



**Workforce Innovation and Opportunity Act
LOCAL WORKFORCE PLAN
Two-Year Modification
January 1, 2023-December 31, 2024**

Local Workforce Development Area 14

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**Date Submitted: October 3, 2022
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INTRODUCTION

CareerSource Pinellas is the Local Workforce Development Board (LWDB) for Pinellas County. The county is an integral part of the Tampa Bay area economic hub, the fourth largest metro area in the Southeastern United States.

As our leadership staff realigns our teams with WIOA fundamentals, delivering excellent customer service continues to be a priority and remains central to our ongoing strategic plans.

Following the shutdowns of the COVID-19 pandemic, our nation and local region have been benefitting from “full employment,” which economists define as the condition where there are so few workers that companies need to begin making significant changes to attract and keep employees. Increased wages, remote or hybrid work opportunities, alternate schedules, and an increased focus on a work-life balance are the new norms and just some of the ways employers are trying to recruit and retain their workers.

Companies, employees, and especially entry-level workers face a unique set of post-pandemic challenges. CareerSource Pinellas is making the necessary changes to ensure we can help unskilled and under skilled workers become more marketable in this increasingly difficult economy.

As baby-boomer generation workers retire, businesses increasingly struggle to find employees with the skill sets needed to succeed, especially in technology-specific industries such as Finance & Insurance, Manufacturing, Healthcare & Social Assistance, Construction, and Professional, Scientific & Technical Services.

CareerSource Pinellas (CSP) continues to execute an ongoing vision and strategy that further engages our business community and expands resources to fill existing skill gaps through targeted training opportunities. As a result, workers will progress on clearer pathways to more stable, higher-paying jobs, and businesses will connect with a talent pipeline of qualified candidates. In support of this initiative, CareerSource Pinellas is partnering with local employer, community, and education partners to develop programs that more closely align with business needs. A fully staffed and enthusiastic business services team is making significant progress in revitalizing our presence in and value to the local business community.

This WIOA two-year plan modification submitted by CareerSource Pinellas was developed with the Local Workforce Development Board (LWDB) and in partnership with the local chief elected official. The plan modification will be effective January 1, 2023 – December 31, 2024. Florida’s Department of Economic Opportunity (DEO) and WIOA guidelines emphasize the importance of collaboration and transparency in the development and submission of the plan modification.

This plan was developed through an inclusive approach that engaged stakeholders, including education partners, community organizations, staff, and local businesses, to provide insights and feedback. 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 core programs of Vocational Rehabilitation, Blind Services, and Adult Education. The process for gathering information from stakeholders includes strategic planning sessions, workforce board meetings, and partner engagement and feedback. LWDB–14 has also made the plan publicly available online and in open meetings to ensure transparency.

As required, the LWDB revisits and recalibrates the plan in response to changing economic conditions and workforce needs. The plan modification accommodates current and future needs of the local workforce system, placing an increased emphasis on coordination and collaboration at all levels to ensure a streamlined and positive experience for employers and job seekers, including those with disabilities. The plan includes the best available information for specific service models, as well as a roadmap to enhance the effectiveness of these programs.

LWDB–14’s Plan Modification provides an updated view of the system-wide needs of the local workforce development area (LWDA). It 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. The plan emphasizes continuous improvement of the local workforce system and focuses on customer service excellence, aligning with business- and market-driven principles.

The dynamic exchange of information across a diverse stakeholder community, and the contributions of those who generously shared their insights and expertise, has empowered our organization to 1) execute WIOA directives, 2) meet our vision of serving individuals who will earn industry-valued, post-secondary degrees or credentials, and 3) expand and support a thriving, regional talent pipeline.

KEY DATES

ON OR BEFORE

Key Dates Sent to Local Boards.....	March 25, 2022
Local Plan Guidelines Issued	May 25, 2022
Local Plan Out for Public Comment	August 24, 2022
Local Plan Approved by Local Board	September 7, 2022
Local Plan Approved by Elected Official.....	October 11, 2022
Local Plan Due.....	October 3, 2022
Local Plan Approved by State Board.....	December, 2022
Local Plan Effective.....	January 1, 2023

PUBLIC COMMENT PROCESS

The responses in this section represent the anticipated public comment process.

Prior to the date on which the local board submits a local plan, the local board shall:

- (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 Local Workforce Development Plan (LWDP) by visiting CareerSource Pinellas' (CSPIN) website or its administrative offices.

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

- CareerSource Pinellas website
- Local newspaper, Tampa Bay Times
- Publicly held CareerSource Pinellas board & committee meetings (See board-meeting minutes regarding approval of plan)
- Publicly held Pinellas County Board of County Commissioners meeting

- (2) Provide a no less than 14-day period and no more than 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 comment from August 19 through September 5, 2022.

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 across business, workforce, education, and community stakeholder constituencies. The process for gathering information included discussions, electronic correspondence, data analysis, workforce board meetings, and board and partner presentations. CareerSource Pinellas also posted the plan on its website and solicited local news media for public review and comments. In addition, copies of the plan were made available during publicly held LWDB and Board of County Commissioners meetings, where members of the public attended.

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

Career Source Pinellas developed the LWDP modification via an inclusive approach to gathering system stakeholder feedback and input. Specifically, LWDB members, core program partners, and required and other One-Stop partners were invited to participate in the strategic planning process with core program providers, including Vocational Rehabilitation and Adult Education.

(4) 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 public comments were received.

ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

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

Name: The Honorable Commissioner Charlie Justice
Title: 2022 Chairman
Company: Pinellas County Board of County Commissioners
Mailing Address: 315 Court Street, Clearwater, FL 33756
Phone: 727-464-3277
Email: cjustice@pinellascounty.org

- b) Describe how the chief local elected official(s) was involved in the development, review and approval of the local plan.

The Pinellas Board of County Commissioners has representation on the CareerSource Pinellas LWDB. The Board has the opportunity to review drafts of the Plan Modification, discuss, and provide input at Committee and Board meetings. In addition, the Plan Modification will be reviewed and approved by the Chief Elected Official and full Board of County Commissioners prior to submission.

(2) Local Workforce Development Board

- (a) Identify the chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.

Scott Thomas, Board Chair
300 Highland Ave.
Largo, FL 33770
(727) 281-6723
scott.thomas@promedica.org
Business: Promedica Senior Care
Title: Regional Human Resources Manager

- (b) If applicable, identify the vice-chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chairperson represents.

Commissioner René Flowers, Vice Chair
315 Court St.
Clearwater, FL 33756
(727) 464-3614
rflowers@pinellascounty.org
Organization: Pinellas County Board of County Commissioners
Title: Pinellas County Commissioner District 7

- (c) Describe how the LWDB members were involved in the development, review, and approval of the local plan.

The draft Plan Modification was discussed at the Workforce Solutions Committee meeting on August 18, 2022. Feedback was provided. The Board received a draft of the Plan Modification to review and provide feedback prior to the Board meeting. The Plan was approved by the full Board on September 7, 2022.

- (d) Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.

In addition to the business, educators, training providers, economic development and community organizations who reviewed and provided input as LWDB members, all partners in the CareerSource Pinellas partner group as well as members of the Pinellas County business community had the opportunity for input to the Plan Modification. The Plan was discussed at the August 18, 2022, Partner meeting and the draft Plan was sent to all partners. Their feedback was requested and encouraged.

