responsibilities, goal setting responsibilities and oversight responsibilities. For example, the responsibilities of program development and implementation, as well as infrastructure, are assigned to the One-Stop Committee, and the responsibilities of budgeting and monitoring are all assigned to the Finance Committee. Both of these committees report independently and make recommendations to the Executive Committee with the final approval and oversight falling to the Board of Directors. In addition, CareerSource Pinellas has a separate Audit Committee that includes members of the Pinellas Board of County Commissioners and CareerSource Pinellas Board members that serve as an additional oversight committee.

An examination of the responsibilities of each board of CareerSource Pinellas committees demonstrates a deliberate, continuous pattern of identifying the needs of its customers and the community, the development of both short and long range goals, the establishment of measurement methods that allow the monitoring of the results of its programs, oversight of the services and overall program performance of the local area and the processing of the feedback thus acquired back into the planning process.

As described in the CareerSource Policy 2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy, each board member must complete a Disclosure and Certification of Conflict of Interest in a Contract form. The form requires notification of conflicts of interest regarding board members and board employees to be disclosed prior to board's voting to approve contracts; board member who benefit financially or who have a relationship with the contracting vendor must abstain from the vote and the contract must be approved by two-thirds vote of the board when a quorum has been established.

This results in the following:

- A. All programs directly delivered by CareerSource Pinellas are formally monitored on an annual basis, and are also subject to unannounced and random monitoring throughout the program year. These monitoring activities are reported to the One-Stop Committee and the detailed reports are available for their review.
- B. Programmatic monitoring includes –
  - i. Analysis of data;
  - ii. Comparison of actual processes against policy;
  - iii. Compilation and delivery of a monitoring report within thirty (30) calendar days of the end of the monitoring;

- iv. Development of a plan for corrective action(s) (if necessary); and
- v. Implementation of corrective action(s) in a timely manner.

The establishment and adherence to these Board's practices provides a sufficient "firewall" between the Board of Directors of CareerSource Pinellas and the conduct of operations in this local area.

In addition, within the current One-Stop Operator solicitation released in spring of 2017, the One-Stop Operator is prevented from delivering direct services and will not

- Convene system stakeholders to assist in the development of the local plan;
- Prepare and submit the local plan;
- Be responsible for oversight;
- Manage or significantly participate in the competitive selection process;
- Select or terminate the direct service provider (the Board) or youth providers;
- Negotiate local performance accountability measures; and
- Develop and submit budget for activities of our local CareerSource Board.

The Board and its staff will have sole authority for the oversight, monitoring, and evaluation of the performance of the One-Stop Operator.

#### **(4) One-Stop System**

- A. Provide a description of the local one-stop system (including the number, type and location of full-service and other service delivery points).

CareerSource Pinellas currently has five One-Stop locations as follows:

##### **Full Service One-Stop Center:**

- St. Petersburg (South County) (Square Feet 12,000)  
3420 8<sup>th</sup> Avenue South, St. Petersburg, FL 33711

##### **Satellite One-Stop Centers:**

- Gulf to Bay- Clearwater (Square Feet 10,418)  
2312 Gulf-to-Bay Boulevard, Clearwater, FL 33765
- Tarpon Springs (Square Feet 3,895)  
St. Petersburg College Campus  
682 E. Klosterman Road Tarpon Springs, FL 34689
- Tyrone (Square Feet 20,000)  
7701 22<sup>nd</sup> Ave North, St. Petersburg, FL 33710

Saint Petersburg (South County) is a full one-stop center providing resource room access, WIOA (Adult, Dislocated Workers [DW] and Youth), Welfare Transition Program (WTP) (Temporary Assistance for Needy Families [TANF]), Wagner-Peyser (WP), Veterans, Supplemental Nutrition Assistance Program (SNAP), Ticket to Work (TTW)-Disability Navigator, Reemployment Services and Eligibility Assistance (RESEA) and Business Services.

Clearwater (Gulf To Bay Blvd.), Tyrone and Tarpons Springs are satellite one-stop centers providing resource room access, WIOA (Adult, DW and Youth), WTP (TANF), WP, Veterans, SNAP, RESEA and Business Services. In addition, the Tyrone Center offers pre-vocational programs.

The Clearwater South One-Stop Center is an additional satellite office where customers can access resource room services and intensive career counseling in WTP (TANF) or SNAP.

- B. Identify the days and times when service delivery offices are open to customers.

Customers must have access to programs, services and activities during regular business days at a comprehensive one-stop center. All offices are open daily from 8:00am – 5:00pm. Extended hours are available based on location and customer need.

- C. Identify the entity or entities selected to operate the local one-stop center(s).

Complete Technology Solutions (CTS) was selected through a competitive procurement process to serve as the contracted One-Stop Operator. The One-Stop Consortium consisting of partner agencies will continue to serve as outlined below.

The One-Stop Operator will provide the following services:

- Provide system(s) to effectively manage customer information;
- Provide system to track on- stop center physical usage as well as website traffic usage; and
- Provide network access and support for staff, job seeker, and employer activities.

The One-Stop Consortium consisting of partner agencies will:

1. Coordinate the implementation of the consolidated, comprehensive employer and job seeker marketing plan for the one-stop system;
2. Facilitate and support the integration of workforce development service by implementing policies and procedures providing effective and efficient service delivery, serving as a broker in the facilitation and coordination among partners;

3. Build strong collaborative partnerships among the partners of the one-stop system through the use of an advisory committee comprised of partner agencies by cross training and other methods designed to enhance working relationships of the partners;
4. Promote quality management throughout the one-stop system and among the partners;
5. Continually assess progress in the implementation of the one-stop system through
  - Monitoring and reporting on a long range standards and goals established by state and federal legislation, and recommending additional standards or goals to the One-Stop Committee, to assure the provision of quality services; and
  - Determining the level of customer satisfaction through surveys and other local evaluation techniques as deemed necessary;
6. Encourage partners and their staff at all levels to work creatively as entrepreneurs in building working partnerships;
7. Establish and maintain up-to-date Memoranda of Understanding (MOU) with the partners that specify the roles and responsibilities of each partner; the MOU's identify services and resources provided as well as the partners' funds allocated to support the one-stop system; and
8. Cooperate with assessments of the one-stop system performed by an outside entity.

We are reviewing the Request for Proposals (RFP) sent to procure the One-Stop Operator. Based on review, we may re-issue in Program Year 2018-2019.

- D. Identify the entity or entities selected to provide career services within the local one-stop system.

CareerSource Pinellas provides direct services as approved by CareerSource Florida.

- E. Identify and describe what career services will be provided by the selected One-Stop Operator and what career services, if any, will be contracted out to service providers.

CareerSource Pinellas has been approved to provide and will continue to provide direct career services as defined by the WIOA, section 134(c)(2) for all programs. As a result, the One-Stop Operator does not provide training services or career services. Career Services include the following:

- Eligibility determination
- Outreach, intake, orientation
- Initial assessment of skills and support service needs
- Labor exchange services (job search and placement assistance and career counseling) and services to businesses

- Referrals and coordination with other programs
- Providing Labor Market Information
- Providing performance info and program cost info of training contractors
- Providing performance info on local WDB in regard to accountability measures
- Providing info on the availability of and referral to support services, SNAP, EITC, and TANF
- Providing info and assistance on filing claims for UC
- Providing assistance in establishing eligibility for financial aid for programs not funded through WIOA
- Providing services in order to obtain and retain employment, such as comprehensive assessment, IEP development, group and individual counseling, career planning, short term pre vocational services, internship and WE, work prep, financial literacy, out of area job search, ESOL, etc.
- Providing follow-up services.

F. Pursuant to the CareerSource Florida Administrative Policy for One-Stop Certification, please provide the required attestation that at least one comprehensive one-stop center in your local area meets the certification requirements.

Per the CareerSource Florida Administrative Policy for One-Stop Certification, CareerSource Pinellas attests that the full services one-stop center located in at 3420 8<sup>th</sup> Avenue South, Saint Petersburg meets the comprehensive one-stop certification requirements.

## ANALYSIS OF NEED AND AVAILABLE RESOURCES

(1) Please provide an analysis (or existing analysis pursuant to WIOA section 108(c)) of the regional economic conditions, which must include:

Tampa Bay is a metropolitan region located in west central Florida adjacent to Tampa Bay. It boasts an enviable quality of life with year round sunshine, a unique cultural heritage and a diverse business climate. For both individuals and companies alike, living and working in Tampa Bay offers accessibility, affordability and room to grow. The Tampa Bay Area is often considered equivalent to the Tampa–St. Petersburg–Clearwater Metropolitan Statistical Area (TSPC MSA) as defined by the United States Census Bureau. The TSPC MSA includes two counties, Hillsborough and Pinellas, and two workforce development areas, Region 14 and Region 15.

Pinellas and Hillsborough Counties are the major counties included in the TSPC MSA. Pinellas and Hillsborough are included in the CareerSource Workforce Development Areas that make up Region 14 and Region 15 referred to in this plan as the region. This region has

a total population of 2.3 million which accounts for 11.3 percent of the total population of the state of Florida. The area also has 1 million jobs with an average earning of \$57,000 which is 90 percent of the national average.

Some of the region’s notable job growth recently has included a headquarters expansion at financial services interest United States Automobile Association, which is in the process of adding 1,200 new jobs in Tampa. HealthPlan, which provides services to the insurance and managed care industries, is also expanding its headquarters and will create 1,000 new jobs by 2018. Locally-headquartered Fortune 500 companies include Tech Data, a Clearwater-based computer hardware and software distributor; Jabil Circuit, a St. Petersburg-based electronic designer and manufacturer; and WellCare Health Plans, a provider of managed care services for Medicare and Medicaid, and all are demonstrating growth in the area.

The region offers a combination of business services, such as financial, technological, manufacturing, leisure, hospitality, health and professional. As the economy continues on an upward trend, the region is anticipating a bright outlook of increased job creation and business development in the area.

A. Information on existing and emerging in-demand industry sectors and occupations; and

<b>Unemployment Rates</b>			
<b>(not seasonally adjusted)</b>	<b>Nov-17</b>	<b>Oct-17</b>	<b>Nov-16</b>
CareerSource Pinellas (Pinellas County)	3.4%	3.1%	4.3%
CareerSource Tampa Bay (Hillsborough County)	3.5%	3.2%	4.4%
Tampa-St. Petersburg-Clearwater MSA	3.6%	3.3%	4.6%
Florida	3.8%	3.6%	4.8%
United States	3.9%	3.9%	4.4%

The unemployment rate for the TSPC MSA was 3.6 percent in November 2017. This rate is 1.0 percent lower than the region’s year ago rate of 4.6 percent. The unemployment rate in the CareerSource Pinellas region (Pinellas County) was 3.4 in January 2018. This rate was 0.9 percentage point lower than the region’s year ago rate of 4.3 percent. The region’s November 2017 unemployment rate was 0.4 percentage point lower than the states rate of 3.8 percent. The labor force was 499,516, up 8,684 (+1.8 percent) over the year. There were 16,669 unemployed residents in the region.

The unemployment rate in the CareerSource Hillsborough region (Hillsborough County) was 3.5 in November 2017. This rate was 0.9 percentage point lower than the region’s year ago rate of 4.4 percent. The region’s November 2017 unemployment rate was 0.3 percentage point lower than the states rate of 3.8 percent. The labor force was 730,170, up 12,681 (+1.8 percent) over the year. There were 25,244 unemployed residents in the region.



CareerSource Pinellas and Hillsborough existing and emerging in-demand industry sectors and occupations are outlined below for the TSPC MSA.

According to the Florida Department of Economic Opportunity (DOE), in November 2017, the existing and emerging in-demand industry sectors were as follows:

Nonagricultural Employment by Industry (not seasonally adjusted)	Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area				Florida			
	Nov-17	Nov-16	change	percent change	percent Nov-17	Nov-16	change	change
Total Employment	1,355,500	1,324,900	30,600	2.3	8,759,100	8,553,200	205,900	2.4
Mining, Logging, and Construction	78,900	73,600	5,300	7.2	536,500	492,800	43,700	8.9
Manufacturing	65,800	65,300	500	0.8	373,900	359,600	14,300	4.0
Trade, Transportation, and Utilities	256,700	254,900	1,800	0.7	1,797,000	1,761,300	35,700	2.0
Wholesale Trade	52,500	52,000	500	1.0	355,100	340,400	14,700	4.3
Retail Trade	171,200	171,800	-600	-0.3	1,152,200	1,137,600	14,600	1.3
Transportation, Warehousing, and Utilities	33,000	31,100	1,900	6.1	289,700	283,300	6,400	2.3
Information	27,100	25,500	1,600	6.3	140,900	139,000	1,900	1.4
Financial Activities	111,600	108,600	3,000	2.8	567,200	552,600	14,600	2.6
Professional and Business Services	244,200	238,300	5,900	2.5	1,362,000	1,314,100	47,900	3.6
Education and Health Services	208,800	205,700	3,100	1.5	1,286,100	1,273,500	12,600	1.0
Leisure and Hospitality	150,800	148,800	2,000	1.3	1,190,700	1,183,300	7,400	0.6
Other Services	50,900	45,700	5,200	11.4	372,000	357,500	14,500	4.1
Government	160,700	158,500	2,200	1.4	1,132,800	1,119,500	13,300	1.2

The non-agricultural employment in the TSPC MSA was 1,355,500, an increase of 30,600 jobs (+2.3 percent) over the year.

The TSPC MSA had the highest annual job growth compared to all metro areas in the state in mining, logging, and construction (+5,300 jobs).

The TSPC MSA had the fastest annual job growth rate compared to all the metro areas in the state in other services (+11.4 percent) and information (+6.3 percent).

The TSPC MSA had the highest annual job growth compared to all the metro areas in the state in professional and business services (+5,900 jobs) and financial activities (+3,000 jobs).

The TSPC MSA was tied for the second highest annual job growth compared to all the metro areas in the state in government (+2,200 jobs). The other services (+11.4 percent); information (+6.3 percent); financial activities (+2.8 percent); education and health services (+1.5 percent); government (+1.4 percent); and leisure and hospitality (+1.4 percent) industries grew faster in the metro area than state wide over the year.

The industries gaining in jobs over the year were professional and business services (+5,900 jobs); mining, logging and construction (+5,300 jobs); other services (+5,200 jobs); education and health services (+3,100 jobs); financial activities (+3,000 jobs); government (+2,200 jobs); leisure and hospitality (+2,000 jobs); trade,

transportation, utilities (+1,800 jobs); information (+1,600 jobs); and manufacturing (+500 jobs).

- B. The employment needs of employers in those industry sectors and occupations (WIOA §108(b)(1)(A)).

The LWDB has identified four in-demand industry sectors, including healthcare, manufacturing, information technology and financial and professional services. Additional industries and specific occupations considered as important to the region include transportation, retail, government, education and construction.

Across these demand industries sectors, several occupations were mentioned more frequently than others as employment needs for local employers, including sales representative, registered nurses, secondary school teachers, maintenance workers, managers, engineers, receptionists and retail salespersons. Among manufacturers, both production and non-production occupation workers are needed, including machinists, maintenance and repair worker, industry production managers, engineers, welders and production supervisors. According to employers, hiring needs occur across a variety of skill levels.

When defining employment needs, employers in in-demand industry sectors often refer to the skills gap, or the discrepancy between skills of workers and skills needed to fill certain jobs. In the region, employers generally take this gap as a given, and the causes and the degree to which employers have hiring difficulties tend to be complex. Most commonly, employers indicated the reasons for the gap include jobseekers' lack of skills (both "hard" and "soft" skills), certifications or training, educational attainment and/or work experience. Others highlight basic employability issues such as applicants' work ethic, dependability, ability to pass a drug test or criminal record. In the manufacturing industry, employers mention they have difficulties attracting workers due to a negative perception, difficult working conditions, low pay or lack of benefits.

- (2) Please provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (WIOA §108(b)(1)(B)).

CareerSource Pinellas conducted an analysis of the knowledge, skills and abilities needed to meet the employment needs of the employers in the region (see tables below), including employment needs in the in-demand industry sectors and occupations of healthcare, manufacturing and financial and professional services. Aside from identifying qualified job applicants with the specific skills sets needed to perform the job, employers noted communication, organization, team contributions, leadership, professionalism, critical

thinking, decision making, customer relations, self-directed and continuous learning and basic skills as particular importance.

In addition, based on information received from the Voice of Business Summit and recent employer surveys, businesses have identified new 21<sup>st</sup> century skill requirements that have evolved over the past decade:

- **Global and Political:** The global business context and political environment require employees to understand the impact the global economic connectivity has on whether a business platform will succeed or fail. Businesses must plan on the basis that their product and/or service half-life is measured in months, not years.
- **Innovative Thinking:** Employees need to understand that their ideas and innovative thinking can lead to new products and services that can help keep their employer competitive. How quickly employees can adapt to new communication technologies determines how fast ideas move.
- **Technology-Driven Communication:** With web-based technologies that are ported to laptops, cellphones and PDAs, employees are virtually connected 24/7.
- **New technologies:** Technologies such as wiki pages, blogs and social and professional networks offer individuals a way to share experiences and thoughts. Such social networking is also great ways to share ideas between co-workers to help ensure that all good ideas are considered.
- **Collaboration:** Collaborative planning has become essential for businesses to develop new strategies to grow and prosper.
- **Job Retention Skills:** Employers value education and the tangible skill sets that workers offer, but they also equally value soft skills. Getting to work on time consistently, maintaining a good attitude and being a team player are among the most essential job skills a worker can possess.

According to Economic Modeling Specialist Intelligence (2016), the top knowledge, skills and abilities for the in-demand industry sectors are as follows:

**Healthcare:**

Healthcare employers identified the need for additional practical experience to compete with out of state medical professionals. The top two knowledge competencies include psychology and medicine dentistry. Basic customer service and empathy skills for dealing with patients are also a key skill needed in the healthcare industry today and in the future.

**Competencies - Knowledge**

<b>Knowledge</b>	<b>Importance</b>	<b>Level</b>
Psychology	80	84
Customer and Personal Service	83	73

Therapy and Counseling	72	63
Education and Training	72	59
Medicine and Dentistry	86	58
Mathematics	56	52
English Language	76	52
Biology	54	49
Sociology and Anthropology	53	48

### **Competencies - Skills**

<b>Skill</b>	<b>Importance</b>	<b>Level</b>
Social Perceptiveness	78	63
Reading Comprehension	72	61
Coordination	72	59
Speaking	75	57
Critical Thinking	72	57
Service Orientation	75	57
Active Listening	78	57
Monitoring	69	55
Judgment and Decision Making	69	54

### **Competencies - Abilities**

<b>Ability</b>	<b>Importance</b>	<b>Level</b>
Problem Sensitivity	78	71
Inductive Reasoning	75	70
Oral Comprehension	78	68
Oral Expression	78	66
Written Comprehension	75	61
Deductive Reasoning	75	59
Near Vision	69	59
Speech Recognition	72	57
Written Expression	69	55

### ***Manufacturing***

Training in a real manufacturing setting is crucial. Employers in this industry are looking for individuals with manufacturing education and mechanical knowledge. There is a need to market the industry in the education institutions to create increased interest amongst the younger generation. Workers within the manufacturing industry must keep up with the technological advances by gaining more education at technical schools. In addition, needs in soldering, welding and additive manufacturing were identified as skills needed by local manufacturing employers.