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

- (a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official (WIOA § 107(d)(12)(B)(i)(III) and 20 CFR 679.420).

WorkNet Pinellas, Inc., d/b/a CareerSource Pinellas (CSPIN) serves as the fiscal agent through an agreement with the Chief Elected Official.

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

WorkNet Pinellas, Inc., d/b/a CareerSource Pinellas (CSPIN) is incorporated in the state of Florida and has a 501(c)(3) designation from the IRS.

(4) One-Stop Operator and One-Stop Career Centers

- (a) Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator and the effective date of the current agreement in place between the LWDB and the one-stop operator.

Kaiser Group, Inc., d/b/a Dynamic Workforce Solutions, was selected through a competitive procurement process to serve as the contracted One-Stop Operator.

- (b) Describe the steps taken to ensure a competitive process for selecting the one-stop operator(s) (WIOA § 121(d)(2)(A)).

A Request for Proposal was posted on the CareerSource Pinellas website and sent out to potential bidders on March 2, 2022. In addition, a public notice was posted in the Tampa Bay Times newspaper.

Responses received by the deadline were reviewed and scored based on criteria established in the RFP. The scores were presented to and approved by the One-Stop Committee and then the full Board, allowing for the selection of Dynamic Workforce Solutions as the One-Stop Operator.

- c) If the LWDB serves as the one-stop operator, provide the last date the state board granted approval to the LWDB to serve in this capacity and the approved duration.

N/A

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator.

The One-Stop Operator will provide the following services:

- i. Assist in the maintaining of linkages among mandatory One-Stop partners;
 - ii. Coordinate quarterly meetings with all designated partners;
 - iii. Assist in the identification of appropriate clauses for all Memorandum of Understanding with all designated One-Stop partners as it relates to sharing of information, reporting of performance and tracking of customers;
 - iv. Assist and encourage One-Stop partners to use the principles of universal design in their operations to ensure customer access;
 - v. Identify practices that encourage designated One-Stop partners to provide services to individuals with barriers to employment; and
 - vi. Manage, track, and oversee customer satisfaction initiatives.
- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center, affiliate site or specialized center, as described in CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.

Full-Service One-Stop Centers:

CareerSource Pinellas – South County
3420 8th Avenue South, St. Petersburg, FL 33711

CareerSource Pinellas – Gulf to Bay
2312 Gulf-to-Bay Boulevard, Clearwater, FL 33765

Satellite One-Stop Centers:

CareerSource Pinellas – Tarpon Springs
St. Petersburg College Campus
682 E. Klosterman Road, Tarpon Springs, FL 34689

CareerSource Pinellas – Lealman Exchange Career Center
5175 45th Street North, St. Petersburg, FL 33714

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.

All CareerSource Pinellas Centers are open Monday through Friday 8:00 AM to 5:00 PM.

- (g) For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals).

Saint Petersburg (South County) and Clearwater (Gulf to Bay) centers are full One-Stop centers providing resource room access, WIOA (Adult, Dislocated Worker and Youth), Welfare Transition Program (WTP), Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veteran Services, Supplemental Nutrition Assistance Program (SNAP), Ticket to Work (TTW)-Disability Navigator, Reemployment Services, and Eligibility Assistance (RESEA).

Career Source Pinellas Tarpon Springs and Lealman Exchange locations are One-Stop satellite centers providing resource room access, WIOA (Adult, Dislocated Worker, and Youth), WP, and Veteran Services. The centers also provide quality referrals and internet access to all other services available at full-service One-Stop centers.

- (h) Pursuant to the CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements, provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.

Per CareerSource Florida Administrative Policy for One-Stop Certification, CareerSource Pinellas attests that our full-service One-Stop centers, located at 3420 8th Avenue South, Saint Petersburg, FL, 33711 and 2312 Gulf to Bay Boulevard, Clearwater, FL, 33765, meet the comprehensive One-Stop certification requirements.

[Attestations of certifications for both comprehensive centers are attached here.](#)

- (i) Describe any additional criteria (or higher levels of service coordination than required in CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA § 121(g)(3)).

CareerSource Pinellas strives to exceed service standards to respond to labor market, economic, and demographic conditions and the needs of our customers in the local area. Continuous improvement initiatives are ongoing, as noted in our strategic vision section.

For basic career services delivery, our comprehensive One-Stop center is physically and programmatically accessible to all customers, including customers with disabilities. We make available accommodations for persons with disabilities and utilize language interpretation for those who do not speak English or are hearing impaired.

Center staff-members are trained to be able to discuss all programs managed by the career centers as well as navigate referral networks for individuals seeking services not available at the centers. At the start of COVID-19 restrictions, we quickly created processes to provide services virtually. Staff continue to hone virtual services to make them as effective for the customer as possible. Although not at pre-COVID levels, the center traffic is picking up as we ensure in-person services are readily available again. Individuals can access the CareerSource Pinellas services in-person, virtually through the LWDA website, and through Employ Florida.

Staff are also discussing colocation models for new access points. Discussions are in progress with Feed Pinellas, Homeless Empowerment Programs (HEP), and other Pinellas County services to make workforce services available at their locations. As staffing allows, providing access to services at these locations will greatly impact the community, especially those who cannot otherwise access workforce services because of travel and technology limitations.

(5) Provider of Workforce Services

- (a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system.

CareerSource Pinellas, including Department of Economic Opportunity (DEO) staff, provide direct services. Youth services are also contracted to the Pinellas Education Foundation, which is an organization that maintains strong partnerships within the Pinellas Schools network.

- (b) Identify and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.

No workforce services are provided by the One-Stop Operator.

- (c) Identify and describe what career services are provided by the designated provider of workforce services (except training services).

Career services managed through direct services include:

- Labor Exchange services provided under Wagner-Peyser staff
- Veteran's Employment program
- WIOA Adult, Dislocated Worker, and Youth services
- Trade Adjustment Assistance (TAA) programs
- Migrant and Seasonal Farm Worker (MSFW Hillsborough)
- TANF programs authorized under Social Security Act Title IV, Part A
- Reemployment Services and Eligibility Assessment (RESEA) providing employment services to DEO's state Unemployment Compensation program

- Information and local navigation assistance to DEO's state Unemployment Compensation program
- SNAP Employment and Training program
- SSA Employment Network and TTW program along with a CareerSource Pinellas sustained Disability Employment Initiative or program

Core programs and services managed through a contract provider of CareerSource Pinellas or partner under MOUs or other collaborative partnerships are:

- CareerSource Pinellas WIOA Youth services
- Title IV program services through the Department of Vocational Rehabilitation
- Offender reentry services through PERC
- Senior Community Service Employment Program
- Adult Education and Literacy programs under Title II; local County Schools Adult Education
- Division of Blind Services
- Housing agency authorities
- TANF program employment and training services to the non-custodian parent through the CareerSource Pinellas NCPEP contract provider

(d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.

CareerSource Pinellas provides direct services as approved by CareerSource Florida, on June 4, 2020.

(6) Youth Service Provider

(a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services.

CareerSource Pinellas contracts with The Pinellas Education Foundation (PEF), the Foundation is consistently ranked among some of the top public school education foundations in the United States. The current agreement is for one-year, effective July 1, 2022 through June 30, 2023, with the potential for three, one-year renewals.

CareerSource Pinellas provides direct services, as approved by CareerSource Florida. Youth services are also contracted via our local Youth Provider, the Pinellas Education Foundation, which is an organization that maintains strong partnerships within the Pinellas Schools network.

(b) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services.

The competitive process begins with a public issuance of the RFP, notification of interested parties, and a legal public notification to ensure as many proposals as possible are received. Proposals are received and reviewed by an internal committee comprised of director-level staff. Submissions are reviewed, and procedures are taken to ensure any responding company is not on the excluded list or that any conflicts of interests exist. Upon evaluation, a tentative selection is made, and the chosen vendor and proposal are presented the Board of Directors for final approval. The contract that is drafted between CareerSource Pinellas and the winning bidder includes all requirements of 2-CFR 200.

- (c) Describe any additional criteria the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

The LWDB program emphasizes collaboration across youth-serving programs and 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.

CareerSource Pinellas 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 teamwork, personal accountability, and problem solving. The work site experience, coupled with earning an industry-recognized certificate, increases opportunities for post-program employment. The 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 progress to post-secondary education.

Youth participants will have the opportunity to participate in training and work experience in advanced manufacturing, healthcare, construction trades, information technology, and other occupations that are local, high-growth fields with strong career pathways and industry recognized credentials.

- d) Identify and describe the youth program element(s) provided by each provider.

1) Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies.

Included in the framework design is the ability for enrolled youth 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 attainment, which has become much more difficult to attain. Online high school diploma programs

are offered through the One Stop centers, and attendant staff are on hand to assist, tutor and support the youth's success.

CareerSource and Pinellas Education Foundation staff collaborate with our Adult Education partners through a successful partnership and referral process where youth cross-referred between CareerSource youth counselors and Adult Education counselors, as appropriate. CareerSource staff visit Adult Education centers weekly to support the partnership and youth enrollment.

2) Alternative secondary school services, or dropout recovery services, as appropriate.

- Via strong partnerships and referrals, One-Stop centers will refer to Pinellas alternative schools through this established partnership with our Adult Education partners. Additionally, CSPIN youth staff visit local Adult Education centers to help youth understand and access workforce services through the local One-Stop center.
- Pinellas County school staff work with Pinellas youth interested in entering Adult Education programs and refer youth directly to CSPIN youth services, creating a two way referral and education process. Contracted CSPIN staff are colocated at the local Pinellas Technical College campuses, part of the Pinellas County School system, where Adult Education is also available for youth to access concurrent Adult Education and Vocational training.
- CareerSource Pinellas has established MOUs to address general Adult Education partnership frameworks. Via strong collaboration at the frontline service-level, we perform mutual outreach and conduct Adult Education and GED classes throughout the region, e.g., we conduct employability skills training and job search/placement activities at various Adult Education locations.

3) Paid or unpaid work experience that includes components of academic and occupational education. Not less than 20 percent of funds shall be used for this.

- Summer employment opportunities (and other employment opportunities available throughout the school year) The Business Services team engages with 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.
- Pre-apprenticeship programs – CareerSource Pinellas has been actively involved in ongoing initiatives related to construction trades, pre-apprenticeship programs for over ten years. Sponsored events include a career fair where employers interview program participants.
- Internships and job shadowing – The LWDB has developed and maintained ongoing activities related to internship programs. We focus primarily on paid internship opportunities; however, employers who are seeking unpaid interns may list those opportunities as well. Internships for K-12 youth are managed

through partner agencies such as Junior Achievement and local education foundations.

- Paid Work Experience (PWE) and On-the-Job Training (OJT) opportunities – aligned with our 20% PWE expenditure targets, we prioritize Paid Work Experience (PWE) opportunities for our youth, who lack work experience. PWE opportunities not only provide pathways to full-time employment and retention but also improve employer partnerships by offsetting initial training costs. Where appropriate, OJT resources may also be used to support ongoing work-based training.

4) Occupational Skills Training (OST). Training programs that lead to recognized postsecondary credentials within in-demand industry sectors or occupations in the local area are prioritized. As outlined in this plan, training and employment activities are sector-focused on Finance & Insurance, Manufacturing, Healthcare & Social Assistance, Construction, and Professional, Scientific & Technical Services. LWDB–14’s targeted occupations list is reflective of this decision. Youth enrolled in our programs will have access to postsecondary training that will lead to industry-recognized credentials.

5) Education pathways offered concurrently with and in the same context as workforce preparation and training activities for a specific occupation or occupational cluster. CareerSource Pinellas has established programs in selected One-Stop centers that will concurrently offer education, technical training, and/or OJT/PWE. In coordination with the occupational needs of local businesses, we will continue to internally evaluate new training opportunities and externally partner with training providers to design additional programs that result in employment in targeted occupations.

6) Leadership development opportunities, which may include community service and peer centered activities that encourage responsibility and other positive social/civic behaviors. As a result of administering YouthBuild programs, CareerSource Pinellas has gained valued experience with community service and peer-centered activities. Insights gained will be actualized into year-round activities. Through partnership with Junior Achievement and the local Job Corp centers, we’ll enhance existing programs through programs already in use.

7) Supportive services that enable an individual to participate in WIOA programs. Supportive services may be made available to all LWDB–14 youth participants in need. Primarily these services consist of transportation, clothing, and employment-related supplies. We have developed relationships with homeless shelters and other community, faith-based, and government-funded programs to provide assistance when applicable. Partners include Goodwill, Dress for Success, county and city governments, transit authorities, and early learning coalitions.

8) Adult mentoring. 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 organization partners.

9) Follow-up services for not less than 12 months after the completion of participation. LWDB–14 policies and procedures require post-exit follow up services for at least once per quarter, and more frequently if determined necessary. Once enrolled, youth participants are assigned to a staff counselor who serves as a mentor and has oversight for seeing the participant through until follow up is completed.

10) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, where appropriate. LWDB–14 counselors are responsible for comprehensive career services counseling and identifying the need for additional types of counseling. Individuals in need of counseling for other barriers, e.g., alcohol and drug abuse, are referred to our partner agencies who have more expertise helping customers with specific barriers.

11) Financial literacy education. CareerSource Pinellas staff are trained in financial literacy and also partner with numerous financial institutions, Junior Achievement, the Housing and Education Alliance, and community-based organizations to promote personal financial management education. Workshops will once again (post-COVID) be available at regularly scheduled times at selected One-Stop locations. CareerSource may also provide literacy workshops through online courses in a lab setting or remotely via internet.

12) Entrepreneurial skills training. LWDB–14 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.

13) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the region. Services include career awareness, career counseling, and career exploration services. CareerSource Pinellas career counselors have access to labor market information (LMI), including Regional Targeted Occupation Lists, the DOL website, Employ Florida, ONET, BLS, and other private industry resources that provide information about in-demand occupations within strategic industry sectors. Our staff also partner with education foundations to leverage programs designed for career exploration and awareness.