### **Competencies - Knowledge**

<b>Knowledge</b>	<b>Importance</b>	<b>Level</b>
Mechanical	76	77

Computers and Electronics	61	62
Engineering and Technology	72	62
Mathematics	67	60
Design	64	60
Production and Processing	74	59
Physics	48	48
Education and Training	43	47
English Language	56	45

### **Competencies - Skills**

<b>Skill</b>	<b>Importance</b>	<b>Level</b>
Operation Monitoring	75	52
Troubleshooting	53	50
Monitoring	63	50
Equipment Maintenance	63	50
Quality Control Analysis	56	50
Repairing	56	48
Active Listening	63	48
Reading Comprehension	66	48
Critical Thinking	66	48

### **Competencies - Abilities**

<b>Ability</b>	<b>Importance</b>	<b>Level</b>
Oral Comprehension	66	57
Oral Expression	66	52
Visualization	63	52
Problem Sensitivity	69	50
Written Expression	60	48
Information Ordering	53	48
Reaction Time	50	48
Deductive Reasoning	60	48
Written Comprehension	60	48

### ***Information Technology***

In the field of technology, ongoing training is critical; employers are noticing a lack of up-to-date technical skills among workers today. The need for ongoing certification and training is crucial to stay marketable and competitive in today's IT workforce. There is a high need for Hypertext Preprocessor (PHP) Programmers, Project Managers/Developers, Network Engineers and System Administrators. Current clearance and certification is essential to the IT industry. Cyber Security will be a vital technical skill needed in the future.

### **Competencies - Knowledge**

<b>Knowledge</b>	<b>Importance</b>	<b>Level</b>
Computers and Electronics	96	96
Mathematics	62	67

English Language	76	58
Administration and Management	50	53
Customer and Personal Service	52	46
Design	49	42
Education and Training	36	37
Communications and Media	35	36
Engineering and Technology	34	34

### **Competencies - Skills**

Skill	Importance	Level
Programming	88	68
Reading Comprehension	75	59
Quality Control Analysis	63	55
Critical Thinking	66	54
Active Listening	63	52
Systems Evaluation	56	50
Complex Problem Solving	66	50
Operations Analysis	56	50
Judgment and Decision Making	60	48

### **Competencies - Abilities**

Ability	Importance	Level
Oral Comprehension	66	61
Written Comprehension	72	61
Deductive Reasoning	63	59
Information Ordering	69	57
Oral Expression	60	55
Inductive Reasoning	63	55
Near Vision	66	52
Written Expression	56	52
Problem Sensitivity	63	52

### ***Financial & Professional Services***

The primary knowledge competency in the field of financial and professional services is economics and accounting, followed closely by mathematics. Employees in the field of Financial/Professional services need to have good reading comprehension and be able to develop a personal relationship with customers. The Financial/Professional Services Forum determined that being self-motivated and having the positive attitude to meet the needs of the customers is essential to the success of the employee in the workplace.

### **Competencies - Knowledge**

Knowledge	Importance	Level
Economics and Accounting	90	79
Mathematics	76	75

English Language	83	70
Administration and Management	58	63
Customer and Personal Service	52	61
Clerical	45	61
Education and Training	44	61
Computers and Electronics	62	59
Law and Government	59	58

### **Competencies - Skills**

Skill	Importance	Level
Reading Comprehension	72	57
Writing	72	57
Judgment and Decision Making	63	55
Critical Thinking	72	55
Active Listening	66	55
Active Learning	60	55
Speaking	69	54
Systems Analysis	53	52
Systems Evaluation	53	50

### **Competencies - Abilities**

Ability	Importance	Level
Deductive Reasoning	72	63
Written Comprehension	78	63
Oral Expression	75	61
Near Vision	66	59
Oral Comprehension	75	59
Written Expression	75	59
Number Facility	63	55
Problem Sensitivity	63	55
Mathematical Reasoning	60	54

Through the ongoing interaction with the local business community; use of knowledge, skills and abilities; indicators as shown above; and other relevant information, CareerSource Pinellas has been able to identify in-demand companies in the region, organize regional labor market information (LMI) into training opportunities for emerging jobs and occupations and highlight the necessary traits to help meet the employment needs of local employers.

- (3) Please provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, information on labor market trends, and the

educational and skill levels of the workforce in the region, including individuals with barriers to employment (WIOA §108(b)(1)(C)).

The region's economy has been in a recovery mode since the bottom of the downturn in the early 2009. The region tended to be the last to feel the full impact of the downturn, due mainly to the diverse assets and resources, but also, in part, to the "attraction" reputation we have enjoyed for a long time. People want to live and work here. For the most part, individuals seeking and suited to entry-level positions chose to live here first then find their way into the labor force. Professionals and those with higher education tend to find their way here due to work, and then they don't want to leave. From a labor force perspective, these are both a blessing and curse. The blessing is that the labor force continues to grow with a cross-section of available individuals. The curse is that many of them come not ready to work and do not have the requisite skills and education to find a job quickly. This emphasizes the need for a comprehensive workforce development system.

The Tampa Bay area is rebounding at a great pace. Therefore, both the labor force and the job market are growing, and the sector-based demand generators are creating jobs. This bodes well for youth, emerging workforce, and adults in need of work.

Most recently, the unemployment rate hit 3.6 percent for the TSPC MSA County, a decrease from 9.0 percent in June of 2012. Since the trough of the Great Recession (unemployment rate = 11.1 percent), the unemployment rate has decreased by 6.1 percentage points. TSPC MSA has an estimated 3,068,564 residents and a labor force of 1,528,358 and 1,465,334 employed, 27 percent are in the 25 to 44 age range. The average wage earnings are \$47,085 which is 87 percent of the national average of \$53,889. Over 84,000 businesses are based within the TSPC MSA.

LWDA – Region 14 has an estimated 966,276 residents and a labor force of 494,516 and 480,810 employed. The average wage earnings are \$45,819 which is 93 percent of the national average of \$53,889. LWDA– Region 15 has an estimated 1,397,646 residents and a labor force of 724,673 and 700,375 employed. The average wage earnings are \$50,579 which is 85 percent of the national average of \$53,889.

The educational attainment level within this region is essentially the same. According to the U.S. Bureau, American Community Survey, the most common educational attainment level of the workforce participants in Pinellas County, from 25 to 64 years old was some college or associate's degree at 31.5 percent, followed by bachelor's degree or higher at 28.8 percent, and then high school diploma (including equivalency) at 29.4 percent. 10.3 percent of the workforce participants had attained less than a high school diploma. Similarly, in Hillsborough County, the most common educational attainment level of workforce participants from 25 to 64 years old was bachelor's degree or higher at 30.4 percent, followed by some college or associate's degree at 29.4 percent, and then high school diploma (including equivalency) at 26.8 percent. Only 13.5 percent of workforce participants had attained less than a high school diploma.



As anticipated, persons with barriers tend to fair worse in the workforce. Based on the most recent information, distributed for Pinellas County, the unemployment rate for persons with barriers was: 22.7 percent for disabled persons, 11.8 percent for American Indians and Alaska Natives, 15.4 percent for Native Hawaiians and Other Pacific Islanders, and 8.7 percent for persons 55 and older. For Hillsborough County, the statistics mirror those of Region 14, with the exception of American Indians and Alaska Natives who have a 68 percent higher unemployment rate. The unemployment rate for persons with barriers was: 21.5 for disabled persons, 17.2 percent for American Indians and Alaska Natives, 11.5 percent for Native Hawaiians and Other Pacific Islanders, and 8.7 percent for persons 55 and older.

- (4) Please provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services and the capacity to provide such services, to address the identified education and skill needs of the workforce and employment needs of employers in the region (WIOA §108(b)(1)(D) and WIOA §108(b)(7)).

CareerSource Pinellas has a robust menu of workforce services to offer to both businesses and individuals in the region. The services available to individuals include a wide array of career services, including educational scholarships, training, pre-vocational training, career exploration, career resources, employability skills training, networking opportunities and onsite recruitment events. The one-stop centers provide resource room access, WIOA (Adult, DW and Youth), WTP (TANF), Veterans, SNAP, TTW – Disability Navigator and RESEA.

In addition, CareerSource Pinellas has significant services available to businesses including career fairs, LMI, job postings, business seminars and outplacement services. To assist with meeting local employer needs, we have identified four in-demand industry sectors, including health care, manufacturing, financial and professional services and information technology. These industries were targeted because the region has assets to build upon, strong and positive market trends, the ability to create jobs and diversify the economy and the potential for growth and development.

The specific needs of residents in the region's workforce continue to be education and training in demand-driven occupations. This training is needed in order to compete in a rapidly evolving global economy. In addition, many have the need of relying on daily transportation to attain either their training or employment job search needs. The overall need of our job seeker population is to possess a multitude of skill sets so they can continuously evolve with the ever-growing workplace. By enabling the job seeker to enhance their skill set level, each customer will build confidence and self-esteem necessary to ensure they market themselves in a competitive manner among the region's talent pool.

In addition, jobs in the region today are requiring more workers to be equipped with the latest computer skills. These skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is

changing and evolving provides a key skill deficiency among the unemployed and underemployed population. CareerSource Pinellas continues to offer ongoing training skills development for individuals to meet employers' demands. CareerSource is constantly monitoring current workforce services to ensure they are meeting the needs of participants who are working towards their goal of obtaining employment and employers who are in need of qualified applicants.

We believe it is important to develop a workforce with competitive and relevant skills, in order to accomplish this we must continue to facilitate communications among employers and job seekers by coordinating across post-secondary institutions, focusing on the needs of the employers, conducting outreach to current and future workers about the emerging job opportunities and helping individuals design their own career pathways.

Overall, the future forecast of the CareerSource Pinellas region is improving every day, and we are determined to continue with constant improvements to our workforce services in order to meet the demands of our customers.

The key strengths of CareerSource Pinellas include our relationship with local partners, innovation, centralized support and staff cross-training. The partner organizations are led by people with a vision and an understanding that flexibility is the key to meeting the training needs of a changing economy. They are committed to working together to meet the needs of individuals and businesses in the area.

We consider our effort around innovation as the strength for offering programs and services, especially as it relates to both technology and the use of specific applications. CareerSource Pinellas has a strong use of technology. We utilize technology to provide enhanced services to local job seekers and enrolled participants. These include online application and forms, online classes or employability skills training, and access to regional calendar and scheduler for upcoming workshops, or on-sites events. In addition, the LWDB uses specific applications to assist job seekers, enrolled participants and staff. The SARA application provides customers added communication and affords the counselor with Artificial Intelligence (A.I) approach to ongoing communication and activity assignment with the enrolled participant or WIOA customer in follow up.

CareerSource Pinellas has a centralized MIS (or data entry) unit which supports data entry into the various state MIS systems and allows customers to submit their documentation through fax, email or copiers located in every center. Documents are stored pending the MIS review and entry. This specialization has afforded front line staff with more time to do case management and customer service. Atlas - our local MIS - supports customer tracking and customer flow thru centers, through the kiosk and kiosk applications. Atlas document management system supports customer and staff handling of needed support documentation, as well as our centralized MIS Data Entry. This allows front line staff to focus on day-to-day case management and customer service. Online applications within Atlas allow 24/7 access to customers to review program requirements and eligibility, as well

as complete their initial application for programs such as WIOA, WT and SNAP. The Atlas interface with Employ Florida assists staff with WP entries to include service and case-noting.

A strength that we will continue to focus on is working to have staff cross-trained to afford job seekers with access to multiple programs and funding, if they have met eligibility requirements. All staff will work to provide job seeking services under WP to include referrals and core services.

We consider partnerships as one of our strengths. However, it is also an area of weakness especially as it relates to the local Vocational Rehabilitation and other community-based agencies serving persons with disabilities and those serving ex-offenders. Continued growth in partnership and collaboration would enhance the level of CSPIN services, as well as the local agencies and avoid duplication of efforts.

Moreover, we have economic strengths and weaknesses that impact the services and programs. The strengths include strong projected job growth in key industry sectors. The weaknesses relate to slower than expected growth in population and the lack of an adequately skilled workforce.

Pinellas County has a population in which 89 percent of persons twenty-five years of age and older have at least a high school diploma, providing a workforce capable of being trained to meet the needs of industry changes. In addition to the foundational education levels, some other key workforce strengths include diversity, strong educational systems, quality of life and low cost of living. The challenges continue to be many of the same as we have faced over the years, including lack of skills/experience/qualifications, work ethic, drugs/background check, aging workforce, and access to public transportation.

To address these strengths and weaknesses, CareerSource Pinellas is strengthening its relationships with local educational institutions, organizations serving individuals with disabilities, organizations servicing ex-offenders, economic development organizations and employers. We are focused on providing the workforce with sector strategies that are regional and industry-focused, designed to build a skilled workforce that meets the needs of employers, while simultaneously building and defining career paths for individuals.

Overall, the forecast of the CareerSource Pinellas region is improving every day, and we are determined to continue to develop workforce services in order to meet the demands of our customers. We are excited about the new opportunities to expand and enhance workforce services. We believe that a more transparent approach will encourage a more engaged and invested community. CareerSource Pinellas looks forward to partnering with the community to promote workforce system that continuously responds, improves and adapts to changing conditions and demands.

- (5) Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7)).

WIOA is designed to assist job seekers in accessing high quality career services, education and training and supportive services to obtain good jobs and retain their employment; WIOA also matches employers with the skilled workers they need to compete in the local and global economy. Under WIOA and through the one-stop center system, employment and training activities will be targeted to:

- Providing job seekers with the skills and credentials necessary to secure and advance in employment with sustaining wages;
- Providing access and opportunities to all job seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or the limited English;
- Enabling businesses and employers to identify with ease and hire qualified, skilled workers and access other supports, including education and training for their current workforce;
- Participating in rigorous evaluations that support continuous improvement of the local One-Stop system by identifying which strategies work better for various populations; and
- Ensuring that high-quality integrated data inform decisions by local policy makers, board members, local area management, employers and job seekers across core partners and optional partners.

WIOA authorizes career services for adults and DWs. There are three types of career services available within CareerSource Pinellas' one-stop delivery system: basic career services, individualized career services, and follow-up services. These services may be provided in any order and in no required sequence, providing CareerSource Pinellas staff the flexibility to target services to the needs of the customer.

### **Basic Career Services**

Basic career services will be available to all individuals seeking services in the CareerSource Pinellas one-stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the CareerSource Pinellas Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;

- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling;
- Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA);
- Provision of information on nontraditional employment (as defined in sec.3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within the Tampa Bay planning area;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local in-demand occupations and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services and assistance, including child care, child support, medical or child health assistance available through the state's Medicaid program and Florida's KidCare Program, benefits under SNAP, assistance through the earned income tax credit, housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD), assistance under a state program for TANF, as well as other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim; the provision is available online; and specialized assistance is available through Florida's call center by staff trained in UI claims, filing, and/or the acceptance of information necessary to file a claim.

### **Individualized Career Services**

If a one-stop center's staff determines that individualized career services are appropriate for an individual to obtain or retain employment, these services are then made available to the individual through CareerSource Pinellas center resources, center staff or partners.

Staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate.

These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and DWs, which may include: diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of and information about eligible training providers (ETP);
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

### **Follow-up Services**

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment or program exit whichever occurs later. Follow-up services do not extend the date of exit in performance reporting.

All WIOA Adult and DW (excluding employed workers served in training) customers, at a minimum, may receive a formal comprehensive assessment within 30 days of their attendance at the One-Stop Orientation. This assessment may:

- a) Be based on a formal assessment instruments such as Test of Adult Basic Education (TABE) or other comprehensive assessment systems;
- b) Identify other barriers to successful employment and retention; and

- c) Result in recommendations for further services, and be the basis for the completion of the Career Plan.

Any customer considered for an Individual Training Account (ITA) or other educational or training services must have the need for such services documented in the assessment process. Assessment updates may be made as the customers' circumstances change, and as new barriers to success are identified. Additionally, assessment will ensure ITA or other educational candidates meet Section 134 (c) (3)(A)(I)(cc) which states that an eligible trainee must "have the skills and qualifications to successfully participate in the selected program of training services" in addition to meeting the other eligibility criteria.

Comprehensive assessments of customer needs are usually essential if sound decisions are to be made by the customers and staff regarding the services needed by the customer. Such assessments are especially important for lower-skilled or less-experienced potential workers, and for those seeking to enter a new field due to layoff.

CareerSource Pinellas' outreach objectives include maintaining tools that enhance outreach to job seekers, effectively promoting the website and Virtual One-Stop System as well as Employ Florida (EF), formerly known as Employ Florida Marketplace, to increase website traffic. Outreach will be done with through a variety of approaches and media that may include but are not exclusive to

- Social Media and other online media;
- Interactive Voice Response (IVR) telephonic outreach;
- Web-based media within the CareerSource Pinellas one-stop system or partner agencies;
- Local newspaper, radio and/or television; and/or
- Customer word of mouth or relaying their positive experience or services received through the one-stop system.

CareerSource Pinellas' Business Services team identifies the skill needs of local employers. The utilization of strategically planned forums assists in identifying skill needs. CareerSource Pinellas has a designated team of well trained professionals that cover the entire region. The team has four main components: a Business Services Director, Lead Recruiters, Recruiters and Veteran Representatives that work together to provide the most comprehensive and highest quality of service delivery. The region is divided into designated geographical areas based on employer/industry, which enables the recruiters to become experts in particular industries.

The Veteran Services Unit, consisting of skilled and dedicated Local Veterans' Employment Representatives (LVERs), assist in contacting and engaging federal contractors and employers that have been identified as veteran-friendly in their hiring practices. The veteran will be assessed through the one-stop system to have significant barriers to employments under DEO directive will be referred to the CareerSource Pinellas Disabled Veterans' Outreach Program (DVOP) team. Any veterans determined to not have a significant barrier are referred to and served through the CareerSource Pinellas center team. CareerSource Pinellas places great emphasis on customer choice so staff discusses all the options with the employer and the veteran including self-service through the EF system or working directly with a recruiter to meet their staffing needs.

CareerSource Pinellas uses four key strategies to address the skill needs of local employers and close the existing skills gaps of the local incumbent, under-employed and unemployed population: Employed Worker Training (EWT), OJT programs, industry forums and WIOA training providers.

The EWT Program provides opportunities for businesses to train existing employees, which allow companies to achieve greater employee retention, maximize productivity and market competitiveness. The employees have an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training. This training may occur in the for-profit, the non-profit or the public sector. The training strategy is designed to assist individuals in need of services in order to retain their self-sufficient employment. The training may be provided to a single employee or a group of employees.

The OJT program provides local employers with qualified job seekers. The company is required to provide OJT services in a full-time salary or hourly position in one of the positions listed on the Regional Targeted Occupational List (RTOL). The company is encouraged to retain the employee if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50 percent of the employee's full-time salary or hourly rate for a standard OJT period, determined by the staff based on salary and standard time for OJT for the position.

CareerSource Pinellas has identified the targeted regional industries below as part of CareerSource Pinellas strategic plan process utilizing LMI and local business needs:

- Manufacturing,
- Information Technology,
- HealthCare, and
- Professional, Financial and Business Services.



- (6) Please provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. The description and assessment must include an identification of successful models of such youth workforce investment activities (WIOA §108(b)(9)).

There are numerous workforce activities throughout the region focusing on youth. There are faith-based, community-based, education-based, as well as federal, state and local government-funded programs. The local workforce agency is also home to a Job Corp Center located in St. Petersburg and has YouthBuild programs in Hillsborough and Pinellas Counties. Job Corps and YouthBuild programs actively recruit students with disabilities and have resources to provide accommodations, as needed.

The Job Corp Center:

Job Corps offers a comprehensive array of career development services to at-risk young women and men, ages 16 to 24, to prepare them for successful careers. Job Corps employs a holistic career development training approach which integrates the teaching of academic, vocational, employability skills and social competencies through a combination of classroom, practical and based-learning experiences to prepare youth for stable, long-term, high-paying jobs.

The Job Corps design includes the following features:

1. A defined set of core competencies in academic, vocational, information technology, employability and independent living skills which represent the fundamental skills students need to secure and maintain employment;
2. Standardized systems for financial reporting, data collection, student benefits and accountability; and
3. Nationally established performance outcomes, goals and quality expectations.

The Job Corps design is based on the principles of quality services and individualized instruction to meet the needs of each student. Training approaches and methods of implementation vary to allow tailoring of service components and delivery methods, effectively use resources and meet individual student and employer needs.

The Pinellas County Job Corp center is a residential facility with the capacity to serve 300 students at any given time.

Hillsborough and Pinellas YouthBuild Programs:

Globally, over 200 million youth are working poor and earning less than \$2.00 a day. All are in urgent need of pathways to education, jobs, entrepreneurship, and other opportunities leading to productive livelihoods and community leadership.