14) Activities that help youth prepare for and transition to post-secondary education and training. All of the activities discussed in our program design 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- and faith-based organizations provide a system of support for youth to succeed in their careers and their personal lives.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local workforce plan must describe strategic planning elements, including:

(1) A regional analysis of:

- (a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and
- (b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

As reported by the State of Florida Department of Economic Opportunity (DEO), the existing and emerging in-demand industries for Pinellas were as follows:

LWDB–14 (Pinellas County); Projected Fastest Growing Industries 2020–2030¹

Rank	NAICS Title	Employment			
		2021	2029	Growth	Percent Growth
1	Utilities	1,037	1,304	267	25.7
2	Accommodation and Food Services	45,339	56,429	11,090	24.5
3	Professional and Technical Services	35,448	43,377	7,929	22.4
4	Arts, Entertainment, and Recreation	8,567	10,193	1,626	19.0
5	Management of Companies and Enterprises	16,205	18,386	2,181	13.5
6	Educational Services	9,492	10,676	1,184	12.5
7	Health Care and Social Assistance	72,616	81,552	8,936	12.3
8	Construction	25,800	28,593	2,793	10.8
9	Administrative and Waste Services	31,731	34,835	3,104	9.8
10	Other Services, Ex. Public Admin	19,515	21,268	1,753	9.0
11	Information	7,229	7,811	582	8.1
12	Real Estate and Rental and Leasing	10,400	11,175	775	7.5
13	Manufacturing	33,048	35,345	2,297	7.0
14	Finance and Insurance	27,312	28,700	1,388	5.1
15	Retail Trade	52,154	54,501	2,347	4.5
16	Transportation and Warehousing	7,722	8,037	315	4.1
17	Wholesale Trade	15,860	16,350	490	3.1
18	Government	45,141	46,010	869	1.9
19	Agriculture, Forestry, Fishing & Hunting	149	147	-2	-1.3

Bright Outlook for Jobs

As the economy continues to prosper, the region is anticipating a bright outlook of increased job creation and business development in the area. Seven-year job growth projections for Pinellas County exceed 10% for many industry sectors, such as Professional/Technical Services and Management.

¹ For more information on specific occupations within these sectors, see the 2022-2023 State of Florida Department of Economic Opportunity (DEO) Regional Demand Occupations List for Adults and Dislocated Workers.

In May 2022 nonagricultural employment in the Tampa-St. Petersburg-Clearwater MSA was 1,455,400, an increase of 68,700 jobs (+5.0 percent) over the year. Industry growth data for the **Tampa-MSA region** compared to the State of Florida were as follows:

Nonagricultural Employment by Industry (not seasonally adjusted)	Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area				Florida			
	May-22	May-21	change	percent change	May-22	May-21	change	percent change
Total Employment	1,455,400	1,386,700	68,700	5.0	9,321,700	8,846,000	475,700	5.4
Mining, Logging, and Construction	87,600	85,600	2,000	2.3	595,300	580,800	14,500	2.5
Manufacturing	70,500	67,700	2,800	4.1	411,900	384,800	27,100	7.0
Trade, Transportation, and Utilities	271,700	256,700	15,000	5.8	1,921,800	1,809,900	111,900	6.2
Wholesale Trade	60,700	56,000	4,700	8.4	382,600	353,400	29,200	8.3
Retail Trade	165,300	158,700	6,600	4.2	1,131,800	1,080,100	51,700	4.8
Transportation, Warehousing, and Utilities	45,700	42,000	3,700	8.8	407,400	376,400	31,000	8.2
Information	28,100	26,100	2,000	7.7	147,100	136,600	10,500	7.7
Financial Activities	135,100	128,200	6,900	5.4	650,100	616,000	34,100	5.5
Professional and Business Services	272,200	259,500	12,700	4.9	1,533,200	1,440,600	92,600	6.4
Education and Health Services	220,900	216,800	4,100	1.9	1,358,100	1,338,000	20,100	1.5
Leisure and Hospitality	170,200	147,900	22,300	15.1	1,238,900	1,107,200	131,700	11.9
Other Services	46,500	44,400	2,100	4.7	352,400	331,600	20,800	6.3
Government	152,600	153,800	-1,200	-0.8	1,112,900	1,100,500	12,400	1.1

Note: In the "Mining, Logging and Construction" category, the **Construction Industry represents 100% of reported growth activity** for that category. Where "Construction" is noted below, we are referring to "Mining and Construction" data sets.

Industry Growth Top-Performers (Tampa-St. Petersburg-Clearwater MSA) Comparing Metro-areas, State-wide (December 2019)

Industry	# of Jobs Added / Growth Rate	Rank
Professional & Business Services	+7,500 / +3.0%	3 rd highest growth region
Financial Activities	+1,300	2 nd highest growth region
Education & Health Services	+5,800	2 nd highest growth region
Construction	+6,700 / +8.6%	Highest & 2 nd fastest growth region
Leisure & Hospitality	+4,400	2 nd highest growth region
Trade, Transportation & Utilities	+2,100	2 nd highest growth region
Manufacturing	+1,700 / +2.6%	2 nd highest growth region & fastest growth region
Other Services	+1,700 / +3.6%	2 nd highest growth region & 3 rd fastest growth region

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

Sector Focus – LWDB–14 has identified five in-demand industry sectors²:

NAICS Code	Sector	Average Earnings
52	Finance & Insurance	\$97,522
31,32 & 33	Manufacturing	\$75,522
62	Healthcare & Social Assistance	\$62,590
23	Construction	\$56,701
54	Professional, Scientific & Technical Services	\$75,522

Additional industries and specific occupations considered as important to the region include Hospitality & Retail, Transportation, Government, and Education.

- **In-demand Healthcare and Social Services professions** include Medical Assistants, Nursing Assistants, Pharmacy Technicians, and Registered Nurses.
- **In Manufacturing**, both production and non-production occupation workers are needed, including machinists, maintenance and repair workers, engineers, welders, and production supervisors and managers.
- **Regional projected in-demand and fast-growing occupations in Finance & Insurance** include Analysts, Financial Managers, Accountants, Auditors, Marketing Specialists, and Customer Service Representatives.
- **In the Professional, Scientific & Technical Services space**, Software Applications Developers, Information Security Analysts, and other Analysts top the in-demand occupations list.
- **Top in-demand occupations for the Construction Industry** are Cement Masons and Concrete Finishers, Construction and Building Inspectors, and Architectural and Civil Drafters.

When defining employment needs, employers in in-demand industry sectors often refer to the skills gap, i.e., the discrepancy between skills of workers and skills needed to fill certain jobs. Root causes of talent deficits related to skills gaps, and the degree to which employers experience them, 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.

Other employer feedback highlights basic employability issues, e.g., lack of demonstrated work ethic, problems with dependability, and inability to pass a drug test or background check. Manufacturing employers mentioned they have difficulty attracting workers due to negative industry perceptions, e.g., unappealing working conditions or lack of upward career mobility.

² EMSI Q3 2021 Data Set Industry Outlook for Pinellas County

(2) An analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

In a recent large-scale and statewide Skills Gap and Job Vacancy Survey³ conducted by CareerSource Florida (CSF) and the Florida Department of Economic Opportunity (DEO), over 39,000 employers responded regarding job vacancies and skills gaps. A more specific regional analysis entitled “Comprehensive Regional Workforce Assessment,”⁴ commissioned by Pinellas County Economic Development, surveyed 57 area employers in Pinellas County. In addition to the above studies, CareerSource Pinellas has conducted employer-stakeholder focus groups that offer direct and actionable insights.

Note: What is evident from our analysis, is the fact that “Information Technology”, in addition to comprising an industry AND an occupational group, is also a hard skill AND a career pathway that spans all industries. Consequently, even though the IT Industry Sector, e.g., software and tech (only) solutions providers, is not a leading industry group in the Tampa Bay area compared to other U.S. regions, it is included in CareerSource Pinellas’ strategic focus as a major targeted group.

³ Skills Gap and Job Vacancy Survey, CareerSource Florida and Florida Department of Economic Opportunity, 2018

⁴ “Comprehensive Regional Workforce Assessment,” by Site Selection Group, commissioned by Pinellas County Economic Development, updated summary report, November 2017.

STATEWIDE SKILLS GAP SURVEY & ANALYSIS

In the CSF/DEO survey analysis, soft and hard skills were categorized as follows:

FIGURE 4: SOFT/ HARD SKILLS GAPS OF JOB APPLICANTS	
Soft Skills	Hard Skills
<p>Reliability and Time Management</p> <ul style="list-style-type: none"> Attendance Meeting Deadlines Dependability <p>Communication</p> <ul style="list-style-type: none"> Interpersonal Reading and Writing Phone Etiquette Customer Service Sales Active Listening Following Directions <p>Leadership</p> <ul style="list-style-type: none"> Management Team Work/ Team Participation Initiative Motivation Entrepreneurial/ Business Ideas <p>Problem-Solving</p> <ul style="list-style-type: none"> Critical Thinking Analytical Research Trouble-Shooting <p>Other Soft Skills</p>	<p>Math</p> <ul style="list-style-type: none"> Arithmetic Accounting/ Bookkeeping Logic Job-Specific Mathematics Requirements <p>Information Technology or Research</p> <ul style="list-style-type: none"> Computer/ Information Technology Usage System-Specific Job Related Research Electrical/ Electronic <p>Workplace</p> <ul style="list-style-type: none"> Tool Use and Selection Safety Skills <p>Other Hard Skills</p>

Source: Skills Gap & Job Vacancy Survey, Florida Department of Economic Opportunity, Bureau of Labor Market Statistics

Statewide, the two industry sectors that reported the largest overall soft skills gaps were Construction (Reliability & Time Management) and Financial, Professional & Business Services (Communication).

Most Critical Reported Soft Skills Gaps by Target Industry

Finance & Insurance	Communication, Leadership
Manufacturing	Communication, Reliability & Time Management
Healthcare & Social Assistance	Communication, Reliability & Time Management
Construction	Reliability & Time Management, Communication
Professional, Scientific & Technical Services	Communication, Reliability & Time Management

PERCENT OF VACANCIES WITH SOFT SKILLS GAPS BY INDUSTRY SUPER SECTOR

Industry	Communication	Reliability and Time Management	Leadership	Problem-Solving	Other	Number of Skills Gaps per Vacancy
<u>Mining and Construction</u>	18.1%	25.5%	17.0%	12.4%	13.8%	0.87
<u>Professional and Business Services</u>	22.8%	21.2%	19.2%	10.9%	8.1%	0.82
Leisure and Hospitality	19.5%	19.6%	16.4%	7.7%	7.0%	0.70
Trade, Transportation, Utilities	19.2%	18.9%	13.9%	7.9%	7.8%	0.68
Other Services	18.0%	19.2%	12.7%	6.2%	10.6%	0.67
<u>Education and Health Services</u>	15.5%	14.9%	13.0%	11.2%	4.7%	0.59
<u>Manufacturing</u>	13.1%	12.9%	12.0%	7.3%	5.8%	0.51
<u>Financial Services</u>	12.2%	8.9%	9.5%	5.5%	4.9%	0.41
<u>Information</u>	7.6%	3.6%	3.9%	3.0%	5.2%	0.23

Source: Skills Gap & Job Vacancy Survey, Florida Department of Economic Opportunity, Bureau of Labor Market Statistics

Most Critical Reported Hard Skills Gaps by Target Industry

Regarding hard skills, Construction employers reported the most skills gaps in Information Technology / Research and Workplace-related skills, followed by manufacturing employers who reported the same hard-skill deficiencies, respectively.

Finance & Insurance	Information Technology (IT) / Research; Workplace Related, and Math
Manufacturing	IT / Research; Workplace Related, and Math
Healthcare & Social Assistance	Workplace Related; IT/Research
Construction	IT / Research; Workplace Related, and Math
Professional, Scientific & Technical Services	IT / Research

PERCENT OF VACANCIES WITH HARD SKILLS GAPS BY INDUSTRY SUPER SECTOR

Industry	Information Technology / Research	Workplace-Related	Math	Other	Number of Skills Gaps per Vacancy
Mining and Construction	15.2%	12.7%	10.4%	6.8%	0.45
Manufacturing	12.9%	8.9%	8.2%	5.2%	0.35
Professional and Business Services	11.6%	6.8%	6.8%	4.2%	0.29
Other Services	11.2%	6.0%	4.6%	5.1%	0.27
Trade, Transportation, Utilities	8.6%	5.6%	6.3%	3.0%	0.23
Education and Health Services	6.8%	8.8%	4.3%	2.3%	0.22
Financial Services	9.1%	2.6%	4.0%	3.0%	0.19
Information	6.3%	2.7%	2.7%	3.3%	0.15
Leisure and Hospitality	4.7%	2.7%	4.9%	1.6%	0.14

Source: Skills Gap & Job Vacancy Survey, Florida Department of Economic Opportunity, Bureau of Labor Market Statistics

PINELLAS COUNTY ECONOMIC DEVELOPMENT REGIONAL ANALYSIS

The Pinellas County regional analysis summarized their labor-market findings as follows:

- More than 50% reported employment growth or the intention to hire more workers in the next two years, putting additional pressure on the regional labor market.
- Overall, there was strong, positive feedback regarding existing workforce quality.
- Amidst retirement concerns, the largest challenge was finding skilled, experienced workers to *maintain* workforce quality.
- Employers generally reported positive opinions about post-secondary educational institutions in the region, although many reported less than optimal interaction with those schools.