YouthBuild programs provide those pathways. All over the world they unleash the positive energy of low-income young people to rebuild their communities and their lives, breaking the cycle of poverty with a commitment to work, education, family, and community.

At YouthBuild programs in the United States and across the globe, low-income young people learn construction skills through building affordable housing for homeless and low-income people in their neighborhoods and other community assets such as schools, playgrounds, and community centers.

For unemployed young people who left high school without a diploma, YouthBuild is an opportunity to reclaim their educations, gain the skills they need for employment, and become leaders in their communities.

Over the past two years, approximately 100 students have been served through the Hillsborough and Pinellas cohorts.

These two programs represent successful models for engaging youth into workforce development programs that emphasize job skills, education, employability skills, and social skills. The YouthBuild program will be the model for development of the LWDA WIOA youth programs.

## WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

- (1) Provide a description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to primary indicators of performance described in WIOA section 116(b)(2)(A) to support regional economic growth and economic self-sufficiency (WIOA §108(b)(1)(E)).

Vision: CareerSource Pinellas will deliver workforce development services through an integrated, job-driven system that links diverse talent to business. These workforce development services will support the development of strong, vibrant local and regional economies where business thrive and people want to live and work.

Our revitalized workforce system will be characterized by four critical hallmarks of excellence:

1. The needs of business, workers and job seekers drive workforce solutions;
2. The level of customer service to job seekers and employers through a focus on continuous improvement;
3. The support systems for strong local and regional economies and active role in community and workforce development; and
4. The continuous improvement through evaluation, accountability, identification of best practices, and data driven decision-making.

To accomplish this vision, CareerSource Pinellas has established the following strategic goals:

### Strategic Goal 1

Provide Job Seekers with Expanded Access to Employment and Training Services.

### Strategic Goal 2

Provide Effective Workforce Programs Aligned with Demand Industry Sectors.

### Strategic Goal 3

Effectively Manage Key Workforce Development Performance.

### Strategic Goal 4

Provide Employers with a Skilled Workforce

### Strategic Goal 5

Develop Effective Employer Based Workforce Programs

### Strategic Goal 6

Effectively Market and Brand Services and Programs

- (2) Describe the local area's strategy to work with entities that carry out the core programs to align resources available to the local area to achieve the strategic vision and goals established by the local board.

One of the goals of CareerSource is to achieve its strategic vision to tactically align its workforce development programs to ensure that employment and training services provided by the core program entities identified in the WIOA (WIOA, WP, Vocational Rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

CareerSource Pinellas plans to accomplish this goal by implementing the following objectives:

- Convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs;
- Use a variety of techniques to solicit input from our core program organizations, other key partners, and the business community to assist in the development of content for our local plan;
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entities' key staff will be invited to participate in these strategic meetings and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers;
- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors;
- Continue to urge Vocational Rehabilitation and Adult Education to co-locate within CareerSource Pinellas centers whenever possible and feasible as well as explore aligning resource and cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives;
- Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
- Develop and execute updated MOU with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers; and

- Advocate for and support an integrated information system at the state and local level that would allow entities that carry out the core programs to better coordinate service delivery for joint customers and cross program referral.

(3) Describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.

CareerSource Pinellas will continue its practices and processes that have, to date, resulted in a high-performing board that is business-led, market-responsive, results-oriented and integrated with other workforce development system partners. Our current high-performing board fosters customer service excellence, seeks continuous improvement and demonstrates value by enhancing employment opportunities for all individuals.

Policies, practices and processes that define this high-performing board and the way it conducts business include, but are not limited to, the following:

- The CareerSource Pinellas Board debates strategic alternatives and adjusts strategies based on changing conditions.
- The CareerSource Pinellas Board monitors the implementation of strategies established and performance achieved.
- The CareerSource Pinellas Board routinely and periodically evaluates its budget, resource allocations, cost sharing and expenditures.
- The CareerSource Pinellas Board maintains a strong focus on performance, results and measures of success.
- The CareerSource Pinellas Board's agenda includes financial, strategic, governance, operational and other key workforce issues that provide the structural framework for the board's oversight.
- The CareerSource Pinellas Board solicits and considers input from the community and customers.
- The CareerSource Pinellas Board maintains a governance structure/framework that is responsive to its stakeholders.
- The CareerSource Pinellas Board requires clarity regarding its role, responsibilities and focus.
- The CareerSource Pinellas Board practices pro-active governance, especially related to board member recruitment and reappointment.
- The CareerSource Pinellas Board oversees the quality of leadership and management;
- The CareerSource Pinellas Board maintains and adheres to a board leadership succession plan.
- The CareerSource Pinellas Board maintains a constant communication with key stakeholders on the organization's achievements and plans.

It is the intent of the CareerSource Pinellas Board that these focused and deliberate policies, practices and processes will maximize the competitiveness of the businesses and the productivity of the workforce, thus increasing economic prosperity in our local area.

- (4) Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38.

One way for CareerSource Pinellas to achieve its strategic vision is to improve services to individuals with disabilities and other protected groups is to increase their access to high quality workforce services and prepare them for competitive integrated employment.

CareerSource Pinellas plans to accomplish this goal by implementing the following service strategies and objectives:

- Bring together core program entities' staff, key partner staff and the business community to integrate services and supports, "blend" and "braid" funds, and leverage resources across multiple service delivery systems to improve services to individuals with disabilities and other protected groups;
- Create systemic change in service delivery design and relevant programs by establishing partnerships, processes, policies, alternate assessments, and programs that better connect education, training, workforce, and supportive services to improve employment outcomes of individuals with disabilities and other protected groups in existing career pathways programs;
- Promote more active engagement with the business sector to identify the skills and support that workers with disabilities and other protected groups need and to better communicate these needs to the core programs' staff, other key partners, education and training providers, job seekers, and state decision-makers;
- Continue to provide physical and programmatic accessibility to employment and training services for individuals with disabilities;
- Access the physical and programmatic accessibility of all our centers and training vendors' facilities;
- Work with our core program partner, Vocational Rehabilitation, to provide youth with disabilities extensive pre-employment transition services so they can successfully obtain competitive integrated employment;
- Improve the employment outcomes of individuals with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits, by refining and expanding services available through our local centers to connect them to existing successful career pathways programs;
- Provide more and diversified job-driven training opportunities for individuals with disabilities and other protected groups, including work-based training approaches such as OJT, summer Science Technology Engineering and Mathematics (STEM) programs, RAs, internships, paid work experience( PWE), etc.; and

- Increase the number of individuals with disabilities and other protected groups who earn credentials, including high school diplomas, industry-recognized certificates, and two- and four-year postsecondary degrees, that enable them to compete for employment along a career pathway in targeted industries and other high-demand and emerging occupations.

- (5) Describe the process used to develop your area's vision and goals, including a description of participants in the process.

The vision and goals contained within CareerSource Pinellas' plan were developed under the leadership of CareerSource Pinellas Board during a three-month period. Many regional entities, including our core program partners, Board of Director members, local employers - including those within our four targeted industries - other partner agencies, the County Commission, Chambers of Commerce, Economic Development Corporations (EDCs), training vendors and local education agencies provided valuable feedback in this collaborative process. This local and regional involvement and feedback from our stakeholders in this process has been at the forefront of all aspects of our vision and goal creation and their input and guidance has played a major role in this plan's foundation.

The board members, core program entities, partner agencies, local employers, county chief elected official representatives, and other participants had the opportunity to communicate and offer guidance on their areas of interest and expertise within the plan. The plan process has also provided an opportunity for public comment and input into the development of all components of the plan, including the vision and goals established, as CareerSource Pinellas made the plan available through a posting on our website, other electronic means and in open meetings to ensure transparency to the public. With the dynamic exchange of information and input received, we have been able to successfully develop a solid strategic plan which identifies the vision, goals and objectives that CareerSource Pinellas will pursue to provide enhanced and coordinated programs and activities offered to our customers within this workforce area.

- (6) Describe how the LWDB's goals relate to the achievement of federal performance accountability measures to support economic growth and self-sufficiency (WIOA §108(b)(1)(E)).

CareerSource Pinellas has goals to help prepare job seekers to enter or reenter the workforce through basic career services, individualized career services, skills upgrades, certifications obtainment, and work-based training; and to provide a skilled workforce to the local employers support. These relate to the achievement of federal performance measures by successfully assisting local job seekers with gaining and retaining employment as well as earning self-sufficient wages.

CareerSource Pinellas' goals to collaborate across core partners, other partners and other LWDBs support efficiencies across programs by sharing resources and promoting common

goals. This drives higher levels of performance for the entire one-stop system as well as supports economic growth and job seeker self-sufficiency.

The LWBD's goals to promote a system of monitoring, self-assessment, and evaluation help define improvements and target change to maintain a model of continuous growth and achievement of federal performance levels.

Vision: CareerSource Pinellas will deliver workforce development services through an integrated, job-driven system that links diverse talent to business. These workforce development services will support the development of strong, vibrant local and regional economies where business thrive and people want to live and work.

The revitalized workforce system will be characterized by four critical hallmarks of excellence:

- The needs of business, workers and job seekers drive workforce solutions.
- CareerSource Pinellas' centers provide excellent customer service to job seekers and employers through a focus on continuous improvement.
- Our workforce development system supports strong local and regional economies and plays an active role in the community and workforce development.
- Continuous improvement is supported through evaluation, accountability, identification of best practices and data driven decision-making.

(7) Indicate the negotiated local levels of performance for the federal measures (WIOA §108(b)(17)).

Annually under CareerSource Administrative policy #FG-OSPS 88, CareerSource Florida with the DEO acting as the representative of CareerSource Florida, requires the local Boards and CareerSource Florida to negotiate and reach agreement to local levels of performance for each of the performance indicators identified under 20 CFR 666.300. Negotiated local levels of performance or annual goals are based upon regression modeling methodology transitioning to statistical analysis modeling as to be determined by CareerSource Florida and the DEO. Current negotiated levels of performance for CareerSource in the Tampa Bay area are as follows:



<b>PY 201 - 2018 FLORIDA WORKFORCE COMMON MEASURES PERFORMANCE</b>		
<b>July 1, 2017 - June 30, 2018 Negotiated LWDB Goals</b>		
Local Area Performance Indicator	CareerSource Pinellas	CareerSource Tampa Bay
<b>Common Measures</b>	<b>PY 2017-2018 Performance Goals</b>	<b>PY 2017-2018 Performance Goals</b>
<b>Adults:</b>		
Employed 2 <sup>nd</sup> Qtr. After Exit	89.00%	89.0%
Employed 4 <sup>th</sup> Qtr. After Exit	85.00%	85.00%
Median Wage 2 <sup>nd</sup> Qtr. After Exit	\$7,850.00	\$7,850.00
<b>Dislocated Workers:</b>		
Employed 2 <sup>nd</sup> Qtr. After Exit	83.00%	83.00%
Employed 4 <sup>th</sup> Qtr. After Exit	79.00%	79.00%
Median Wage 2 <sup>nd</sup> Qtr. After Exit	\$6,850.00	\$6,850.00
<b>Youth Common Measures:</b>		
Employed 2 <sup>nd</sup> Qtr. After Exit	76.00%	76.00%
Employed 4 <sup>th</sup> Qtr. After Exit	69.00%	69.00%
<b>Wagner-Peyser:</b>		
Employed 2 <sup>nd</sup> Qtr. After Exit	64.00%	64.00%
Employed 4 <sup>th</sup> Qtr. After Exit	69.00%	66.00%
Median Wage 2 <sup>nd</sup> Qtr. After Exit	\$4,850.00	\$4,850.00

- (8) Describe indicators used by the LWDB to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers, and the one-stop delivery system in the local area (WIOA §108(b)(17)).

The LWDB uses the negotiated performance measures as the indicators for fiscal agent, contracted service providers, administrative entity, and the One-Stop Operator. Factors such as program enrollment, active participants, placements, other relevant outcome measures, wage at placement and retention are incorporated into the LWDB's strategic plans and reviewed quarterly by the LWDB. These factors are included in service provider contracts with annual goals. The LWDB uses various reports from the State of Florida's database as well as the monthly management report provided by the State as indicators of how performance is progressing throughout the year. In addition to program reports the effectiveness of the fiscal entity is measured through independent audits, independent agreed upon procedures and administrative monitoring conducted by the State of Florida.

- (9) Describe the definition of "self-sufficiency" used by your local area (WIOA §108(b)(1)).

Self-sufficiency for DWs is defined as having a job with a wage that is at least 80 percent of the DWs' pre-layoff wage. This definition of self-sufficiency does not apply when serving an individual who will lose their job without training as training is integral to job retention. Self-sufficiency for employed adults is defined as a wage that is equal to or above \$26/hour or a family income above 250 percent of the Lower Living Standard Income Level (LLSIL), whichever is higher. If the self-sufficiency wage level is above 250 percent of the LLSIL and above the average wage in this region, the Board will include justification in the individual's file that the level is required to provide for the individual and his/her family.

## COORDINATION OF SERVICES

- (1) **Coordination of programs/partners:** Describe how individualized career services are coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers (TEGL 3-15).

CareerSource Pinellas has established strong, robust and sustained partnerships with core programs where core programs do fall under the direct oversight of CareerSource Pinellas and the one-stop system. CareerSource Pinellas manages and has oversight of a wide range of core programs. Coordination is managed within a direct line of supervision with coordinated service delivery and accountability.

Core Programs managed through direct services include:

- CareerSource Pinellas Labor Exchange services provided under WP staff;
- CareerSource Pinellas Veteran's Employment program;
- CareerSource Pinellas WIOA Adult, DW and Youth services;
- CareerSource Pinellas Trade Adjustment Assistance Act (TAA) programs;
- CareerSource Pinellas TANF programs authorized under Social Security Act Title IV, Part A;
- CareerSource Pinellas RESEA providing employment services to DEO's state Unemployment Compensation program; and
- CareerSource Pinellas Information and local navigation assistance to DEO's state Unemployment Compensation program.

Core programs and services that are managed through a contract provider of CareerSource Pinellas or partner under MOU include

- CareerSource Pinellas WIOA Youth services (Pinellas contract provider);
- Title IV program services through the Department of Vocational Rehabilitation (referral and Memorandum of Understanding);

- Offender reentry services through the Pinellas County Ex-offender Re-entry Coalition (referral and Pinellas Memorandum of Understanding);
- Department of Juvenile Justice (referral and MOU);
- Senior Community Service Employment program (referral and MOU);
- Adult Education and Literacy programs under Title II, local County Schools Adult and Education (referral and MOU);
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs (referral and formal Vendor agreements);
- Pinellas County Social Services (referral and MOU);
- Division of Blind Services (referral and MOU); and
- Multiple Housing Agency Authorities across Pinellas County (referral and MOU).

Other workforce employment and training programs managed through direct services or an approved contracted provider include

- TANF program employment and training services to the non-custodian parent through the CareerSource Pinellas Non-Custodial Parent Employment and Training Program (NCPEP contract provider);
- CareerSource Pinellas SNAP Employment and Training program;
- CareerSource Pinellas Social Security Administration (SSA) Employment Network and TTW program along with a CareerSource Pinellas sustained Disability Employment Initiative or program; and
- CareerSource Pinellas Internship program.

When it is determined that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to the individual through CareerSource Pinellas center resources, center staff or partners. Frontline staff is highly familiar with the functions, basic eligibility requirements and the services of each program and can appropriately assist customers to access CareerSource Pinellas programs and services, make knowledgeable referrals to partner programs as needed and as appropriate given the authorized scope of the program. CareerSource Pinellas and its partners work to organize and integrate services by function rather than specific program when permitted under each program's guidelines and as appropriate. The CareerSource Pinellas team strives to coordinate staff and partner communication, capacity building, and training efforts. Service integration focuses on serving all customers seamlessly included targeted populations by providing a full range of services staffed by cross trained teams fluent with the purpose, scope and requirements of each program.

Coordination and reduce duplication of services is supported through EF, the integrated state management system, directly tracking labor exchange for all CareerSource Pinellas programs, job seekers services, employer services, education and training services under WIOA, TAA, Veterans, RESEA and Migrant and Seasonal Farmworker (MSFW) services.

CareerSource Pinellas staff and partner staff where program authorizing statute permits maintain and monitor the delivery of individualized career services in the EF system. Where programs such as TANF, SNAP and NCPEP are tracked in an alternate state management information system, the One-Stop Service Tracking System (OSST), or the UI Project Connect management information system, system interfaces or batch uploads support exchange of information to maintain coordination across programs or center staff has access to multiple systems.

Coordination is maintained and enhanced through a trained and equipped one-stop center and partner staff. Staff training is an ongoing learning process providing knowledge, skills and motivation to provide superior services to include individualized career services to job seekers inclusive of the LWDB priority populations in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise and efficiency as well to enrich the customer experience. Cross-training drives a solid understanding of each program, an opportunity to share staff expertise and support to all staff in order to better serve all customers. It is also important to ensure staff are aware how their particular function supports and contributes to the overall vision of the local board as well as key to seamless delivery of individualized services. CareerSource Pinellas strives to develop and maintain operational policies and procedures to support staff training and fluency with CareerSource Pinellas standards, local practices and program integration resulting in improved coordination without duplication of services.

- (2) **Coordination with Economic Development Activities:** Describe how the local board coordinates workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promotes entrepreneurial training and microenterprise services (WIOA §108(b)(5)).

CareerSource Pinellas recognizes the importance of coordinating workforce and economic development activities in order to focus on long- term economic growth. Workforce and economic development leaders within the area have placed a priority on coordinating as opposed to duplicating efforts. Economic development leaders have always had a seat on the LWDB and the Workforce Solutions Committee in order to provide input and participate in workforce planning efforts. Examples of coordinated efforts include the following situations:

- For over three years, CareerSource Pinellas has had agreements with the local EDCs for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, EDC training, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs. These agreements will continue to be refined on an annual basis. The partnerships with the local EDC including the area's Small Business Development Centers and other county funded programs will enhance the promotion of entrepreneurial training and microenterprise services.

- CareerSource Pinellas will continue to co-host, in coordination with local EDC, a minimum of 4 Business Seminars that provide small businesses with training to maintain and expand. The seminars also serve as a forum for CareerSource Pinellas to understand the needs of local businesses. This information is useful for the provision of a skilled workforce that meets the needs of local business while aligning services that have value to the business community. A special emphasis is placed on promoting workforce activities such as LMI, job placement services, apprenticeship, internships, on the job training and EWT programs.
- CareerSource Pinellas in collaboration with Pinellas County Economic Development, the Tampa Bay Partnership, Tampa Hillsborough EDC and the Florida High Tech Corridor performed Skills Gap Analyses in the following industries: information technology, manufacturing, and financial and shared services. Tampa Bay Skills Gap Analyses were undertaken to quantify the current and future demand for skill sets, so that a pipeline of talent could be developed for the area's most challenging to hire skill sets. Research included focus groups, interviews and surveys. The analyses sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps. Updates to these analyses will continue every two years.
- CareerSource Pinellas will continue to participate in the Florida Economic Development Council and local chambers of commerce as part of our efforts to remain abreast of emerging industries, emerging jobs and the workforce needed to fill new and future jobs.
- Collaboration has been established with the Tampa Bay Partnership, the regional organization focused on stimulating economic growth and economic development in the Tampa Bay area via corporate relocation and business expansion. The diverse economy has matured into one of the leading job generators in this country while the enviable quality of life continues to attract wealth and investment. The Tampa Bay Partnership is recognized as the convener of leaders on regional economic development issues.
- Additionally, CareerSource Pinellas works directly with twenty-four business associations to identify the workforce needs of the businesses, job seekers and workers in the local area. Business associations increase the awareness of the region and its services in the community. Ongoing communication is critical to the success of the partnerships. Ongoing meetings to discuss business needs and satisfaction of employers ensure the region has an inside look at the workforce from an economic development perspective.

- (3) **Coordination of education and workforce investment activities:** Describe how the local board coordinates education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10)).