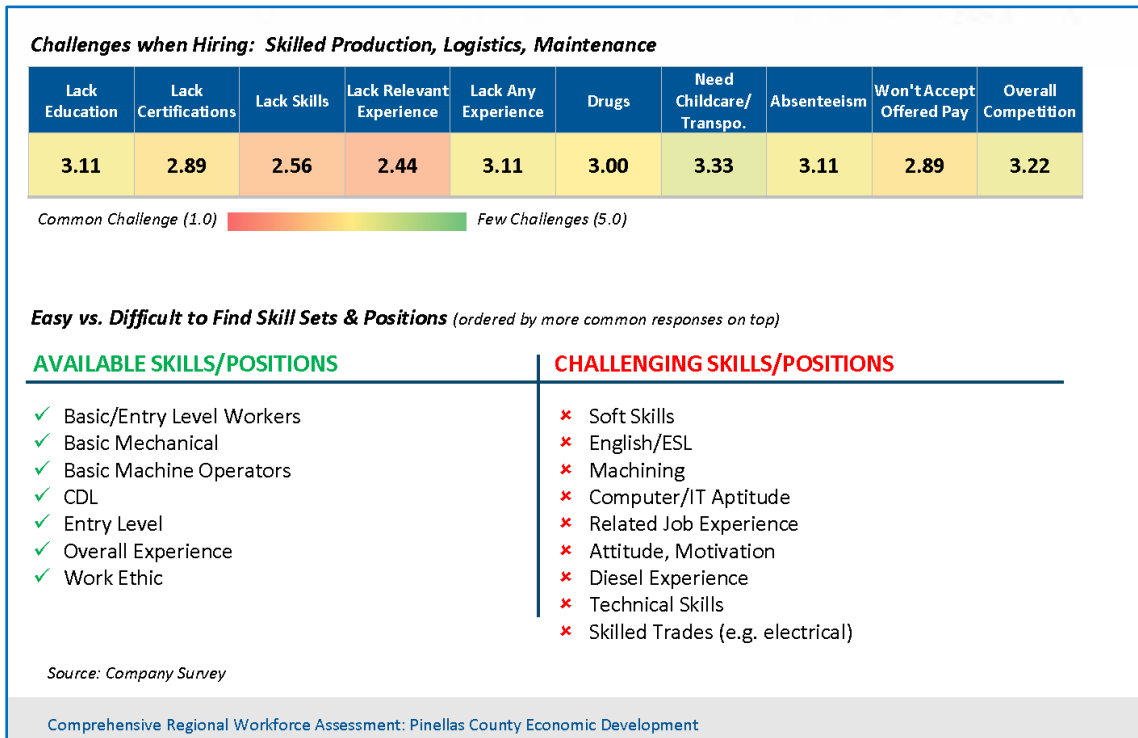
The clusters and associated occupations selected in the study were:



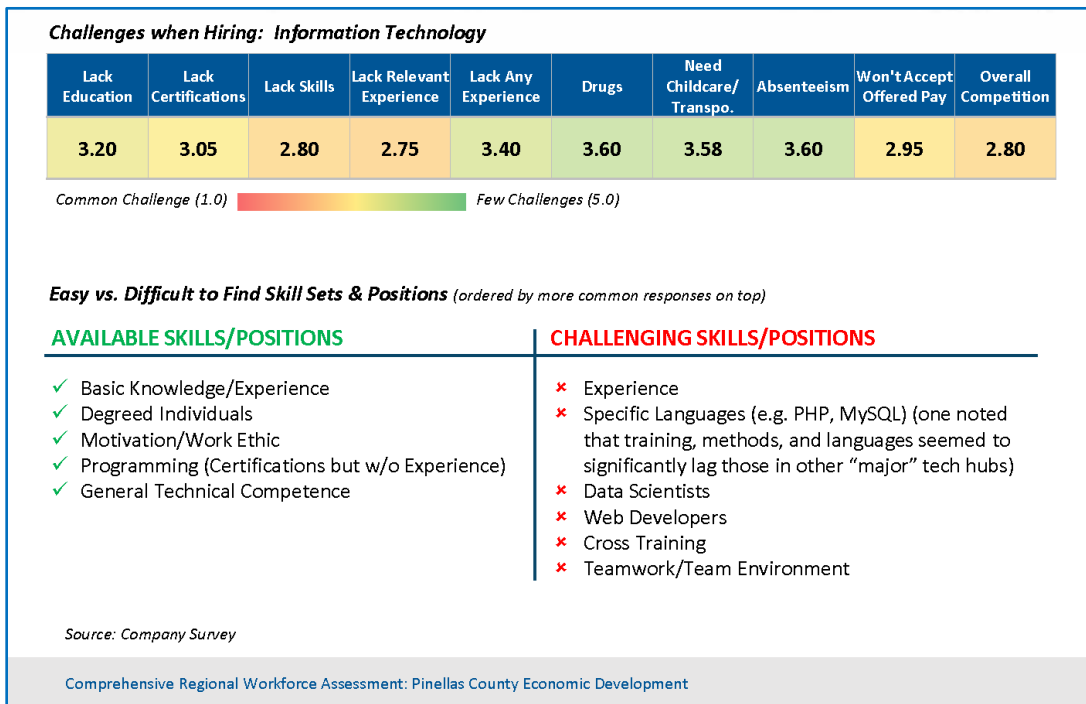
The occupation categories of Engineering and Science represent candidates who typically have a bachelor’s degree, representing the higher-end of the Career Pathway continuum, but the remaining categories of Production (Manufacturing), Information Technology, and Business & Finance are directly in-line with CareerSource Pinellas targeted industries.

The following tables show employer feedback related to Skills Gaps by industry group:

Production (Manufacturing, includes Logistics)



Information Technology



Business & Financial Services

Challenges when Hiring: Business/Finance

Lack Education	Lack Certifications	Lack Skills	Lack Relevant Experience	Lack Any Experience	Drugs	Need Childcare/Transpo.	Absenteeism	Won't Accept Offered Pay	Overall Competition
3.25	3.35	3.10	3.10	3.55	3.35	3.30	3.45	3.10	3.05

Common Challenge (1.0)  Few Challenges (5.0)

Easy vs. Difficult to Find Skill Sets & Positions (ordered by more common responses on top)

AVAILABLE SKILLS/POSITIONS

- ✓ Bookkeeping
- ✓ Educational Attainment/Degrees
- ✓ Customer Service
- ✓ Analytical Thinking
- ✓ Accounting
- ✓ Microsoft Office

CHALLENGING SKILLS/POSITIONS

- ✗ People/Soft Skills
- ✗ Specific Industry Certifications
- ✗ Advanced Finance
- ✗ Advanced Accounting
- ✗ Longevity in one position
- ✗ Experienced Sales

Source: Company Survey

Comprehensive Regional Workforce Assessment: Pinellas County Economic Development

Summary of Skills Gap Analysis

While workplace-specific and hard skills, including math literacy, remain critical for manufacturing, healthcare, and construction industries, information technology skills are also reported in demand across all sectors. General soft business skills for employment success, e.g., Communication (verbal and written English literacy), Reliability & Time Management, Leadership, and Problem Solving are also at the forefront of employer demand.

In addition to the data provided, CareerSource Pinellas will continue to monitor the activities of the Florida Credentials Review Committee. This review is part of the REACH Act. The data from this study will be reviewed to ensure our training activities match the needs of Pinellas County and Florida businesses.

(3) An analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

Area Demographics

LWDB-14, Pinellas County, is Florida's most densely populated county, and represents 4.6% of the state's population. Pinellas is forecasted to grow by over 2.08% through 2024. With an average 244 days of sunshine each year and beaches ranked among the best in the U.S.,

Pinellas County drew over 15 million overnight visitors in 2018, representing a positive economic impact of \$8B. The St. Pete/Clearwater area is the leading destination on the Gulf Coast in the U.S., drawing more than 5.7 million overnight visitors in 2021.⁵

Pinellas County Demographics and Labor Market Data At-A-Glance⁶

Metric	Pinellas County LWDB Region 14	Tampa Bay-Clearwater–St. Petersburg MSA
Population	980,259 (2021) – Florida’s most densely populated county, and 6 th most populous. Population grew by 19,732 over the last 5 years and is projected to grow by 6,070 over the next 5 years.	3,292,302 (2021) – 18th largest metro region in the United States. Tampa Bay MSA includes Pinellas, Hillsborough, Pasco & Hernando Counties.
Projected Population	+0.6% by 2026; to 986k	+5% by 2024; to 3.39M
Median Age	48.4 ; 59% of the population are age 18-64	42.2 ; 60% of the population are age 18-64
Sex, Race, Ethnicity & Veterans	52% Female; 74% White; 10% Black; 10% Hispanic; 3% Asian; 9.9% Veterans	51% Female; 62% White; 11% Black; 20% Hispanic; 3% Asian; 9.4% Veterans
Median Household Income	\$56.4K	\$57.1K
Total # of Jobs & Workforce	492,537 jobs / 503,656 in workforce	1,590,935 jobs / 1,629,443 in workforce
Regional Unemployment	2.2% (May 2022) below the state rate of 2.5, down 1.9% from last year; 11,119 unemployed persons	2.4% (May 2022), down 1.9% from last year; 38,508 unemployed persons; US Rate: 3.4%
Educational Attainment (25+ year-olds)	Less than H.S. Diploma: 8% H.S. Diploma: 27% Some college: 22% Associate’s Degree: 10% Bachelor’s degrees or higher: 33%	Less than H.S. Diploma: 10% H.S. Diploma: 29% Some college: 20% associate degree: 10% Bachelor’s degrees or higher: 31%
Poverty Rate	11.6%; Youth Poverty: 16%	13.0%; Youth Poverty: 18%
Mean Travel Time to work	24.4 minutes mean travel-time	27.8 minutes mean travel-time
Industry Snapshot – Top Growing Industries. (Top 15 Industry GRP contributors are noted with an *)	37,203 establishments: Accommodation & Food Svc*; Professional, Scientific, & Technical Svcs*; Admin, Support, Waste Mgmt & Remediation Svcs*; Finance &	103,985 establishments: Accommodation & Food Svc*; Professional, Scientific, & Technical Svcs*; Health Care and Social Assistance*; Construction*; Admin,

⁵ St. Petersburg-Clearwater Area Convention and Visitors Bureau

⁶ EMSI Labor Market Analytics Q3 2021 Data Set, Census Reporter, and State of Florida Department of Economic Opportunity – Local Area Employment Statistics and Pinellas County Overview.

	Insurance*; Transportation and Warehousing; Arts, Entertainment, & Recreation; Construction*; Other Services (Except Public Admin)*; Real Estate and Rental and Leasing*	Support, Waste Mgmt & Remediation Svcs*; Finance & Insurance*; Transportation & Warehousing*; Retail Trade*; Other Services (Except Public Admin)*
Job Growth	2% job growth (2020-'21); Projected +5% growth or +21,760 jobs through 2024	3% job growth (2020-'21); Projected +7% growth or +94,679 jobs through 2024

(4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4))

Pinellas County provides growing and attractive opportunities for companies and their employees to live, work, and thrive. Below is a summary overview:

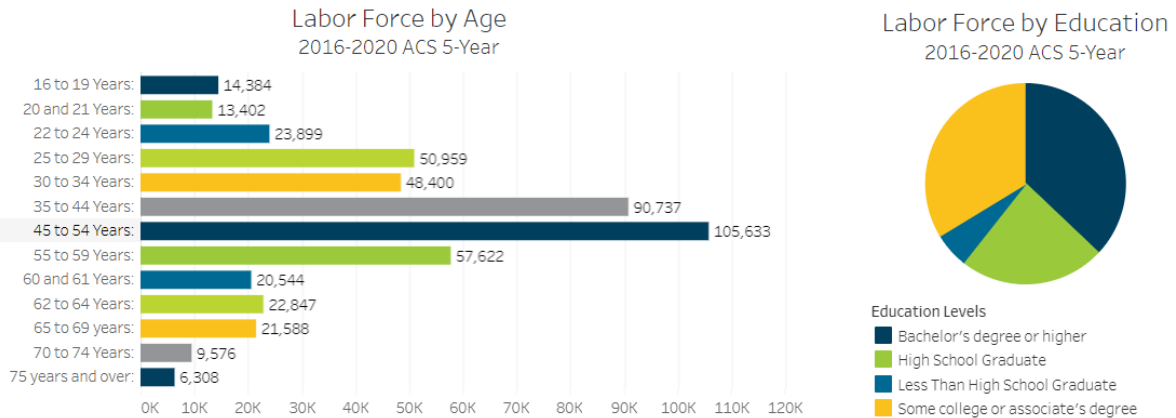
Comparative Employment and Unemployment Data⁷ (Not Seasonally Adjusted)

Area	Mar-2022	Apr-2022	May-2022
LWDB Region-14; Pinellas County	2.4%	2.1%	2.2%
Tampa-St. Petersburg-Clearwater MSA	2.5%	2.3%	2.4%
State of Florida	2.4%	2.4%	2.5%
United States	3.6%	3.6%	3.6%

Unemployment: The unemployment rate in the LWDB-14 was 2.2% in May 2022, representing 11,119 unemployed residents. This rate was 1.9% lower than the region's year-ago rate of 4.1%. LWDB-14's May 2022 unemployment rate was .3% lower than the State of Florida's rate. The Pinellas County labor force was 503,656, up 20,389 (+4.22%) from the prior year.

⁷ Florida Department of Economic Opportunity, Bureau of Workforce Statistics and Economic Research (WSER)

CareerSource Pinellas (14)



Labor Force by Age: In LWDB-14, 52% of workers were between age 30 and 54, 27.7% were age 55 or older, and 20.3% were age 29 or younger. A key regional metric (Age 25–64 Labor Force Participation Rate) provided by a recent Tampa Bay Regional Competitiveness report measures the percentage of the working-age population that are able to work and are actively seeking employment, including both the employed and unemployed. This indicator provides a broad-based view of the availability of labor in a market. As compared to 20 other competitive U.S. regions, the Tampa MSA-region scored lowest at 76.3%, also below the U.S. average of 78.6%⁸

Education Levels: 91.6% of Pinellas County residents have a High School Diploma or Higher. In 2020, it was projected that 41% of jobs in Florida will require an associate degree or higher.⁹ Current data shows 43.0% of Pinellas County workers possess an associate degree or higher. The most common educational attainment level of the workforce participants in Pinellas County, from 25 to 64 years old, was a High School Diploma at 27.2%, followed by a Some College at 21.7%. 8.1% percent of workforce participants have attained less than a high school diploma.¹⁰

Comparatively, the 21.4% metric of those aged 25 to 64 who have attained a bachelor's degree is 1.4% above the national average, but the overall Tampa Bay MSA region scores

⁸ Tampa Bay Partnership Foundation Regional Competitiveness Report (20)

⁹ An Equity Profile of Pinellas County, FL, University of Southern California Dornslife (April 2019)

¹⁰ EMSI Pinellas County Economy Overview, Q3 2021 Data Set

second-to-last for associate and bachelor's degree (or higher) attainment when compared to 19 other competitive U.S. regions.¹¹

Commute Time and Transit Ridership: The mean commute time to work for LWDB–14 is 24.4 minutes, compared to a 27.9-minute average for the state, and the national average of 26.9 minutes.¹² Notable is the fact that 24.6% of workers who reside in Pinellas County commute out of the county to work and 29.9% commute into the county to work. The MSA-region's transit ridership per capita (# of trips taken on public transit) was 9.43, dramatically below the national average of 43.62 and ranked last compared to 19 competitive U.S. regions.¹³

Unemployment Data for Persons with Barriers: For Pinellas County, the unemployment rates are 2.15% for Whites, 6.3% for African Americans, 3.78% for Hispanics, and 2.70% for Asian Americans. The unemployment rate for disabled persons was 12% and 24.5% for persons 55 and older.