While the workforce system's core functions remain focused on employment, WIOA's legislative intent was to significantly impact state policies and ultimately provide more access to postsecondary credentials than occurs with workforce and postsecondary systems working independently.

CareerSource has an extensive history of effective alignment between workforce programs and public secondary and post-secondary institutions and agencies particularly those within community colleges and technical training institutions. CareerSource Pinellas continues to work collaboratively with the local secondary and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

Two of CareerSource Pinellas strategic goals are as follows: 1) CareerSource Pinellas will place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and jobs seekers through sector partnerships related to in-demand industry sectors and occupations; and 2) CareerSource Pinellas will work with our core partner programs to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels complete the education and training they need to attain industry recognized credentials and as a strategy to meet the skills requirements of businesses of in-demand industries or occupations. In order to achieve these strategic goals our relationship with educational providers in the region is paramount. Examples of coordinated strategies include, but are not limited to, the following:

- CareerSource Pinellas has established a referral process with secondary and post-secondary educational providers that allow us to leverage our WIOA funds for students that are just entering training or those who are already actively enrolled. Through our coordination of services, we can evaluate and assess the customers' need for financial assistance through an ITA and often times provide wrap-around supportive services and employment assistance to candidates who have already covered their training expenses.
- CareerSource Pinellas staff reviews customers financial analysis, financial aid and can supplement Pell Grants with WIOA funds for training that leads to certification or credentialing.
- CareerSource Pinellas works closely with the local educational providers to promote the full array of WIOA programs and services. Collateral materials are placed in our approved training providers locations, various community-based sites and faith-based organizations throughout the county.

- CareerSource Pinellas staff routinely meets with educational partners to discuss WIOA programmatic eligibility/suitability requirements, application process and availability of funds.
- CareerSource Pinellas staff coordinates onsite pre-screening and recruitment events to speak directly to new or active students to discuss available services and promote the benefits of participating in WIOA.
- CareerSource Pinellas' Technical Center staff provides job seekers with immediate access to discuss education and workforce needs with a WIOA trained counselor.
- CareerSource Pinellas staff discusses career pathway options with customers and encourages utilization of online assessments to help determine this process. In addition, onsite assessment, eligibility determination, case management, ITA's and supportive services are provided to the customer throughout the duration of training.
- CareerSource Pinellas has a dedicated full time staff assigned to be onsite at various Adult Education Centers to promote programs and services. The staff conducts onsite employability skills workshops, teaches customers how to register and effectively utilize EF and how to conduct an effective job search. Our role is to educate and equip the customers with the tools, resources and linkages that they need to be successful in their job search.
- CareerSource Pinellas collateral outreach materials are shared with the management staff and students onsite at the Adult Education centers.

Additional coordination efforts are evident through the following strategies:

- Designing and implementing practices that actively engage industry sectors and use economic and LMI, sector strategies, career pathways, RAs and competency models to help drive skill-based initiatives;
- Creating career pathways that lead to industry-recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success;
- Training and equipping Career Center staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers;
- Cross-training center staff to increase staff capacity, expertise and efficiency. This allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers;
- Inviting educational partners and their staff to our annual staff development training to learn more about WIOA and workforce development programs, as well as present an update or overview of their programs and services to CareerSource Pinellas staff;
- Participating in outreach events including: college nights, open houses and job fairs onsite at educational providers;
- Conducting annual training provider meetings that address relevant WIOA eligibility criteria changes, service delivery process and an overview of all workforce programs and services;

- Conducting annual training provider fair, an event open to the general public that allows our educational partners to promote their programs and services to job seekers and CareerSource Pinellas staff;
- Participating on post-secondary educational advisory boards;
- Coordination with the Farmworkers Career Development Program (FCDP) Adult Education division, both state and local level, to discuss coordination of program services and development of common referral forms; and
- Exploring opportunities for ongoing data sharing to maximize performance outcomes under WIOA.

Increased cross-system linkages and coordination is also realized through higher education involvement. The Board is a dynamic planning and leadership body responsible for oversight of workforce systems and funds, but also a hub for the workforce system to share best practices.

- (4) **Coordination of transportation and other supportive services:** Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11)).

CareerSource Pinellas utilizes technology to manage its coordination and delivery of transportation services and other supported services. Through the state management information systems, EF and OSST, the need for and program issuance of transportation services and other supported services is supported, tracked and record retention maintained. Additionally, fiscal accounting system MICROIX and issuance system Card Tracker maintain inventories of services, customer receipts of services and issuance history. The Automated Tracking, Linking and Archiving Solution (ATLAS) system, an electronic document management system (EDMS), retains the participant electronic records giving global access to center staff supporting coordination across programs and locations.

CareerSource Pinellas has developed and maintained operational policies and procedures to direct issuance and coordination of transportation and other supportive services. A participant budget is created and maintained as per allowable levels of services for non-transportation services tracking annual issuance. Part of the developed procedure is monthly or quarterly review of program issuances, participant budgets and program resources to manage overall delivery of services and maintain coordination.

Additionally CareerSource Pinellas Program Directors participate in the regional Metropolitan Planning Organizations Transportation Disadvantaged Coordinating Board. This ensures that workforce development representation is present to address the needs and issues facing our customers. It also provides us with the opportunity to provide input on budget issues facing public transportation needs in our community as well as service delivery.



- (5) **Coordination of Wagner-Peyser Services:** Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services. WIOA §108(b)(10)

CareerSource Pinellas, in partnership with the DEO, provides employment services through the one-stop system under the WP Act. Funding for state employees is provided through the DEO as well as oversight of human resources and policy guidance in the delivery of WP employment services. CareerSource Pinellas management directly hires and fires under approval of the DEO, develops and trains state employees and supervises all day-to-day functions along with the delivery of WP services within the CareerSource Pinellas one-stop system in coordination with all other programs and services.

The local state employees play a pivotal role in the overall CareerSource Pinellas team and key in the delivery of labor exchange services as well as delivery of basic career services and individualized career services to the local job seeker, particularly for those individuals with barriers to employment as defined in WIOA sec.3 (24). DEO employees work hand in hand with center staff to provide and maintain a seamless service delivery. All DEO staff identifies as CareerSource Pinellas staff and take pride in overall quality of customer service and delivery of quality services.

CareerSource Pinellas has developed and maintained operational policies and procedures for the delivery of programs and program services to include WP employment services under the WP Act. Staff training and development is seamless across board, partner and state staff. Staff supervision is also seamless across board and state staff. All CareerSource Pinellas staff, including DEO staff, manages and tracks delivery of services through a single integrated state management system, EF, which captures staff-assisted, self-services through labor exchange. One central management information system strongly supports coordination and reduces duplication of services. CareerSource Pinellas' central document management system, ATLAS, supports participant record retention, promotes coordination of services and reduces duplication of services.

- (6) **Coordination of Adult Education and Literacy:** Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of Adult Education and Literacy activities under Title II in the local area, including a description of how the local board carries out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II WIOA §108(b)(10).

CareerSource Pinellas has had long standing, effective relationship with Adult Education in our region. The Department of Adult and Community Education (DACE) facilitates educational services that provide basic literacy and adult general education services to address the goals and objectives of both state and national priorities. DACE commits its

material resources and professional staff to maintain the partnership between all one-stop centers and the district's Title II Adult Education Program.

CareerSource Pinellas continues to work collaboratively with the Adult Education community to implement WIOA. CareerSource Pinellas is in the process of aligning all Adult Education policies with WIOA. One of CareerSource Pinellas' goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that training services provided by the core program partners, including Adult Education services, are coordinated and complementary so job seekers acquire skills and credentials to meet employers' needs.

Title II of WIOA legislation requires a partnership among the federal government, state government, and LWDBs to provide Adult Education and Literacy activities. The overarching goals outlined in WIOA for

Adult Education includes:

- 1) Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;
- 2) Assisting adults who are parents or family members to obtain the education and skills that
  - a) Are necessary to becoming full partners in the educational development of their children; and
  - b) Lead to sustainable improvements in the economic opportunities for their family;
- 3) Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways; and
- 4) Assisting immigrants and other individuals who are English language learners in—
  - a) Improving their
    - i) Reading, writing, speaking, and comprehension skills in English; and
    - ii) Mathematics skills; and
  - b) Acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

Outlined below are additional Adult Education services provided by the workforce development system and One-Stop Career Center:

- Printed information about the educational services available,
- Assistance to participants in obtaining available financial aid information and make appropriate referral,
- Referrals for GED preparation and testing,
- Information on nontraditional career opportunities,
- Information on youth and adult apprenticeship programs,
- Job shadowing opportunities through School-to-Careers,
- Information on special events focusing on career exploration, and
- Information from One-Stop staff on educational and training opportunities.

Many of these goals directly align with WIOA Adult, DW and Youth program services outlined in WIOA.

As resources allow, CareerSource Pinellas has a dedicated full-time staff assigned to be onsite at the various centers to promote Adult Education programs and services. The staff conducts onsite employability skills workshops, teaches customers how to register and effectively utilize EF and how to conduct an effective job search. CareerSource Pinellas' role is to educate and equip customers with the tools, resources and linkages that they need to be successful in their job search. CareerSource Pinellas collateral outreach materials are shared with the management staff and students onsite at these Adult Education centers.

CareerSource Pinellas has invited Adult Education staff to meetings and staff development training opportunities at the Career Center to share information, resources and discuss ongoing partnership opportunities.

In addition, we have conducted meetings with the FCDP Adult Education division, both state and local level, to discuss coordination of program services and development of common referral forms. We have shared customer data to identify opportunities for dual enrollment and have begun to share performance outcome data on those who have exited the program.

CareerSource Pinellas has Adult Education staff co-located within CareerSource Pinellas centers wherever possible and feasible. CareerSource Pinellas is in the process of exploring opportunities to expand this and align resources and cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives.

CareerSource Pinellas has existing partnerships with providers of adult education and literacy. We currently refer clients to adult education for literacy, diploma attainment and General Equivalency Diploma preparation and ESOL programs, as appropriate. Any applications submitted to the Board will be reviewed consistent with the requirements of Title II, Section 232, including—

- (1) a description of how funds awarded under this title will be spent consistent with the requirements of this title;
- (2) a description of any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- (3) a description of how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;
- (4) a description of how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;

- (5) a description of how the eligible provider will fulfill one-stop partner responsibilities as described in section 121(b)(1)(A), as appropriate;
- (6) a description of how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and
- (7) information that addresses the considerations described under section 231(e), as applicable.

- (7) **Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to help reduce welfare dependency, particularly how services are delivered to TANF and SNAP recipients, to help such recipients become self-sufficient. Additionally, describe the strategies the local area uses to meet CareerSource Florida's goal of reducing welfare.

LWDBs coordinate workforce investment activities to help reduce welfare dependency by ensuring workers, including TANF and SNAP recipients, are skilled and able to not only obtain, but retain employment while earning a living wage. These activities are supported by other components such as career exploration, educational attainment, credentialing, skills training for in-demand occupations that can lead to employment, job search and job search training, as well as WIOA and TAA services. These strategies help meet CareerSource Florida's goal of reducing welfare, by enhancing alignment and market responsiveness of workforce, welfare, education and economic development systems through improved service integration that reduces welfare dependency and increases opportunities for self-sufficiency, high-skill and living-wage careers and lifelong learners. We believe these strategies, along with accountability empower, individuals to achieve self-sufficiency.

The Florida Legislature and U.S. Department of Agriculture Food and Nutrition Service have mandated that the SNAP E&T program return to mandatory participation by each Able-Bodied Adult without Dependents (ABAWD) as determined by the state's Department of Children and Families, also known as DCF. This program is also known as **SNAP MN** or SNAP Mandatory Employment and Training. When an individual applies for or is receiving Food Assistance benefits formerly known as food stamps, then DCF will review the applicant and determine the applicant to be an ABAWD, referring to ABAWD as a condition of receiving their Food Assistance benefits to the local CareerSource or American Jobs center for employment and training activities. In Pinellas County, CareerSource Pinellas provides a variety of services and oversees completion of an ABAWD's mandatory hours. An ABAWD must complete 80 hours per month in their allowable SNAP MN activity. A total of 20 hours per week is recommended. A similar flow has been established for Temporary Assistance for Needy Families (TANF) where Department of Children and Families determines eligibility for TANF families and referring mandatory to the local one-stop center.

Services provided to TANF and SNAP recipients through the one-stop centers. The approach includes WIOA and TANF counselors coordinating the pipeline of individuals and assisting with the navigation of services. CareerSource utilizes existing services (as

described above) enhanced with additional funds, specific investment in education/paid work experience and job retention. Through the use of coaching, mentoring, motivational interviewing and listening to personal choices, intervention strategies are designed to help families secure skills, education and employment within the targeted sector area.

- (8) **Cooperative Agreements:** Describe the replicated cooperative agreements (as defined in WIOA section 107(d)(ii)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

#### Division of Vocational Rehabilitation

CareerSource Pinellas partners with the Division of Vocational Rehabilitation through Memorandum of Understanding. The purpose of the MOU is to facilitate cooperative workforce training, employment and economic development efforts to be taken by each to assure an effective One-Stop delivery system. Efforts of cooperation, collaboration and coordination include providing referrals, providing an area within the CareerSource Pinellas One-Stop for collaborative meetings, preparing and reviewing monthly performance reports that quantify successful employments, providing logistical and IT support for the two entities to be fully integrated and meeting periodically to discuss the effectiveness and success of the partnership.

See proposed MOU in Attachment C

#### Florida Department of Education (DoED), Division of Blind Services

CareerSource Pinellas partners with the Division of Blind Services through an MOU. This Agreement is a collaborative effort to coordinate with the Division of Blind Services to provide access to workforce services and programs through the One-Stop delivery system. Efforts of coordination, collaboration and cooperation include providing referrals, providing an area with CareerSource Pinellas One-Stop for collaborative meetings, preparing and reviewing monthly performance reports that qualify successful employments, providing logistical and IT support for the entities to be fully integrated and meeting periodically to discuss the effective of the partnership.

See proposed MOU in Attachment C

**(1) General System Description:** Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners (WIOA §108(b)(6)).

A. Describe how required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

All of the required WIOA partners are included in the CareerSource Pinellas one-stop delivery system. CareerSource Pinellas system of one-stop centers directly provides the full array of employment services and connects customers to work-related training and education. CareerSource Pinellas provides high-quality career services, education and training, and supportive services that customers need to get good jobs and stay employed, and helps businesses find skilled workers and access other supports, including education and training for their current workforce.

CareerSource Pinellas has established strong, robust and sustained partnerships with core programs. The LWDB directly manages or has oversight of a wide-range of core programs. Coordination is managed within a direct line of supervision with coordinated service delivery and accountability.

The six core WIOA programs are outlined below:

- WIOA Title I (Adult, DW and Youth formula programs) administered by Department of Labor (DOL)
- Title II – Adult Education and Literacy programs administered by the DoED
- Title III – WP employment services administered by DOL; and
- Title IV – Rehabilitation Act of 1973 programs administered by DoED.

WIOA Title I	Youth Employment & Training	WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.
	Adult Employment & Training	WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient.
	DW Employment	WIOA DW program services target individuals who lost jobs due to plant closures, company downsizing, or some other

	& Training	significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.
WIOA Title II	Basic Education for Adults	Adult Education and Literacy services include: Adult Education; literacy, workplace, family literacy, and English language acquisition activities; and integrated English literacy and civics education, workplace preparation activities, and integrated education and training.
WIOA Title III	WP Employment Services	Wagner Peyser Employment Services, often referred to as basic labor exchange services provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
WIOA Title IV	Vocational Rehabilitation Services	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs provide access through the one-stops and are outlined :

Programs	Contributions/Roles/Resources
Career and Technical Education (Perkins)	<ul style="list-style-type: none"> <li>● Board and planning representation</li> <li>● Co-location of staff onsite at the Career and Technical Education Centers</li> <li>● Adult Education – basic skills training, GED training and testing</li> <li>● Post-Secondary- Occupational Skills Training (OST) through ITAs</li> <li>● Job placement assistance</li> <li>● Promotes CareerSource Pinellas programs and services in their Career and Technical Education Centers by providing collateral materials flyers etc.</li> <li>● Involves CareerSource Pinellas management staff in their Advisory Boards.</li> </ul>
Community Services Block Grant	<ul style="list-style-type: none"> <li>● Planning and coordination of services</li> <li>● Co-location of staff onsite at the One-Stop Career Center</li> </ul>

	<ul style="list-style-type: none"> <li>• Co-location of One-Stop Career Center staff</li> <li>• Training services provided through community block grants and limited supportive services</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Pinellas programs and services in their offices by providing collateral materials flyers etc.</li> </ul>
HUD Employment and Training Programs	<ul style="list-style-type: none"> <li>• Board and planning representation</li> <li>• Workforce Services Agreement and coordination of referral between entities</li> <li>• Co-location of staff onsite at the One-Stop Career Centers</li> <li>• Financial literacy workshops and seminars</li> <li>• Individual counseling services on home buying, credit repair, etc.</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Pinellas programs and services in their offices by providing collateral materials flyers etc.</li> </ul>
Job Corps	<ul style="list-style-type: none"> <li>• Board and planning representation</li> <li>• Workforce Services Agreement and coordination of referral between entities</li> <li>• Co-location of staff onsite at the One-Stop Career Center</li> <li>• Adult Education and OST</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Pinellas programs and services in their offices by providing collateral materials, flyers etc.</li> </ul>
LVER and DVOP	<ul style="list-style-type: none"> <li>• CareerSource provides direct services as approved by CareerSource Florida</li> </ul>
National Farmworker Jobs Program	<ul style="list-style-type: none"> <li>• Planning and coordination of services</li> <li>• Co-location of staff onsite at the One-Stop Career Centers</li> <li>• Training services provided and limited supportive services</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Pinellas programs and services in their offices by providing collateral materials, flyers etc.</li> </ul>
Senior Community Service Employment Program	<ul style="list-style-type: none"> <li>• Planning and coordination of services</li> <li>• Co-location of staff onsite at the One-Stop Career Centers</li> <li>• Job placement assistance</li> <li>• Promotes CareerSource Pinellas programs and services in their offices by providing collateral materials flyers etc.</li> </ul>
TANF	<ul style="list-style-type: none"> <li>• CareerSource Pinellas provides direct services as approved by CS</li> </ul>



	Florida
TAA Programs	<ul style="list-style-type: none"> <li>• CareerSource Pinellas provides Direct services as approved by CS Florida</li> </ul>
Unemployment Compensation Programs; and	<ul style="list-style-type: none"> <li>• CareerSource information and local navigation assistance to DEO's centralized State Unemployment Compensation program.</li> </ul>
YouthBuild	<ul style="list-style-type: none"> <li>• In partnership with grant recipient or as part of a federal grant award.</li> </ul>

- B. Identify any non-required partners included in the local one-stop delivery system. CareerSource Pinellas has exercised the allowable flexibility in WIOA to include the following additional partners in the one-stop centers:

CareerSource Pinellas manages several optional workforce programs through its centers and CareerSource Pinellas staff, which include:

- TANF program employment and training services to the non-custodial parent through the CareerSource Pinellas NCPEP contract provider;
- SNAP Employment and Training program;
- SSA Employment Network and TTW program along with a CareerSource Pinellas sustained Disability Employment Initiative or program; and
- CareerSource Pinellas Internship program.

CareerSource Pinellas continually seeks out opportunities within the region to develop Workforce Services Agreements with partner organizations including community-based, faith-based, and/or non-profit organization, as well as employment, education, and training programs that align with our vision mission and strategic goals. Ongoing partnership development is paramount to our success by ensuring that we are sharing promising and proven practices by doing what is best for our communities to enhance the overall economic development.

- C. The LWDB, with the agreement of the chief elected official, shall develop and enter a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of sector executed MOUs (WIOA §108(b)(6)(D)).

The LWDB, with the agreement of the CEO, developed and entered into a MOU between the local board and the following one-stop partners, including core program partners:

- DOE Division of Blind Services
- DOE Division of Vocational Rehabilitation

- Vocational Rehabilitation

(2) **Customer Access:** Describe actions taken by the LWDB to promote maximum integration of service delivery through the one-stop delivery system for both business customers and individual customers.

CareerSource Pinellas and its partner programs and entities that are jointly responsible for workforce and economic development, educational, and other workforce programs already collaborate to create a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. This local area workforce delivery system includes, as required by WIOA, six core programs (Title I Adult, DW, and Youth programs; Title II Adult Education and Literacy programs; Title III WP program; and Title IV Vocational Rehabilitation program), as well as other required and optional partners, such as TANF, identified in WIOA. Through the career centers, CareerSource Pinellas and its partner programs ensure that employers and job seekers — a shared client base across the multiple programs identified above — have access to information and services that lead to positive employment outcomes.

CareerSource Pinellas has established policies that address this integration of services for the region's career centers that support a customer-centered, fully-integrated service delivery system that ensures job seekers and employers have maximum access to the full range of education, employment, training, supportive services and employer services offered through the programs and services available from CareerSource Pinellas and the partners.

These career center policies are clearly established and referenced in the MOUs and Workforce Service Agreements and reflect that an appropriate combination and integration of career services are made available directly or through referrals to partner programs at every career center. Customers experience a "common front door" at the career centers for all one-stop partner programs supported by common registration wherever possible and an assessment process to measure academic and occupational skills that leads to seamless customer flow and access to the services needed. Intake, case management, and data systems are also integrated between partners whenever possible to allow for more efficient access to services. Where systems are currently not fully integrated, conversations have been held between the partners in an effort to promote this integration with the intent to continue this dialogue.

In addition, several of CareerSource Pinellas' goals to achieve its strategic vision speak to promoting maximum integration of service delivery within our Career Centers for job seekers and employers. For example, the first goal states that CareerSource Pinellas will tactically align its workforce development programs to ensure that employment and training services provided by the core program entities identified in the WIOA (WIOA, WP, Vocational Rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

Goals 3, 4, 9, and 10, described in the Local Vision and Strategic Goals section, address this integration of service delivery. CareerSource Pinellas plans to accomplish these goals by continuing, improving and/or implementing the following objectives:

- CareerSource Pinellas will convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs.
- CareerSource Pinellas will hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core programs' key staff will be invited to participate in these strategic meetings and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers.
- CareerSource will conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core programs' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
- CareerSource Pinellas will make every attempt to ensure that key partners and services will be available at our centers, either through co-location, informational brochures and/or referrals. CareerSource Pinellas will also continue to invite Vocational Rehabilitation and Adult Education to co-locate within CareerSource Pinellas centers whenever possible and feasible and explore aligning of resources and cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives.
- CareerSource Pinellas will encourage state and local organizations responsible for core programs and other key partner programs to dedicate funding for infrastructure and other shared costs if co-location space is available and joint programming is a possibility.
- CareerSource Pinellas will develop strategies to support and encourage staff training and awareness across programs supported under WIOA as well as other key partner organizations to increase the quality and expand the accessibility of services that job seekers and employers receive.
- CareerSource Pinellas will develop updated MOUs with core program organizations and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
- CareerSource Pinellas will follow the guidance issued by the state for our centers to become certified and maintain that certification to ensure continuous improvement, access to services (including virtual access), and integrated service delivery for job seekers and employers.

- CareerSource Pinellas will continue to use Florida’s common identifier (CareerSource Pinellas) and branding standards so job seekers that need employment or training services and employers that need qualified workers can easily find our local centers.
- CareerSource Pinellas will work with the state and local organizations responsible for core programs to improve customer service and program management by exploring and possibly implementing integrated intake, case management, and reporting systems.
- CareerSource Pinellas will continue to promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- CareerSource Pinellas will place a priority on and budget funds for demonstrated effective work-based strategies that meet employers’ workforce needs, including OJT, employed/incumbent worker training, RAs, and PWE.
- Through allowable use of local funds, CareerSource Pinellas will incentivize local employers with OJT reimbursements, EWT reimbursements, incumbent worker training reimbursements etc. to meet their workforce needs and offer opportunities for job seekers and workers to learn new skills.
- CareerSource Pinellas will encourage Job Corps to report on the Youth program’s common performance measures to increase alignment between the programs.
- CareerSource Pinellas will partner with Job Corps to establish community networks with employers to improve services to and outcomes for participants.
- CareerSource Pinellas will continue to include RA programs on our ETP list for the Adult and DW programs as long as they remain registered and achieve the minimum standard of performance outcomes.
- CareerSource Pinellas will continue to include a representative of a RA program as a member of the Board, thus ensuring that a key employer voice contributes to strategic planning activities for the workforce system.

- A. Describe how entities within the one-stop delivery system, including One-Stop Operators and one-stop partners comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers on compliance with Section 188 of WIOA (WIOA §108(b)(6)(C)).

This region’s career centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. The LWDB promotes accessibility for all job seekers to our career centers and program services, and is fully compliant with accessibility requirements for individuals with disabilities within our centers whenever possible. Career centers in our local area assist job seekers with disabilities in all programs, and our region has annually assessed physical and programmatic accessibility. This includes, but is not limited to, ensuring assistive

technology and materials are in place, and front-line staff members are trained in the use of this technology.

The CareerSource Pinellas adopted a policy on reasonable accommodation which was distributed to all career center staff as well as training providers and partner agencies to ensure all understood and recognize the processes and procedures to follow should a job seeker request or appear to need an accommodation. In addition, we have a staff member with extensive training and expertise in serving individuals with disabilities, previously our disability navigator, who is our local resource for any issue that arises.

As with any program delivery or activity, CareerSource Pinellas seeks input from its partners, including local independent living centers, and board members on the issue or subject and then incorporates that input into policy or procedure whenever possible and allowable.

- B. Describe how entities within the one-stop delivery system use principles of universal design in their operation.

CareerSource Pinellas and its partner programs and entities that are jointly responsible for workforce and economic development, education, and other workforce programs already collaborate to create a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services.

This region's career centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. The local workforce board promotes accessibility for all job seekers to our career centers and program services and is fully compliant with accessibility requirements for individuals with disabilities within our centers.

In addition, CareerSource Pinellas and its partners located within the career centers ascribe to the principles of universal design of the facility, materials, service delivery and technology whenever and wherever possible and practical, including the following seven core principles:

1. Equitable Use – the design is useful for people with diverse abilities
  - a. The same means of use is provided for all users: identical whenever possible; equivalent when not.
  - b. We avoid segregating or stigmatizing any users.
  - c. Provisions for privacy, security, and safety are made equally available to all users.

2. Flexibility in Use - the design accommodates a wide range of individual preferences and abilities.
  - a. We provide choice in methods of use.
  - b. We provide adaptability to the user's pace.
3. Simple and Intuitive Use - use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
  - a. We eliminate unnecessary complexity.
  - b. We try to always meet user expectations.
  - c. We accommodate a wide range of literacy and language skills.
4. Perceptible Information - the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
  - a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information.
  - b. We maximize "legibility" of essential information.
  - c. We make it easy to give instructions or directions.
5. Tolerance for Error- the design minimizes hazards and the adverse consequences of accidental or unintended actions.
  - a. We arrange facility furniture, equipment and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded.
  - b. We provide fail safe features.
6. Low Physical Effort - the design can be used efficiently and comfortably and with a minimum of fatigue.
  - a. Allow user to use reasonable operating forces.
  - b. Minimize repetitive actions.
  - c. Minimize sustained physical effort.
7. Size and Space for Approach and Use - appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.
  - a. We always attempt to provide a clear line of sight to important elements for any seated or standing user.
  - b. We make reach to all components comfortable for any seated or standing user.
  - c. We provide adequate space for the use of assistive devices or personal assistance.

- C. Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B)).

The LWDB facilitates access to services through our website and one-stop facilities located throughout the county. To the extent possible, one-stops are strategically located to provide physical access to job seekers and employers. We have worked very closely with our One-Stop Operator to develop online videos and forms for job seekers, program applicants and participants as well as employers to access to from external locations. These online services include but are not limited to program orientation, applications for training services, e-Signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs and basic job exchange activities through EF.

- (3) Integration of Services:** Describe how One-Stop Career Centers implemented and transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by One-Stop Career Center partners (WIOA §108(b)(21)).

CareerSource Pinellas advocates and supports an integrated information system at the state and local level that would allow entities that carry out core programs to better coordinate service delivery for mutual customers and cross program referrals. We will work with state and local organizations to improve customer services and program management by exploring and possibly implementing integrated intake, case management and reporting systems. Wherever possible, CareerSource Pinellas will maximize the utilization of technology to consolidate, streamline and enhance the overall customer experience.

CareerSource Pinellas has established policies that address the integration of services for the region's career centers that support a customer-centered, fully-integrated service delivery system that ensures customers and employers have maximum access to the full range of education, employment, training and supportive services offered through the programs available under WIOA.

These career center policies are clearly referenced in our MOUs and Workforce Service Agreements and reflect that an appropriate combination and integration of services are made available directly or through partner program referrals. Customers experience a "common front door" at our centers for all one-stop partner programs supported by common registration where possible. Formal and informal assessments evaluating basic skills, career interests and aptitudes are shared with partner programs thus avoiding duplication in service provision.

Whenever possible our intake, case management and data systems are also integrated between partners to allow for efficient service access. Where systems are not fully

integrated at this time, conversations have been conducted between CareerSource Pinellas and the partners in an effort to promote this integration. It is our intent to continue this dialogue between partners to continue to advance our efforts.

CareerSource Pinellas' MOUs with core program entities and other key partners document agreed-to strategies to enhance service provision to employers and jobs seekers.

CareerSource Pinellas utilizes ATLAS which supports programs and manages all of our Career Center traffic and participant records. Customers entering the Career Centers sign in through the ATLAS kiosk system located in our lobbies. Veterans and program participants are identified by this system and programmatic staff receives automated notifications. Customers are able to choose what category of assistance, including partner programs, they need to access upon entering the building. Career Center traffic reports are shared with all of our CareerSource Pinellas staff, One-Stop Committee members and core partner programs.

Our ATLAS system also has an online customer satisfaction survey that captures the customers overall level of satisfaction with the quality of services, services offered and staff interaction. The service also identifies the specific CareerSource Pinellas or Career Center program, service or partner program the customer has accessed. Quarterly reports are analyzed to benchmark our survey responses and data is utilized for ongoing continuous improvement. These reports are made available to CareerSource Pinellas staff, One-Stop Committee members and core partner programs.

The ATLAS system is also our centralized data base for programmatic records retention. Customers participating in WIOA, Welfare Transition, TAA, SNAP Education and Training (E&T) programs are able to scan documents using the ATLAS kiosk system. All programmatic forms are stored electronically in this paperless environment.

CareerSource Pinellas also utilizes an online WIOA application process called e-Signature. This allows job seekers to learn about the programs and services available through WIOA, view an online orientation and determine if the programs and services being offered best meet their needs. The online orientation contains detailed information on the following topics: Priority of Service, Eligibility and Suitability, Program Responsibilities and Obligations, Steps to Apply and an assessment. Customers are advised of the required documentation to substantiate WIOA programmatic eligibility for Adult and DW programs. This online process ensures message consistency, streamlines the intake and eligibility determination, reduces staff time and can be accessed off-site, including from partner locations. Currently this program is only being utilized for the WIOA Adult and DW program. However, we are considering expanding into other programmatic areas in the future.

In addition, several CareerSource Pinellas goals to achieve this strategic vision promote maximum integration of service delivery within our Career Centers for customers and



employers. Additional information on this topic can be found under the Description of Local One-Stop Plan – Customer Access section.

- (4) **Competitive Selection of OSO:** Describe steps taken to ensure a competitive process for selection of the One-Stop Operator(s) (WIOA §121(d)(2)(A)).

An invitation to negotiate (ITN) was released in January 2017 for services subsequently identified as the One-Stop Operator responsibilities. The ITN specifically addressed seven areas of services required as follows:

1. Information Technology Support
2. Document filing storage system
3. Procurement of equipment
4. Act as liaison with T-Carrier provider
5. Act as liaison with the DEO Information Technology
6. Customer tracking
7. Website support

Additional services and support as needed was included. The procurement process led to the selection of Computer Technology Solutions (CTS) as our vendor for these services with the initial contract year July 1, 2017 through June 30, 2018. CTS will serve as the One-Stop Operator for the LWDB. The contract provides for three renewal periods and provided performance is maintained will last through June 30, 2021. The LWDB will begin the process to procure these services starting January 2021 and will follow the LWDB procurement policies developed for compliance with all applicable Federal and State laws and regulations.

- (5) **System Improvement:** Describe additional criteria or higher levels of service than required to respond to labor market, economic, and demographic conditions and trends in the local area (WIOA §108(b)(6)(A)).

CareerSource provides higher levels of services than required to respond to labor market, economic and demographic conditions and trends in the local area. CareerSource strives to provide excellent customer service to job seekers and employers, customer-centered service delivery and continuous improvement. In addition, we strive to assure quality services are being delivered in the most efficient and effective ways possible, through full integration and coordination of one-stop career center partners and resources to support seamless delivery of services.

The comprehensive one-stop center is physically and programmatically accessible to all customers, including customers with disabilities. We utilize reasonable accommodations for persons with disabilities and utilize language interpretation for those who do not speak English or who are hearing impaired. Center staff has been cross-trained in all programs managed by the career centers as well as referral networks for individuals seeking services

not available through the one-stop system. Individuals can access the CareerSource Pinellas services virtually through the website and through Employ Florida.

## DESCRIPTION OF PROGRAM SERVICES

- (1) **System description:** Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

CareerSource Pinellas is the publicly funded workforce system within the TSCP MSA and share planning across both Hillsborough and Pinellas Counties. CareerSource Pinellas is a quality-focused, employer-driven, customer-centered organization and its mission is to meet the workforce needs of the regional economy. CareerSource Pinellas works to increase access to and opportunities for the employment, training, and support that individuals need to succeed and advance in the labor market inclusive of those with barriers to employment. CareerSource Pinellas strives to align workforce development, education and economic development within regional economic development strategies which meet the needs of local, regional and state employers and provides a high-quality workforce development system.

CareerSource Pinellas provides direct services as approved by CareerSource Pinellas Florida across many of the mandated core programs defined under the WIOA. With direct supervision and accountability falling under the local workforce board, the delivery of core services and alignment in the provision of each core program is fluent and seamless. In addition, CareerSource Pinellas partners with other core program providers through strong, sustained relationships where core programs do not fall under the direct oversight of CareerSource Pinellas and the one-stop system.

Core Programs managed through direct services include:

- CareerSource Pinellas Labor Exchange services provided under WP staff;
- CareerSource Pinellas Veteran's Employment program;
- CareerSource Pinellas WIOA Adult, DW and Youth services;
- CareerSource Pinellas TAA programs;
- CareerSource Pinellas MSFW (MSFW Hillsborough);
- CareerSource Pinellas TANF programs authorized under Social Security Act Title IV, Part A;
- CareerSource Pinellas RESEA providing employment services to DEO's state Unemployment Compensation program; and

- CareerSource Pinellas Information and local navigation assistance to DEO's state Unemployment Compensation program.

Core programs and services managed through a contract provider of CareerSource Pinellas or partner under MOU are:

- CareerSource Pinellas WIOA Youth services;
- Title IV program services through the Department of Vocational Rehabilitation;
- Offender reentry services through the Ex-offender Re-entry Coalition;
- Offender reentry services through Hillsborough County (referral and MOU);
- Department of Juvenile Justice;
- Senior Community Service Employment program;
- Adult Education and Literacy programs under Title II, local County Schools Adult and Education;
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs;
- County Social Services;
- Division of Blind Services; and
- Multiple housing agency authorities.

Other workforce employment and training programs managed through direct services or an approved contracted provider include:

- TANF program employment and training services to the non-custodian parent through the CareerSource Pinellas NCPEP contract provider;
- SNAP Employment and Training program;
- SSA Employment Network and TTW program along with a CareerSource Pinellas sustained Disability Employment Initiative or program; and
- CareerSource Pinellas Tampa Bay Internship program.

All of core programs directly under CareerSource Pinellas are focused on alignment of service strategies and on reducing duplication and confusion among employers and jobseekers relative to having workforce needs met. Partners delivering core programs such as Adult and Literacy, Career and Technical Education, Division of Blind Services and Department of Vocational Rehabilitation are represented within the CareerSource Pinellas board's key long-range planning and realignment as mandated under WIOA. Board and partner planning addressed an analysis of the current workforce, employment and unemployment, labor market trends and the educational and skill levels of the workforce inclusive of individuals with barriers to employment. Due to changes to Title II Adult Education and Literacy and Title IV Vocational Rehabilitation program performance measures, CareerSource Pinellas continues to plan and discuss future opportunities.

All core programs are represented through the one-stop center, either on a full-time basis with the core programs noted above or the one-stop center resides with a community college or Career and Technical Center located within the local area. Partnership with some

adult literacy entities, some community colleges and Vocational Rehabilitation is on a referral basis within easily accessible geographic location. In the case of Vocational Rehabilitation, onsite services are done on a part time basis directly through the one-stop center with referrals streamlined between the agencies.

There is a strong history of partnership, coordination and referral between CareerSource Pinellas and Adult Education entities across the region. This partnership extends into Carl D. Perkins Career and Technical Education entities in same local area. An example of such is the Annual Business and Education Planning Event where workforce, Adult Education and Career and Technical Education come together at an annual summit to meet with local and regional business to identify the needs of business and gaps within workforce and education in meeting the needs of business. Referrals are routinely made between the core programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by the other or the natural continuum of service is Adult Education leading to postsecondary Career and Technical education to work readiness and ultimately employment.

- (2) **Sub-grants and contracts:** Describe the competitive process used to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).

All sub-grants and contracts will be procured through CareerSource Pinellas formal procurement policy processes such as Request for Proposal or ITN. The LWDB has established procurement policies and procedures in compliance with federal and state laws and regulations. These policies and procedures are audited by independent Certified Public Accountants in the conduct of our annual single audit and are monitored by state staff during the conduct of their administrative monitoring processes.

The competitive process used by CareerSource Pinellas to award sub-grants and contracts for WIOA funded activities adheres to the ITN (guidelines within the procurement policy of CareerSource Tampa Bay and CareerSource Pinellas and, therefore, to guidance provided by 2-CFR-200 (Super-Circular). The competitive process begins with a public issuance of the ITN, notification of interested parties and a legal public notification in order to ensure as many proposals as possible are received. A minimum of three proposals is required. Proposals are received and reviewed by an internal committee comprised of director-level staff. Submissions are reviewed, procedure is taken to ensure any responding companies are not on the excluded list or that any conflicts of interests exist, and a tentative selection is made. The selection is then presented to the CEO and later to the Board of Directors for final approval. The contract is drafted between CareerSource Pinellas and the winning bidder that includes all requirements of 2-CFR 200.

- (3) **Expanding access to employment:** Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and

co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).

After collaboration and consultation among workforce development program leaders and their teams, the local board has developed a comprehensive plan for expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credentials. Key strategic priorities are the organized principles that the workforce plan is structured around and include increased business engagement with clear value stream, workers' reception of integrated services that lead to employment and careers, increased technology and accessibility, and next-generation performance accountability systems.

Businesses need simple paths to the workforce system and a better understanding of the benefits, whether it's filling open positions with qualified applicants or shaping training programs to ensure workers have industry-specific skills. In addition, once businesses and industries are engaged – be it through sector strategies or recruitment services – the workforce system must build and sustain these partnerships. The system's essential promise to these partnerships is streamlined and integrated services that are easy for an employer to navigate and perceive value.

Workers need to be able to effectively find and navigate the workforce development pathway that is best for them. This means CareerSource Pinellas's richly complex system must eliminate duplication, increase transparency and improve the customer experience. Services are designed and delivered with individuals as the focal point. In addition to acquiring skills and jobs that put them on the path to prosperity, workers should also understand they have continuous access to the workforce development system through their working lives. For sustained, lifelong success, individuals can reengage in the workforce system throughout their career and lifelong learning journey.

The use of technology to remove barriers for workers and enhance their access to services is a game changer. Advances in telecommunications and technology potentially allow for seamless, universal, and remote access to education, training and other workforce development services. While technology cannot fix all barrier access problems, in many cases it will free up staff to tackle the more difficult access issues. This plan seeks to convert the best of these possibilities into a reality. The LWDB has addressed these issues and will continue to support the need to address barrier removal and universal accessibility of workforce development services – both physically and programmatic – as core priorities.

The LWDB has been a leader in developing rigorous accountability measures for workforce development programs in the Tampa Bay area. The annual workforce program evaluation shows training results, including how much they earned, the skills they obtained, and if

they were satisfied with their program, among other measures. We will continue to review improvements and research new generation performance indicators in order to ensure that the region moves forward and that the workforce development system further integrates.

Based on extensive stakeholder input, the LWDB, and customer need, the following commitments underpin the strategic plan for expanding access to employment:

**Focus on workers facing barriers:** With the plan's heightened emphasis on program alignment, many agencies and their stakeholders voiced concern that this would result in reduced services for their clients. Each community urged that customer receive increased services, not less. The services will continue to be provided in a manner that reflects their unique needs, ranging from one-on-one services to early intervention. The plan consistently directs that priority populations receive the resources they require to be successful and that each community is included in the goal of prosperity and success for everyone. This is a universal plan.

**System-Wide Partnerships:** A culture of cooperation and partnership is needed to achieve positive results in a complex workforce system. Aligning goals across all service providers and customers is essential in continuing to build and enhance this culture of partnership. Through shared goals, we can achieve the seamless system envisioned in this plan. These goals include the following: delivering prosperity and success in a measureable way for the system's key customers, workers and businesses; addressing strategically and efficiently the economic needs of workers and businesses; and ensuring sustainable results.

**Career Pathways:** Career pathways offer an efficient and customer-centered approach to workforce development because they structure intentional connections among workers, employers and service providers. Aligning educational opportunities that lead to the industry-recognized qualifications, skills, and academic credentials helps bring workers and employers into the training system on the front end. In turn, this transforms businesses from "customers" into "partners or co-investors" in the workforce system.

**Leveraging Existing Successes:** CareerSource Pinellas will help bring to life the strategic objectives and system goals by continuing to share proven successes and compelling participant and employer stories. Encouraging information to be shared across the system and regularly drawing attention to achievements will help partners replicate and build on success.

In conclusion, a key objective to developing and writing this plan was to have every team member and their stakeholder endorse and embrace the plan. This process required time and engagement with numerous committees, task forces, public forums and inclusive writing teams. This plan strives to honor and fully embody that partnership.

**(4) Key Industry Sectors:** Identify how the LWDB aligns resources that support and meet training and employment needs of key industry sectors in the local area. Describe strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(c)(1)(A)(v)).

The Tampa Bay area is a combination of financial, technological, business, health and professional services. As the economy continues on an upward trend, the region is anticipating a bright outlook of increased job creation and business development in the area.

The data indicates that within the next five years the fastest growing industries within the Tampa Bay area are as follows:

<b>Industry</b>	<b>2015 Jobs</b>	<b>2020 Jobs</b>	<b>Change in Jobs (2015- 2020)</b>	<b>% Change</b>	<b>2015 Earnings Per Worker</b>
Health Care and Social Assistance	144,041	156,976	12,935	9%	\$57,814
Professional, Scientific, and Technical Services	83,292	92,490	9,197	11%	\$82,771
Administrative and Support and Waste Management and Remediation Services	70,679	77,773	7,093	10%	\$40,506
Government	118,744	122,560	3,817	3%	\$72,118
Accommodation and Food Services	104,350	107,718	3,367	3%	\$21,535
Educational Services	18,737	21,186	2,449	13%	\$46,584
Finance and Insurance	69,333	71,713	2,380	3%	\$83,615
Management of Companies and Enterprises	24,114	26,441	2,327	10%	\$98,008
Real Estate and Rental and Leasing	23,440	25,309	1,869	8%	\$50,398
Construction	51,653	53,481	1,828	4%	\$54,779

EMSI, 12/2015

CareerSource Florida identified two industries, healthcare and manufacturing, as a primary focus for the local boards. CareerSource Pinellas has also conducted a gap analysis in the areas of information technology and financial and professional services. The findings indicate a strong need for trained workers in these industries. The LWDB identified the following in-demand sectors as a primary focus for the region:

- Sector 1: Healthcare
- Sector 2: Manufacturing
- Sector 3: Information Technology
- Sector 4: Financial & Professional Services

\*For more information on specific occupations within these sectors see the 2015-2016 Regional Demand Occupations List for AD and DW.

Additional industries and specific occupations considered under Youth programs and WTP include

- Transportation,
- Retail,
- Government,
- Education, and
- Construction.

\*For more information on specific occupations within these sectors see the 2015-2016 Regional Demand Occupations List for Youth and WT.

Annually, the Workforce Solutions Committee composed primarily of business leaders, reviews the Targeted Occupations List for the region and makes recommendations for specific occupations and industries to focus on. Each quarter the region's Workforce Solutions Committee reviews the performance of approved training providers in order to monitor performance and job placement.

The CareerSource Pinellas ITA policy caps training at \$3500 annually over a two-year training period. Types of training related services may include tuition, books, lab fees, registration fees, school supplies or tools needed for training program.

Key industry sectors for our region are: Healthcare, Manufacturing, Information Technology and Financial and Professional Service. We work with our business partners as well as economic development and education partners to ensure that we are balancing the need to follow the targeted occupations list. Since we operate as a demand driven system, we know that it is critical to align the timing of training individuals into key sectors to the availability of jobs for the graduates. Depending upon the needs of the employer or



prospect, we work closely to identify a training source, the local talent readily accessible through the Employ Florida, (including those with transferable skills) and collaborate with local partners to develop a plan for providing the workforce needed. We work in partnership with CareerSource Florida as well to make sure that prospects are aware of all incentives at the state level, including training incentives.

**(5) Industry Partnerships:** Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §134(c)(1)(A)(iv)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

- A. Describe how selected industries or sectors are selected based on, and driven by, high-quality data (cite data source used);

One of the principal goals of the region is to build long-term economic vitality through the attraction and retention of employers with jobs that pay above-average wages in targeted industries. These industries or sector are based on, and driven by, high-quality data provided by the Florida DOE, Bureau of Labor Statistics, EMSI and local employers.

- B. Describe how sector strategies are founded on a shared/regional vision;

Within the region sector strategies are founded on a shared, regional vision. The members ensure the workforce system is demand-driven by providing valuable input and feedback on the local economy and community as a whole. They are able to provide first-hand knowledge of the current employment needs in their industry. This is essential to providing customers with the most up to date information on local LMI details to remain competitive in the local economic region. Employers take the lead role in all workforce committees. Committees include Executive, Finance, Audit, One-Stop and Workforce Solutions. Each chairperson for the above mentioned committees are community employers.

- C. Describe how the local area ensures that the sector strategies are driven by industry;

The local area ensures that sector strategies are driven by industry through a strong regional collaboration with Pinellas County Economic Development, the Tampa Bay Partnership, Tampa Hillsborough EDC and the Florida High Tech Corridor. An analysis in the Information Technology, Manufacturing, and Financial and Shared Services industries was performed to quantify the current and future demand for skill sets so that a pipeline of talent could be developed to the area's most challenging to hire skill sets. Research included employer

focus groups, interviews, and skill set surveys. The analysis sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps. Partnership infrastructure will be enhanced by the development and creation of pre-vocational training programs to address the needs identified by employers. Updates to this analysis, along with new strategies for closing the gaps identified, will continue periodically.

- D. Describe how the local area ensures that sector strategies lead to strategic alignment of service delivery systems;

The local area ensures that sector strategies lead to strategic alignment of service delivery systems by continuing to develop sector partnerships within various industries and assisting in regularly convening employers in the region's Business Associations Program. Under this program, a solicitation is issued annually to seek performance-based partnership agreements with local business associations and chambers of commerce.

The region continues to host the Tampa Bay Area Business & Education Summit. This event has been held for ten consecutive years and is a highly anticipated annual event. This event brings together more than 200 business and educational leaders from both sides of Tampa Bay in one setting to focus on regional, specific industry needs. A summary report is generated measuring data on key indicators which is used as a baseline to monitor trends for the Tampa Bay area and will be developed annually. The region is committed to creating a high skilled and competitive workforce to meet the demands of businesses in order to keep our region competitive. To align the area with the Regional Business Plan for Economic Development and CareerSource Florida, CareerSource Pinellas chose the following targeted industries sectors as a priority:

- Healthcare
- Manufacturing
- Information Technology
- Financial and Professional Services

This event allows top business and educational leaders within each industry the opportunity to provide input and expand on the information collected throughout the year. Based on regional trends, the Business and Education Summit focuses on industries determined to be a priority within the year the event is held. LMI from all identified industry sectors is presented in separate breakout sessions. From the breakout sessions, LMI and survey information a yearly summary reports a developed to serve as a tool for both the CareerSource

Pinellas' Board of Directors to remain cognizant of issues related to business and economic development.

- E. Describe how the local area transforms services delivered to job-seekers/workers and employers through sector strategies: and

The local workforce board forms sector partnerships for the targeted industries sectors as part of the sector strategy approach. These partnerships are led by businesses – within a critical industry cluster working collaboratively with education and training, economic development, labor and community organizations to transform services delivered to job seekers, workers and employers through sector strategies.

Initiatives with which we have participated are the Sector Strategies Grants, a manufacturing sector initiative where we worked with the college, the regional manufacturing council and manufacturing businesses to identify training candidates, provide training and placement of the participants into manufacturing jobs. Our Advanced Manufacturing Skills Development grant awarded by DEO includes training programs in mechatronics and robotics for adults and youth, and the connection to OJT or direct placements with partner employers. The CareerSource Florida Sector Strategies – CareerREADY grant also provides targeted manufacturing industry training in Construction and Soldering & Cabling programs onsite at the Science Center, with direct placement with local manufacturers.

We are currently working on a regional grant to provide training and internships for the health services sector to find out issues facing our healthcare industry partners. Partnership with the CareerSource Tampa Bay USDOL TechHire Partnership grant provides targeted training for in-demand healthcare occupations such as Nursing, Phlebotomy and Medical Clinical Lab Technician/Technologist.

Information technology initiatives include two CareerSource Florida grants to provide business engagement outreach and support to local IT employers building on the TechHire Community designation for Tampa Bay, and certification training in in-demand skills such as Java, SQL and Python. TechHire Community Coordinators support the development of micro-communities within the umbrella of TechHire with quarterly advisory board meetings composed of regional representatives from business, education, and economic development organizations. Sector Strategies IT training classes are held onsite at the Science Center and in addition to the Cyber Security program, offer a pool of skilled candidates to connect to IT employers and the local labor market.

We have good relationships with business partners across a number of industry sectors. We participate with our chambers of commerce, regional and local economic development organizations, regional manufacturers' council, the defense contractors' roundtable group as well as ad hoc committees formed to focus on specific industry issues.

Furthermore, we developed regional industry asset maps of our four targeted sectors: manufacturing, healthcare, financial and shared services, and information technology. This online workforce solution tool represents geographic information categorized by our four targeted sectors displaying data related to employers, education programs and CareerSource centers, in addition to other relevant regional data. This information is available on our website, as a resource to the public, including graduating students and employers hiring talent.

In coordination with employers, industry groups, economic development and education partners, industry sector surveys and follow up reports were undertaken to quantify the current and future demand for skill sets so that a pipeline of talent could be developed to the area's most challenging to hire skill sets. Research included focus groups, interviews, and skill set surveys. The analyses sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps.

In addition, working with all of our partner agencies, especially key employers, we have undertaken the following tactics to address the workforce needs of the aforementioned targeted industry sectors by collecting and analyzing real-time industry data, including skills needed through sector surveys, business seminars, focus groups, business summit, etc. from employers, education, labor organizations and economic development organization to address current and emerging skill gaps of targeted sectors. We align Employed Worker Training grants with employers of targeted industry sectors, deliver Career-Ready training, align OJT, EWT, and PWE programs with employers of targeted industry sectors, deliver apprenticeship and internship programs and align H1B grants with specialize services to employers. In an effort to connect job seekers to transform services for job seekers we provide labor market information on skill sets needed and potential wages, align Targeted Occupational Skills training with industry sectors, targeted Occupational Skills training for eligible youth, targeted Occupational skills training.

- F. Describe how the local area measures, improves and sustains sector strategies. Sector partnerships are the vehicles through which industry members voice their critical human resource needs and where customized regional solutions for workers and businesses are formed. The local area measures, improves and

sustains sector strategies by measuring short-term and long-term employment rates, earnings, and effectiveness in serving employers.

The sector strategies approach strengthen the participating businesses, the industries involved and the workforce as a whole by shifting workforce development from a supply-driven to a demand-driven approach to meeting business needs. Sector strategies are industry-focused, demand-driven approaches to build a skilled workforce that meets regional business needs, now and into the future.

We have developed five objectives under this goal directly from the state-level sector strategy self-assessment checklist as developed by USDOL:

1. Shared vision & goals,
2. Industry data & analysis tools,
3. Training & capacity building,
4. Awareness & industry outreach, and
5. Administrative & legislative policy

Finally, by identifying and tracking common performance measures around the implementation of those policies and work plans, sector partnerships can assess effectiveness and, also, identify if ongoing alignment issues must be addressed.

- (6) **In-demand training:** Describe how the local board ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(G)(iii)).

CareerSource Florida's policy places the responsibility of developing an annual RTOL in the hands of the LWDB with the goal to:

1. Promote regional alignment and economic growth,
2. Eliminate inefficiencies in the current process,
3. Create regional and local flexibility in occupational targeting, and
4. Incorporate business and industry feedback in real time to complement traditional LMI.

As a result, CareerSource Pinellas developed and approved a policy that states:

"It is the policy of the Board to seek out and utilize all relevant local LMI, input from targeted industries and individual employers, and feedback from education institutions and other partner agencies to create and maintain an annual list of occupations that are currently or are projected to be in demand in the Tampa Bay area at an entry wage established by the Board for the purposes of targeting federal job training funds to those occupations on the list. This list of targeted occupations shall be known as the RTOL."

The Board proactively reaches out to Florida business and industry associations, economic development organizations, local employers, targeted industries, public and private postsecondary educational institutions, as well as other key partners to discuss the purpose of the RTOL and solicit their involvement and input to ensure that training provided is linked to in-demand industry sectors or occupations in the local area or in another area to which a participant is willing to relocate.

On an annual basis and periodically throughout the year, the Board may:

- Access data on the website of the Labor Market Statistics Center within Florida's DOE to obtain the most current LMI for the Tampa Bay area. Information requested will include the following by occupational area (Standard Occupational Classification and Ongoing Education and Training codes) localized for the Tampa Bay area: annual data from the Help Wanted Online report; projected annual growth in number of job vacancies for one, two, and five years; average entry wage; average mean wage; occupations in declining industries; Florida DoED training codes; largest employers hiring; and whether the occupation is on EF's Targeted List;
- Evaluate outcomes attained locally by participants by occupational training area.
- Evaluate reports from Florida Education and Training Placement Information Program for longitudinal data;
- Conduct industry surveys to collect relevant data;
- Hold business forums and seminars where input from attendees will be requested; and
- Attend local industry forums, presentations and business meetings to gather information on employer's workforce needs.

To make certain that our region continues to provide training that meets our customers' demands and results in employment, the Board may:

- Analyze the information collected and received by occupational area, including determining if any inconsistencies exist between data collected and input received;
- Determine if an industry or occupation is on
  - EF's Targeted List,
  - The list of occupations identified by the Board as included in the Board's four targeted industry clusters, or
  - A priority list of a local economic development organization; as well as
- Identify gaps in supply and demand wherever possible.

To ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate, the following minimum standards may be applied to the inclusion or deletion of an occupation from this RTOL:

- Occupations may be included on the RTOL if postsecondary training is a normal and usual requirement to obtain an entry level job in that occupation.
- Training shall not be restricted to only vocational certificate or AS degree programs; occupations requiring training beyond those levels will be considered if all other criteria such as wage and demand are met.
- Whenever possible, multi-region occupational demand and workforce needs will be taken into consideration.
- Annually the Board will establish a minimum level of projected annual openings by occupation (demand) for that occupation to be considered for inclusion on the RTOL.
- Whenever possible, the Board shall also take into consideration the projected gap between supply and demand to ensure an occupation is not included on the RTOL when that occupation has significant openings but also has an over-abundance of training completers in that occupation that exceeds the projected demand.
- Annually the Board will establish a minimum threshold of entry wage earnings for an occupation to be considered for inclusion on the RTOL.
- The Board shall take into consideration situations where input is available and reliable but current data does not support the projected demand for trained individuals in occupations being created by new employers moving to the area or current employers expanding operations in the area.
- The Board shall take into consideration situations where data is available and indicates a demand for training in certain occupations however input from reliable sources (industry leaders, economic development organizations, etc.) indicate that the workforce demand is in decline and will remain in decline for at least one year.

**(7) Employer Engagement:** Describe strategies and services used in the local area to:

- A. facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;

The region has a designated team of well trained professionals that meet with employers within this local area. The region is divided into designated geographical area teams based on employer location in order to serve all employers, including small and industry in-demand employers within the region. Each team has four main components: a Director of Business Services, a Lead Recruiter, multiple Recruiters and Placement Specialists. Veteran services staff work together with this team to provide the most comprehensive and highest quality of service for the employer. The region has also established a single point of contact assigned to each employer which allows for a uniform service delivery system for employers.

Employers are frequently visited for the purpose of obtaining job orders and job development for a specific individuals, inclusive of veterans. Employer packets

containing brochures and information on listing job orders, training programs, and WIOA training are provided to employers. Options of self-service through The EF system or working directly with a Business Recruiter is discussed to best meet each employers staffing needs. All visits are followed up by phone calls or emails.

The region will continue formal agreements with local county EDC's for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, EDC training, and Incumbent Worker Training and Quick Response Training (Florida Flex) programs.

Another strategy to facilitate engagement of employers, including small business and in-demand industry sectors, is the region's Business Associations Program. Under this program, a Request for Qualifications is issued annually to seek performance based partnership agreements with local business associations or chambers of commerce.

The Tampa Bay Area Business & Education Summit is an event that facilitates engagement of all size employers. This event that brings together more than 200 business and educational leaders from both sides of Tampa Bay in one setting to focus on regional, specific industry needs. A summary report to measure data on key indicators which will be used as a baseline to monitor trends for the Tampa Bay area will be developed annually. The region is committed to creating a high skilled and competitive workforce to meet the demands of businesses in order to keep our region competitive.

- B. support a local workforce development system that meets the needs of businesses in the local area;

Once a relationship is established, services are customized to meet the needs of the employer. Services offered include:

- Access to a database of thousands of professionals,
- Assessments and testing,
- Business and economic demographics,
- Business seminars,
- Career fairs,
- Easy and convenient job postings,
- Employee training grants,
- Featured employer partnership,
- Grants for new and expanding businesses,
- LMI,
- Local and national recruiting,
- OJT grants,



- Internship and candidate matching,
- PWE program,
- Networking,
- On-site interviews,
- Pre-screening candidates for available positions,
- Professional outsourcing services, and
- Specialized recruitment events.

Each year, CareerSource Pinellas' Workforce Solutions Committee will continue to align and develop new goals to be adopted as part of the established local goals to support a workforce development system that meets the needs of businesses in the local area.

C. better coordinate workforce development programs and economic development;

Employers are frequently sent updated information on new and current programs, economic development updates, and community events that are employer focused. The Region will continue with formal agreements with local county EDC's to link the areas workforce and economic development organizations and create one seamless system to employers.

D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)

The region will continue to proactively promote outplacement services to employers through advertising and networking. If employers are in need of assistance due to downsizing, the local area stands ready to assist in cases where a formal Worker Adjustment and Retraining Notification notice is received or any type or size of potential layoff. The Reemployment and Emergency Assistance Coordination (REACT) Team provides onsite and offsite rapid response to coordinate services for employers and/or workers affected by temporary or permanent layoff. Recruitment teams will immediately contact other employers to assess their hiring needs and supply resumes of impacted workers. In the event that the dislocation is as a result of outsourcing, the local REACT Coordinator will attempt to educate the business' senior management on the positive factors for filing a petition for TAA with the U.S.DOL. The local TAA Coordinator will assist the business with filing of the petition if necessary. If the petition is subsequently approved, the TAA Coordinator will conduct TAA specific information sessions with all potentially eligible workers.

Additional linkages between the one-stop delivery system and UI programs are the OJT and PWE programs. Both of these programs provide the opportunity for staff to identify those receiving unemployment and refer unemployed individuals to employers interested in participating in these programs.

Employers are also informed about the Professional Talent of Tampa Bay Program for those unemployed individuals with a minimum of a Bachelor's degree or 10 years upper-level management experience and the local area's Transitioning Executive Network that comprises of vice presidents through C-level executives. The goal is to make these programs a primary hiring source for companies seeking highly skilled talent.

- (8) **Priority for Services:** Describe local policies and procedures are established to prioritize recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for individualized career and training services in the adult program.

**Veterans Priority of Service:**

The Jobs for Veterans Act (JVA), PL 107-288, signed into law on November 7, 2002, requires that there be priority of service for veterans and eligible spouses in any workforce preparation, development, or delivery program or service directly funded in whole or in part, by the USDOL (38 U.S.C. 4215). The Priority of Service regulations, codified at 20 CFR 1010, were issued December 19, 2008 and require qualified job training programs to implement priority of service for veterans and eligible spouses, effective January 19, 2009.

The regulations require that CareerSource Pinellas identify veterans and eligible spouses at the "point of entry," which can be at the One-Stop Centers or virtual delivery points such as through Employ Florida (EF). Our EDMS system, ATLAS, collects basic demographic information, including veteran's status on all candidates visiting our CareerSource Pinellas offices.

CareerSource Pinellas staff has been trained to inform all veterans or eligible spouses at the time of their arrival at any of the CareerSource Pinellas One- Stop centers that they are eligible for Priority of Service. CareerSource Pinellas staff advises customers of their entitlement to priority of service; the full array of employment, training, and placement services available under priority of service; and any applicable eligibility requirements for those programs and/or services.

Priority of Service means the right of veterans and eligible spouses to take precedence over a non-covered person in obtaining all employment and training services. The eligible veterans or covered persons shall receive access to the services or resources earlier in time than the non-covered person and if the service or resource is limited, the veteran or covered persons receive access to the service or resource instead of or before the non-covered person. Services can range from basic functions of the CareerSource Pinellas System, such as assistance with job search and identification of needed skills, to more customized initiatives such as creating career pathways, with corresponding competency assessments and training opportunities.

Qualifying for Priority of Service does not mean that the veteran or eligible spouse must immediately verify his or her status at the point of entry. If the veteran or eligible spouse is planning to enroll into other programmatic services that require an eligibility determination to be made, then he or she will be asked to provide validation of any required items.

CareerSource Pinellas' Priority of Service covers WIOA, Youth, TAA, WP programs, reemployment services and referrals. Eligible veteran employed workers visiting the One-Stop center may take advantage of WP program services with priority level of service. Non-veterans and non-eligible spouses who meet the mandatory target criteria must receive the second level of priority. This means that the non-veteran or non-eligible spouse falling within the mandatory class of candidates to be served will receive priority over veterans and eligible spouses who do not meet this mandatory priority.

However, Priority of Service does not cover CareerSource Pinellas programs funded through other grants such as the WTP funded through the state's TANF block grant and the SNAP Employment and Training program (Food Stamp Employment and Training Program), funded through U.S. Department of Agriculture grants. CareerSource Pinellas relies on the TANF funds received to provide the necessary training assistance to TANF program recipients.

**WIOA Priority:**

CareerSource Pinellas adheres to the requirements for adult employment and training activities outlined in WIOA section 133 (b), as priority of service regardless of funding levels. Priority is given to recipients of public assistance, other low income individuals and individuals who are basic skills deficient for receipt of career services. Priority of Service status is established at the time of eligibility determination for WIOA Title I Adult Registrants and does not change during the period of participation. Section 134 (c) requires that an eligible trainee must have the skills and qualifications to successfully participate in the selected program of training services in addition to meeting the other eligibility criteria.

Priority does not apply to the DW population.

CareerSource Pinellas has notified our core program entities, partner agencies, staff and general public through social media of the WIOA Priority of Service requirements. All CareerSource Pinellas staff has been trained on the Veterans Priority of Service and WIOA Priority of Service requirements. CareerSource Pinellas conducts recruitment from our SNAP E&T, WTP, WP program registrants and Adult Education partners to provide career services to this targeted population.

The information needed to evaluate and determine a customer's Priority of Service is collected on the initial WIOA programmatic pre-screening tools utilized by case management staff. Customers are not required to validate these items until eligibility determination is made.

Participants who are not in a Priority of Service category but are actively enrolled in a career or training service shall be allowed to complete the activity. Non-Priority Service participants are not expected to give up their place to an individual who is in a Priority of Service category and just starting a career and/or training service.

- (9) **Training Services:** Describe how training services are provided, including how contracts for training services are used, and how such contracts are coordinated with the use of ITAs (WIOA §134(c)(1)(A)(v)).

Training services provided by CareerSource Pinellas are directly linked to an in-demand industry sector or occupation in the local area or the planning region or in another area to which an adult or DW receiving services is willing to relocate.

CareerSource Pinellas provides diversified job-driven training opportunities for individuals, including pre-vocational training, OST, work-based training, summer STEM programs, RAs, internships, and PWE. Priority consideration is given to programs that lead to a recognized post-secondary credential and/or industry-recognized credential aligned with in-demand industry sectors or occupations.

CareerSource Pinellas has implemented innovative programs and strategies designed to meet the needs of employers which may include EWT programs, customized training, OJT, internships, PWE, sector and industry cluster strategies, implementation of industry or sector partnerships, career pathway programs, microenterprise and entrepreneurial training and layoff aversion strategies.

CareerSource Pinellas has prioritized and budgeted funds for demonstrated effective work-based strategies that meet employers' workforce needs including OJT, employed or incumbent worker training, RAs and PWE.

CareerSource Pinellas Board has implemented procedures to direct all DW and Adult WIOA ITA dollars to occupations within the following industry sectors:

- Sector 1: Healthcare
- Sector 2: Manufacturing
- Sector 3: Information Technology
- Sector 4: Financial & Professional Services

Career pathways, customized training, employer-based training including OJT, EWT, PWE, apprenticeship and internships will still apply to all targeted occupations within any industry sector. Training for WIOA Youth and the WTP will also follow the expanded RTOL.

CareerSource Pinellas case management staff determines the customer's need for WIOA funded training services following completion of an evaluation or assessment, an interview and career planning based on the following criteria:

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services.
- Candidate is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
- Candidate has selected a training program or training services that are directly linked to the demand occupations that will lead to employment opportunities in the local area or the planning region.
- Candidate has the skills and qualifications to successfully participate in the selected training program.
- Candidate doesn't currently possess skills in a demand occupation.
- Candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.
- Candidate has been unable to secure self-sufficient employment with current skills. Customer is in need of assistance with training in a targeted occupation in order to become more skilled with the goal to retain employment following the subsidized OJT training period.

CareerSource Pinellas provides occupational skills ITA-based training services through an open training provider application process. Applications must meet the minimum standards established by CareerSource Florida.

- (10) **Customer choice process:** Describe processes the local board uses to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided (WIOA §108(b)(19)).

The CareerSource Pinellas Board assures that the One-Stop Career Center System and partners will adhere to the principles of consumer choice requirements as outlined in provisions of the WIOA.

WIOA Title I-B assigns responsibilities to the state and local levels to support participants in need of training services for the purpose of enhancing their job readiness or career pathway, ensuring their access to career training through a list of approved training providers and programs. Training services are provided in a manner that maximizes consumer choice in the selection of an eligible provider.

Our local CareerSource Pinellas Approved Training Vendor List and RTOL are posted on our website. The RTOL was developed after extensive and exhaustive research in our local, regional and statewide labor and job market. In addition, our CareerSource Pinellas Board of Directors, consisting of local business experts, reviews and approves this RTOL annually

or as needed. Customers interested in pursuing training services are encouraged to review these tools to explore and research the training programs listed prior to selecting a training program in a growth and demand occupation.

CareerSource Pinellas staff ensures that each customer is made aware of the full array of training services available under WIOA. Program staff does not promote any training provider; however, staff does provide relevant performance outcome data for consumers to make informed training decisions.

OST shall be provided in a manner that ensures informed customer choice in the selection of training for regionally in-demand occupations and prudent use of public funds in the selection of such providers. This process ensures transparency and supports informed customer choice in the evaluation and selection of training providers and programs.

Guidelines for establishing ITAs are to be used to access approved training programs provided by ETPs which are those that are approved by the Board and maintained on a statewide listing of approved training vendors known as the ETP State List. With the intent of WIOA to permit customer choice in the selection of a training provider, customers in this region may select, and it is the intent of the Board, to fund only those training programs on the state's RTOL.

If a customer selects a training provider and/or training program that is outside of our region, our Board has established a policy that requires a waiver request to be submitted and approved by the CEO or his designee. It is the intent of the Board to fund only those training programs on the regional or state RTOL.

In addition, CareerSource Pinellas ensures that there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of Adult Education and Literacy activities) serving the local area in a manner that maximizes consumer choice as well as provides opportunities that lead to competitive integrated employment for individuals with disabilities.

**(11) Individual training accounts:** Describe the process and criteria for issuing Individual Training Accounts (ITAs) (WIOA §108(b)(19)).

A. Describe any ITA limitations established by the board

It shall be the policy of the Board to effectively and efficiently manage the ITA system to ensure that the participants' needs are met whenever possible through the issuance of training vouchers, which follow the priorities of the Board; training vendors and programs, are approved by the Board for inclusion on the regional training provider list and RTOL. Since the Board may have limited funds for ITA vouchers, ITA vouchers will be capped at \$5,000 per eligible customer per program year. Exceptions to this policy will be considered on a case-by-case basis and must

be submitted to the CEO or his designee for review and consideration prior to issuance of an ITA exceeding this threshold.

ITA vouchers will be written to cover actual costs or up to the amount of the ITA cap, whichever is less. This ITA voucher cap does not include support service payments which are based on need, attainment of specified performance benchmarks and availability of funds. Vouchers and budgets are managed through the Microix accounting system. This also supports records retention.

CareerSource Pinellas staff ensures that each customer is made aware of the full array of training services available under WIOA. Program staff does not promote any training provider; however, staff does provide relevant performance outcome data for consumers to make informed training decisions. Although training selection is customer choice driven, staff reviews all available training programs with customers and discusses total costs. If a customer selects a training program above the ITA cap they must be able to demonstrate how they will be able to cover the remaining balance of training before an ITA will be considered. All customers are required to apply for the other financial aid resources, including the Pell Grant if they meet eligibility criteria.

The ITA funding policy allows customers to participate in entry-level training; it also encourages our customers to participate in training that may result in a high skill or high wage occupations. OST provided by CareerSource Pinellas is directly linked to an in-demand industry sector or occupation in the local area or the planning region, or in another area to which an adult or DW receiving services is willing to relocate.

The CareerSource Pinellas Board has implemented procedures to direct all DW and Adult WIOA ITA dollars to occupations within the following targeted industry sectors:

- Sector 1: Healthcare
- Sector 2: Manufacturing
- Sector 3: Information Technology
- Sector 4: Financial & Professional Services

Training for WIOA Youth and the WTP will follow the expanded RTOL.

ITA vouchers will be limited to training programs that lead to an Occupational Completion Point or a recognized post-secondary credential aligned with in-demand industry sectors or occupations.

CareerSource Pinellas will continue to include RA programs on our ETP list for the Adult and DW programs as long as they remain registered and achieve the minimum standard of performance outcomes.

The ITA will be viewed as a purchase order, and actual expenses may be less than the ITA voucher but not allowed to exceed the total ITA voucher amount. Vouchers are requested by CareerSource Pinellas front line staff and approved by management staff after validating appropriate backup documentation for requested ITA items such as tuition, required books, tools and supplies.

The agreement between the Board and the approved training provider does not guarantee any referrals, set aside any ITA or training vouchers, or budget any funds whatsoever for the approved training programs offered by the training provider. All decisions regarding the issuance of a training voucher will be made on a case-by-case basis by the Board's staff and/or its contractors by taking into consideration the information available, assessed needs of the potential trainee, geographical location of the training, residence of the potential trainee, and any additional costs of the training to the trainee.

Potential trainees requesting specific training from a pre-selected school will be given the Board's Approved Training Vendor list which outlines all providers who provide the same type of training in order to allow the potential trainee to research each school before making a final decision. The decision to issue a training voucher to any RTOL approved training program at any particular Training Provider is at the sole discretion of the Board and/or its designated contractors.

CareerSource Pinellas case management staff determines the customers' need for WIOA funded training services following completion of an interview, evaluation or assessment and career planning based on the following criteria:

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services.
- Candidate is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
- Candidate has selected a training program or training services that are directly linked to the demand occupations that will lead to employment opportunities in the local area or the planning region.
- Candidate has the skills and qualifications to successfully participate in the selected training program.
- Candidate does not currently possess skills in a demand occupation.
- Candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.

To be eligible for a training voucher, a potential trainee may be required, at a minimum, to:



1. Select a training program and a training provider that is listed on the RTOL or the state's ETP;
  2. Be determined to be appropriate for and able to complete the chosen OST program through an assessment;
  3. Meet suitability guidelines established by the Board;
  4. Have verification of job search efforts and have been unable to obtain or retain employment with his or her current skill set;
  5. Successfully pass a background check if requesting to enroll in a training program that requires State or Federal licensure/certification;
  6. Complete all the WIOA requirements;
  7. Score at or above the recommended competency level as published by Florida's DoED for the selected training program or develop a plan for remediation in addition to post-secondary training if within two grade levels of the recommended competency.
    - a. Test results within the past year will be accepted.
    - b. Potential exceptions include if the applicant:
      - i. Is self-enrolled and has been enrolled with satisfactory progress;
      - ii. Has taken a Computerized Placement Test (CPT) or Post-secondary Education Readiness Test (PERT) assessment required by a community college for entrance and has been granted admittance with no remedial classes required as a result of that CPT/PERT test; or
      - iii. Has taken a Career Counselor assessment which has determined that educational success is within the applicant's skills, abilities and experience;
  8. Make a commitment to seek employment in a training related job after completing training;
  9. Complete and submit an application for other financial assistance (i.e. Pell Grant) when available and appropriate;
  10. Demonstrate, through a documented financial analysis, the ability to support himself or herself financially for the length of training.
- B. Describe any exceptions to the use of ITA

Training services will be provided pursuant to a contract for services in lieu of an ITA if such services are OJT, PWE, provided by an employer, or customized training or if the Board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment. Solicitation of these training services will be handled in accordance with this region's Procurement Standards and Procedures which can be found as part of the Local Administrative Plan.

No ITA is authorized to be issued for any OJT, PWE, customized training, or program of demonstrated effectiveness. This is monitored by CareerSource Pinellas lead and finance staff that reviews the decision to enroll and approves the ITA prior to issuance.

All of our education and training programs respond to real-time labor market analysis needs to meet the skill requirements of businesses in in-demand industries and occupations.

**(12) Microenterprise and Entrepreneurial Training:** Describe mechanisms currently in place or in consideration that provide Microenterprise and entrepreneurial training. Describe mechanisms in place that support programs and co-enrollment, where appropriate, in core programs as described in WIOA section 134(a)(3)(A)(i) (WIOA §108(b)(5)).

CareerSource Pinellas recognizes the importance of coordinating workforce and economic development activities in order to focus on long-term economic growth. Part of our plan for long-term economic growth is the referral mechanisms and coordination strategies established to enhance entrepreneurial training and microenterprise services.

Many of these referral mechanisms and coordination strategies were enhanced as the result of CareerSource Pinellas participating in the USDOL funded StartUp Quest entrepreneurial training program over the past two years. While this program ended on June 30, 2016, CareerSource Pinellas continues to work with our local partners to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical.

CareerSource Pinellas currently coordinates entrepreneurial training and microenterprise services with many varied organizations throughout the area. See chart below for partner and program information.

Entity	Location	Services Provided	Coordinated Efforts
Tampa Bay Innovation Center (TBIC) / TEC Garage	St. Petersburg	<p>The Tampa Bay Innovation Center creates successful entrepreneurs, fosters the creation of high-tech jobs, and develops new sources of technology and manufacturing capabilities by nurturing early stage ventures as they grow and launch their products into the marketplace.</p> <p>Programs:            *TEC Garage – Charges for space, some classes and consultation            *StartupXchange</p>	<p>*TBIC board members have been speakers and judges for the Startup Quest program.</p> <p>*CareerSource Pinellas staff attends the TechTalk and Startup Xchange events.</p> <p>* CareerSource Pinellas staff refers individuals to apply for consideration if they appear to have a</p>

		*TechTalk	<p>solid business idea.</p> <p>* TBIC refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
1 Million Cup	St. Petersburg	<p>1 Million Cups is a free, weekly national program designed to educate, engage, and connect entrepreneurs. Developed by the Kauffman Foundation, 1MC is based on the notion that entrepreneurs discover solutions and network over a million cups of coffee.</p>	<p>* CareerSource Pinellas staff attends the weekly events.</p> <p>* CareerSource Pinellas staff refers individuals to attend as an entrée into the Pinellas entrepreneurial community.</p> <p>* 1MC refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
SCORE	Clearwater	<p>SCORE is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship. SCORE provides business mentoring for individuals just starting a business; SCORE mentors can provide the practical action plan, education and tools needed to open doors and establish a customer base.</p> <p>Programs:</p> <ul style="list-style-type: none"> <li>*Local Workshops</li> <li>*Online Workshops</li> <li>*Business Mentoring</li> </ul>	<p>*SCORE members have been mentors, speakers and judges for the Startup Quest program</p> <p>* CareerSource Pinellas staff actively participates in SCORE meetings and steer participants to SCORE for assistance.</p> <p>* SCORE refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
Small Business Development Center (SBDC) at Pinellas County [through the	Clearwater	SBDC Pinellas assists existing and emerging businesses in Pinellas county, through no-cost confidential business consulting,	*SBDC Pinellas has been a sponsor and provided speakers for Startup

SBDC at University of South Florida (USF)]		<p>information, and low-cost training. Consultants assist entrepreneurs in a variety of business areas, including marketing, business certification, capital access, market diversification, developing strategic business plans, export services, and web optimization.</p> <p>Programs:  *Training Seminars  *Business Consulting</p>	<p>Quest.</p> <p>* CareerSource Pinellas staff encourages and refers individuals to their services.</p> <p>* SBDC refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
St Pete Greenhouse	St. Petersburg	<p>The Greenhouse is collaborative effort between the St. Petersburg Area Chamber of Commerce and the City of St. Petersburg. It is a one-stop facility for starting or growing your local business. They provide business counseling, training, networking, growth or specialized assistance and access to capital and credit for startups.</p> <p>Programs:  *Entrepreneurship program – 8 week program</p>	<p>* CareerSource Pinellas staff refers individuals to their services.</p> <p>* The Greenhouse refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
Saint Petersburg College (SPC) Entrepreneur Program	Seminole, FL	<p>SPC offers the following degrees and programs:  *Entrepreneurship Certificate (4 courses)  * Associate Degree in Business Administration with an Entrepreneurship Subplan  *Bachelor Degree with an Entrepreneurship Specialization</p>	<p>* CareerSource Pinellas staff refers individuals to these training opportunities.</p> <p>* SPC refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
USF St. Petersburg (USFSP) Entrepreneurship Program	St. Petersburg	<p>The USFSP Entrepreneurship program is dedicated to providing the educational experience and direction to help students make aspiration to start or own their own business a reality. Its interdisciplinary approach centered on all aspects of business, prepares students to assume roles of influence in entrepreneurial</p>	<p>* CareerSource Pinellas staff refers individuals to these training opportunities.</p> <p>* USFSP refers individuals to CareerSource Pinellas staff if a need is identified that CareerSource services</p>

		<p>small and mid-sized firms also.</p> <p>Programs:</p> <ul style="list-style-type: none"> <li>*Bachelor's degree in Entrepreneurship</li> <li>*Minor in Entrepreneurship</li> </ul>	can address.
<p>Technical Arts Facility for Innovation and Entrepreneurship (TAFFIE)</p>	<p>Clearwater</p>	<p>TAFFIE provides start-ups with the resources they need to turn their business ideas into high-growth companies. TAFFIE makes it possible with a community focus on education, a place to meet and work, tools to get the job done, mentors to help guide and develop fledgling entrepreneurs and funding to go from seed-stage to high-growth.</p> <p>Features:</p> <ul style="list-style-type: none"> <li>*Co-working space</li> <li>*Digital, electronics and mechanical tools</li> <li>*SBDC classes and consultants on site weekly</li> </ul>	<p>* CareerSource Pinellas staff plans to establish more enhanced cross-referral coordinated efforts with this partner.</p>

**(13) Enhancing Apprenticeships:** Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop RAs, in collaboration with apprenticeship training representatives from the Florida DEO and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities (TEGL 3-15).

CareerSource Pinellas is committed to promoting RA opportunities as a career pathway for job seekers and as a job-driven strategy for employers and industries. Resources are made available to support participants of apprenticeship programs in the form of ITAs, OJT contracts for new hires, supportive services to include training materials such as books and tools, and EWT funds for companies that carry out programs under the National Apprenticeship Act.

CareerSource Pinellas works with the Florida DoED Division of Career and Adult Education and the regional apprentice training representative to assist in the expansion of new apprenticeship programs based on employer demand in the region. The coordination with ETPs, employers, joint apprenticeship training programs and local educational institutions at the secondary and post-secondary levels also provides support to these programs to meet industry demand and align with local workforce initiatives. Additionally, apprenticeship programs are promoted to employers as a solution to the challenges of finding workers with the skills required to fill essential positions.

Local apprenticeship programs are promoted to job seekers as a career pathway in our centers through partner organizations co-located in our centers, the organization website, flyers, resource rooms, and career development planning with center staff and career counselors. IVR outreach calls are an additional resource to target recruitment efforts for openings in specific programs. CareerSource Pinellas also assists apprenticeship programs with the placement of apprentices not currently engaged with a participating employer by providing referrals of job seekers to employers seeking an apprentice.

- (14) Other Program Initiatives:** Describe services provided that include implementing initiatives such as incumbent worker training programs, OJT programs, customized training programs, industry and sector strategies career pathway initiatives, utilization of effective business intermediaries, and other initiatives supporting the board's vision and strategic goals described in Section III WIOA §134(c).

CareerSource Pinellas incorporates the incumbent worker training programs, OJT programs, customized training programs, industry and sector strategies, career pathway initiatives, and other initiatives to support the Board's vision and strategic goals. CareerSource Pinellas also offers these programs to provide either occupational or educational training to employees of the local area's businesses.

The training addresses skill gaps of the incumbent workers, impacts company stability and enhances the employees' continued employability. OJT continues to provide a bridge between employers and workers, offering a timely and cost effective solution to meet the needs of both. OJT is an effective option for upgrading skills and ultimately retaining employment.

The specific training helps the incumbent workers retain a job with changing skill requirements or upgrades their skills qualifying them for a different job with the employer. This improved knowledge or certification obtained from the training adds value to the company and often leads to an opportunity for advancement and/or wages increase.

- (15) Service Provider Continuous Improvement:** Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, so they meet the needs of local employers, workers and job-seekers (WIOA §108(b)(6)(A)).

CareerSource Pinellas uses a number of methods to monitor and track the services of eligible service providers, including contracted services providers and providers on the ETP list, to monitor and evaluate continuous improvement to ensure they meet the needs of local employers, workers and job seekers.

The following chart provides a summary of techniques used to determine the effectiveness of the training delivered by eligible service providers to prepare participants to enter in high

demand industries. This information also helps us to determine the type of training and support needed and also ensures training providers are preparing participants to enter into job in high demand industries.

Role	Description of Activities
CareerSource Pinellas Staff	<ul style="list-style-type: none"> <li>• Track placement, wage data and industries where participants who participate in training now work;</li> <li>• Request employer feedback regarding job readiness of participants who were enrolled in WIOA funded training;</li> <li>• Share feedback regarding the performance of various providers with the Executive Committee;</li> <li>• Review the local area occupations in-demand list annually and more frequently, if necessary to respond to changes in the economy; and</li> <li>• Maintain information regarding employment outcomes, post-training and any other relevant changes to the training providers and/or list of training providers.</li> </ul>
WIOA Service Providers (Adult, DWs and Youth)	<ul style="list-style-type: none"> <li>• Receive technical assistance and training on a continuous basis to maintain current skills needed to support participants.</li> </ul>
Management/Leadership Team	<ul style="list-style-type: none"> <li>• Provide quarterly progress reports on service providers' enrollment, outcomes and expenditures, and makes recommendation for areas in need of improvement;</li> <li>• Review results of customer surveys to ensure that participant needs are being met; reviews any negative comments with the service providers; and</li> <li>• Address any issues regarding training service providers.</li> </ul>

**(16) Youth Program Design:** Describe the design framework for local youth programs and how the 14 program elements required in §681.460 of the WIOA regulations are made available within that framework (WIOA §129(c)(1)).

The LWDB youth program is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16 to 24. Youth learn technical skills while participating in pre-vocational programs lasting 3 to 12 weeks and/or vocational programs of up to 24 months. Youth split their time between the pre-vocational training and the classroom, where they earn their general education diploma (GED) or high school diploma, learn to be community leaders, and prepare for college and

other postsecondary training opportunities. The LWDB program includes significant support systems, such as a mentoring, follow-up education, employment, and personal counseling services; and participation in community service and civic engagement.

The LWDB youth program aligns with USDOL's goals of preparing workers for good jobs and assuring the attainment of the skills and knowledge that ensure workers succeed in a knowledge-based economy. The LWDB program specifically targets at-risk youth that are current or former high school dropouts with the greatest challenges to finding good jobs. The program is designed as a holistic approach to provide technical training, educational training, employability (soft) skills and social skills. Youth will participate in a continuum of services designed to permanently remove their "at-risk" label and set them on their chosen career pathway. The LWDB has developed one-stop centers specifically designed to facilitate this program which is rooted in the USDOL's YouthBuild program design.

Following this design will inherently provide for a program that can be effectively measured by any or all five of the WIOA performance measures to include: 1) placement in employment, education, or training; 2) attainment of degree or certificate; 3) literacy and numeracy gains and 4) retention in employment and earnings after entry into unsubsidized employment.

Eligible youth, as defined by WIOA, will be assessed by professional career counselors upon entering into the LWDB program. The youth will be required to take a TABE test to determine their academic level. The counselor will determine skill levels through discussions with the youth, review of past work history, and informal assessment tools. Service needs will be determined through one on one interaction with the counselor and an individual career plan will be developed for the youth as a customized career pathway guide.

The LWDB youth program is designed to help youth access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy. The LWDB's program supports these efforts through significant academic and OST and leadership development to youth ages 16-24. This is accomplished by re-engaging them in innovative alternative education programs that provide individualized and project-based instruction as they work towards earning either a high school diploma or state-recognized equivalent and industry-recognized credentials in in-demand industries.

The LWDB youth program emphasizes work-based learning and other workforce services for employers. The LWDB programs make explicit links between what is being done at the work site and what is being taught in the classroom through project-based and contextualized learning. The LWDB program focuses on out-of-school youth which is the priority population of the WIOA program. The LWDB program emphasizes collaboration across youth-serving programs. This aspect of the LWDB program provides an opportunity for advancement of partnerships with other local workforce training organizations serving youth. These collaborative partnerships will ensure a network of opportunities for at-risk



youth and create a multiplier effect of successful outcomes for youth, employers and the broader workforce system.

The LWDB youth programs emphasize community involvement and will periodically offer participants an opportunity to volunteer for community development projects. Participation in these projects provides a sense of purpose and transformation for youth participants while it teaches important soft skills, such as team work, personal accountability, and problem solving. The work site experience, coupled with earning an industry-recognized certificate, increases opportunities for post-program employment. The LWDB program addresses the challenges faced by unemployed, high school dropouts by providing them with an opportunity to gain both the education and occupational skills that will prepare them for good jobs with good wages. In addition, many of these youth, buoyed by their academic success in the Youth program will continue on to post-secondary education.

The LWDB youth will have the opportunity to participate in training and work experience in advanced manufacturing fields as well as with other in-demand industries. These occupations include health care, construction trades, information technology, and other occupations that are high-growth fields locally with strong career pathways and industry-recognized credentials. The LWDB youth program provides access to training opportunities to align youth interests and aptitudes with employer needs.

RA is a key workforce preparation strategy to provide youth with successful outcomes for education, training and ultimately, unsubsidized employment. The LWDB has strong linkages with RA and have been active in pre-apprenticeship activities as well. The LWDB program will prioritize work-based learning. The LWDB can offer work experience and skills training in coordination with pre-apprenticeship and RA programs. Youth that participate in programs that link to a RA program have the ability to earn higher wages.

The LWDB staff work closely with employers and RA programs to strengthen local apprenticeship opportunities for at risk young people trained in the construction trades, promote self-sufficiency for youth and connect employers to underserved populations.

We have incorporated into the local youth program design the 17 program elements of WIOA:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
  - a. Included in the framework, enrolled youth will have the opportunity to attend GED prep classes and/or obtain a high school diploma. The LWDB has experienced great success with using online high school diploma programs in lieu of GED which has become much more difficult to attain. We work closely with our Adult Education partners to provide GED instructors and have labs set up in selected One-Stop centers specifically for these activities. Tutoring and

mentoring will be provided through the instructors, online vendor, volunteers, interns, and AmeriCorps participants.

2. Alternative secondary school services, or dropout recovery services, as appropriate
  - a. Selected one-stop centers will serve as alternative schools in partnership with our Adult Education partners as described above. The LWDB addresses these issues to some extent; however, these activities are under the purview of the Adult Education programs administered by the local school districts. The LWDB staff have established MOUs to address general partnership framework and have also developed strong ties at the frontline service level by having Adult Education staff working in our one-stops, having LWDB staff outreach to Adult Education and GED classes throughout the region and providing one-stop services such as employability skills training and job search or placement activities at various Adult Education locations.
  - b. See Attachment C for MOU with Adult Education Programs.
3. Paid or unpaid work experiences that have a component of academic and occupational education (not less than 20 percent of funds shall be used for this)
  - a. This includes summer employment opportunities and other employment opportunities available throughout the school year. Each year during the month of May, in partnership with surrounding LWDB's, we conduct a virtual job fair for youth. Staff market to employers to list job orders that will provide employment opportunities for youth. These opportunities may range from part-time temporary summer employment to full-time career opportunities.
4. Pre-apprenticeship programs
  - a. The LWDBs have been very involved in the development and ongoing activities of a construction trades pre-apprenticeship program for over ten years. Each spring, a career fair is held for employers to interview program participants and wage subsidies are offered for hiring program participants.
5. Internships and job shadowing
  - a. The LWDB has developed and maintained ongoing activities related to internship programs. To facilitate matching employment opportunities with students, we developed the website "[www.tampabayintern.com](http://www.tampabayintern.com)." We have full-time staff dedicated to the internship program, marketing to employers, post-secondary institutions and students as well as referring individuals to employers for internship opportunities. We focus primarily on paid internship opportunities however employers who are seeking unpaid interns may list those opportunities on our site as well. Internships for K-12 youth are managed through partner agencies such as Junior Achievement and local education foundations.
6. OJT opportunities
  - a. OJT programs and PWE have been a priority of service for the past five years. Many of our youth lack experience and OJT/PWE is a great way to establish employment opportunities, improve partnerships with employers and provide our job seekers with a better chance of being retained by offsetting some of the initial training cost of a new employee.

7. OST shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area
  - a. The LWDB's have selected four industry sectors to focus training and employment activities. Manufacturing, Healthcare, Information Technology (IT), and Financial and Shared Services. The LWDB's targeted occupations list is reflective of this decision. Youth enrolled in the LWDB's programs will have access to post-secondary training that will lead to industry recognized credentials. The LWDB has over 40 public and private schools approved locally to provide training.
8. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
  - a. The LWDB has established programs in selected One-Stop centers that will concurrently offer education, technical training, and/or OJT/PWE. The LWDB will continue to work internally to design additional programs and externally with technical schools and community colleges to design programs that offer concurrent activities that will lead to employment in targeted occupations.
9. Leadership development opportunities which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate
  - a. The LWDB has experience with community service and peer centered activities as a result of administering YouthBuild programs. That knowledge will be incorporated into our year round activities. Through partnership with Junior Achievement and the local Job Corp centers, we'll be able to enhance existing programs through programs already in use.
10. Supportive services
  - a. Supportive services may be made available to all LWDB youth participants. Primarily these services consist of transportation, clothing and employment-related supplies. The LWDB has developed relationships with homeless shelters and other community, faith-based, and government funded programs to provide assistance when applicable. Partners include Goodwill, county government, Dress for Success, city government, transit authorities, and early learning coalitions.
11. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months
  - a. Mentoring is currently provided to a limited number of customers who are also enrolled in education foundation programs. We will actively recruit mentors from employers who hire through PWE/OJT, AmeriCorps, and our faith and community-based organizations.
12. Follow-up services for not less than 12 months after the completion of participation, as appropriate
  - a. LWDB policies and procedures require post-exit follow up services for at least once per quarter and more frequently if determined necessary. The counselor assigned to the individual when enrolled maintains responsibility for seeing

youth through until follow up is completed. The counselor serves as a mentor to the program participant, as well.

13. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
    - a. LWDB counselors are responsible for comprehensive career service counseling and identifying the need for additional types of counseling. Individuals needing counseling for other barriers are referred to our partner agencies who are experts at working with individuals with alcohol and drug abuse issues.
  14. Financial literacy education
    - a. LWDB partners with numerous financial institutions, Junior Achievement, Housing and Education Alliance, community-based organizations as well as internal staff who are trained in financial literacy. Workshops are available at regularly scheduled times at selected One-Stop locations.
  15. Entrepreneurial skills training
    - a. LWDB is partnering with local government funded programs to develop user friendly guides to starting your own business. Partners such as Junior Achievement and chambers of commerce offer programs for referrals.
  16. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area (career awareness, career counseling, and career exploration).
    - a. LWDB career counselors have numerous tools to use including RTOLs, the DOL website, State of Florida, EF, and others to provide information about in-demand occupations within strategic industry sectors. Also partnering with education foundation to utilize a program designed for career exploration/awareness.
  17. Activities that help youth prepare for and transition to post-secondary education and training.
    - a. All of the activities discussed in the program design and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners such as employers, local school districts, community colleges, private schools, Junior Achievement, education foundations, government funded programs and other community-based and faith-based organizations provide a system of support for youth to succeed in their career and their personal lives.
- A. **Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”** Describe how the local board defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 C.F.R. §681.290).

CareerSource Pinellas defines youth who are unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or society as eligible youth who is unable to read

or write at a 9<sup>th</sup> grade level as determined by Test of Adult Basic Education (TABE) testing. Reasonable accommodations are made to ensure that youth with disabilities can participate in the assessment process.

The primary assessment tool is TABE. Individuals who score below a ninth grade level are referred to adult basic education programs or to our One-Stop education labs for assistance in areas of need. The LWDB career counselors will assess an individual's verbal, written, and computer skills during the WIOA pre-screening, suitability, application and enrollment process. Career counselors will also discuss other barriers to employment that require support services or additional counseling from partner agencies. It is largely incumbent upon the career counselor to assess the youth and develop the appropriate strategy to best serve the individual. This may not include enrollment into the LWDB youth program if it's not in the individuals best interest.

- B. **Define “requires additional assistance.”** Describe how the local board defines the term “requires additional assistance” used in determining eligibility for WIOA-funded youth programs (20 CFR §681.300).

Youth who are low-income and meet one of the following criteria require additional assistance and are eligible for WIOA:

- An individual who is assessed at two or more years behind in reading, math or science from their current grade level;
- An individual who is unable to complete a resume, lacks interviewing skills, is unaware of the local job market or has other lack of preparedness to seek employment;
- Dysfunctional family as documented by career counselor;
- Enrolled in a drop-out prevention program;
- Enrolled in a GED program;
- Evidence of alcohol or substance abuse;
- Frequent moves between schools;
- GPA below 3.0;
- Inability to secure adequate child care on a continuous basis, disrupting attendance at school, work or activity leading to employment or post-secondary;
- Individual has completed educational program, but lacks the appropriate license for that occupation;
- Individual with no or poor work history;
- Consistently worked within the last six months and needs of job seeking skills;
- Limited or no English proficiency;
- Low grades – failing two or more basic skill areas including math, reading or science;

- Low standardized test scores – below standard in grade or age appropriate level and may include Florida Comprehensive Assessment Test, Scholastic Assessment Test, American College Testing or standard pre-tests given by the school district;
- Parents or siblings dropped out of school;
- Residing in subsidized housing or an empowerment zone;
- Retained one or more times in school during the last five years;
- School discipline problem – pattern of formal or informal disciplinary action(s) for inappropriate behavior in school or school function during current or previous school year;
- Transportation barrier or a daily trip route requiring two or more transfers or a total commute time in excess of one hour; or
- Truancy or excessive absences – has exceeded school attendance standard and named a truant.

**(17) Please include the following attachments with your local plans:**

- A. Executed Memoranda of Understanding for all one-stop partners.
- B. Executed Infrastructure Funding Agreements with all applicable WIOA required partners.

## PUBLIC COMMENT PROCESS

Describe the process used, in accordance with the criteria below, to provide opportunities for public comment and input into the two-year modification of the local plan.

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1)).  
Public members may view the Plan by visiting CareerSource Pinellas website or pick up a copy at its administrative offices.

Notices for soliciting public comments were promulgated via multiple avenues as follows:

- CareerSource Pinellas website (Exhibit A)
- Local newspaper, Tampa Bay Times (Exhibit B)
- Publicly held CareerSource Pinellas board & committee meetings
- Publicly held Pinellas County Board of County Commissioners meeting

- (2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).

The Plan was posted for public comments effective March 9, 2018. No comments were received during the 30-day period for public comment.

- (3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan.  
WIOA §108(d)(2)

The plan addresses strategic alignment, improved service integration and coordination of service delivery with business and labor. The process for gathering information from stakeholders included committee work groups, electronic correspondence, and a series of update reports, workforce board meetings and board presentations. In addition, CareerSource Pinellas noticed the Plan on its website and local news media for public review and comments, and it was available during publicly held LWDB and Board of County Commissioners meetings, where members of the public attended.

- (4) Describe efforts to coordinate with other workforce partners to obtain input into the development of the plan.

The Two-Year Modification of the WIOA Four Year Plan was developed through an inclusive approach to gathering system stakeholder feedback and input. Specifically, LWDB members, core program partners, and required one-stop partners were an integral part of the planning process with the core programs, including Vocational Rehabilitation, Blind Services and Adult Education.

- (5) Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

No comments were received during the 30-day period for public comment. See Exhibits A & B for a copy of the published notices.

**SIGNATURE PAGE**

This plan represents the efforts of **CareerSource Pinellas** to implement the Workforce Innovation and Opportunity Act in the following counties: **Pinellas**

We will operate in accordance with this plan and applicable federal and state laws, rules and regulations.

**Workforce Development Board Chair**

**Chief Elected Official**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

**JACK J. GELLER, Esq.**

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