Poverty and Underemployment Data: Despite what is considered “full” employment regionally and nationally, the number of persons living at or below the poverty level is 11.6%, which is .2% above the national average and 1.1% below the state average. Youth poverty for Pinellas County is 17.2%, and for the Tampa Bay region, a disturbing 19%.

Using United Way's ALICE acronym measure – “Asset Limited, Income Constrained, and Employed,” 42% of households in Pinellas County live beneath the state's cost of living threshold, up 4% from 2010. The prevalence of contract work and “gig-economy” jobs contribute to worker insecurity. Given the trend, it's clear that **underemployed workers** would benefit from enhanced workforce and training partnerships and initiatives.

¹¹ Tampa Bay Partnership Foundation Regional Competitiveness Report (2020)

¹² Florida DEO—Summary of Employment, Demographics, and Commuting Patterns for Pinellas County

¹³ Tampa Bay Partnership Foundation Regional Competitiveness Report (2020)

LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION & GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure LWDBs are responsive to Florida employers' demand for qualified workforce talent.

CareerSource Pinellas continuously strives to meet the expectations of CareerSource Florida by:

- Creating simplified access to and providing excellent customer service for Pinellas County's workforce;
- Focusing on continuous improvement, strengthening partnerships to leverage shared resources and eliminate duplication of services;
- Aligning programs and resources to meet local market demand in occupations that lead to self-sustaining jobs; and,
- Implementing data-driven accountability measures and quantifiable outcomes related to training programs, employment and services to Florida businesses.

- (1) Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on primary indicators of performance described in WIOA § 116(b)(2)(A) (20 CFR 679.560(a)(5)).

The vision of CareerSource Pinellas is to enhance lives by making talent the region's key competitive asset.

VALUE PROPOSITION: CareerSource Pinellas provides customized services through a network of partners, allowing customers to get the right skills and talent at the right time.

TAG LINE: Your Talent is Our Passion

CUSTOMERS: Primary *external customers* are jobseekers (emerging, transitioning and incumbent) and businesses.
Primary *internal customers* are our staff and our partners.

KEY ROLE: The LWDB will play a key role in furtherance of our vision and mission:

- We act as a convener of business and industry on behalf of the workforce system.
- We seek to catalyze change in the community to build effective partnerships.
- We strategically invest in program innovation.

Our revitalized workforce system will be characterized by three strategic priorities:

- 1) Strengthen strategic partnerships with business and education to become more responsive to the skills needed of the current and future workplace.
- 2) Expand access and reach into the community.

- 3) Promote change and maintain the viability of CareerSource Pinellas' financial growth, quality delivery system and relevancy to job seekers and businesses.

CareerSource Pinellas Strategic Goals

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

Strategic Goal 1 Develop Robust Partnerships with Employers

Strategic Goal 2 Strengthen Partnerships with Organizations that Provide Educational Opportunities

Strategic Goal 3 Expand Outreach to Jobseekers

Strategic Goal 4 Build Organizational Capacity, Promote Change and Transformation of CareerSource

- (2) Taking into account the analyses described in (1) through (4) in Section B. Analysis of Need and Available Resources above, describe the local area's strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above (20 CFR 679.560(a)(5)).

One of our overarching goals is to tactically align programs to ensure that employment and training services provided by the core program entities identified by WIOA guidelines (WIOA, WP, Vocational Rehabilitation, and Adult Education) are integrated, coordinated, and complementary.

CareerSource Pinellas is implementing the following initiatives and actions in support of alignment and integration:

- Regularly engage key, core-program staff to review and determine how we can coordinate, improve upon, and complement our service delivery.
- Actively solicit input from our core program organizations, other key partners, and the business community to assist in strategic planning development.
- Convene strategic meetings with the local business community and core program staff to ascertain skills and credentials employers need and, where appropriate, adjust program and training resources accordingly. Conduct periodic gap analyses via employer surveys.
- Encourage Vocational Rehabilitation and Adult Education to co-locate within CareerSource Pinellas centers where possible, resulting in better alignment of resources and costs to achieve the board's strategic vision, goals, and objectives.
- Launch new staff cross-training and awareness initiatives across WIOA-supported programs, as well as other key partner programs.
- Draft and execute updated MOUs with core program entities and other key partners that will document agreed upon strategies that enhance the provision of services to employers, workers, and job seekers. Specific MOU topics include the use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.

- Advocate for, implement, and support an integrated information system at the state and local level that would allow entities that carry out the core programs to streamline coordinated service delivery for joint customers and cross-program referrals.

DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as required partners including, but not limited to TANF, SNAP Employment and Training (E&T), Senior Community Service Employment Program, Community Service Block Grant, programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

- (1) Workforce Development System Description: Describe the local workforce development system, including:
 - (a) All of the programs that are included in the system; and
 - (b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and works with entities carrying out core programs and other workforce development programs, including programs of study authorized under The Strengthening Career and Technical Education for the 21st Century Act (Perkins V) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).
- (2) Adult and Dislocated Worker Employment and Training Activities: Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(b)(6)). This must include a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Basic Career Services

Basic career services will be available to all individuals seeking services in the CareerSource Pinellas One-Stop delivery system, and include the following provisions and services:

- Determinations of whether the individual is eligible to receive assistance from the Adult, Dislocated Worker, or Youth programs; Outreach, intake, and orientation regarding information and other services available through the One-Stop delivery system. Outreach includes identifying candidates through the RESEA program and/or the state's unemployment insurance (UI) database of claimants likely to exhaust benefits;
- 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;
- Information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA);
- Information on nontraditional employment (as defined in sec.3(37) of WIOA);
- Referrals to and coordination of activities with other programs and services, including those within the One-Stop delivery system and, when appropriate, other regional workforce development programs;

- Workforce and labor market employment statistical information and accurate information relating to local, regional, and national labor markets. Resources provided include local job vacancy listings, information on job skills necessary to secure specific positions, local in-demand occupations and earnings, and opportunities for advancement for those jobs;
- Performance and program cost information regarding eligible providers of training services, by program and type of provider;
- Information about how LWDB-14 is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system;
- 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
- Information and assistance regarding filing claims online under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim. 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 staff-member 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, realistic achievement objectives, and an appropriate combination of services for the participant to achieve his or her goals, including the list of and information about eligible training providers (ETP);
- Group and/or individual counseling and mentoring;
- Ongoing career planning, follow-up, support, and documenting customer progress (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 prevocational 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. Basic competencies training includes utilizing resources, leveraging information, working with others, understanding systems;
- Financial literacy services;
- Supportive services documented as necessary to allow participation in workforce activities;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

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

- Be based on formal assessment instruments such as Test of Adult Basic Education (TABE) or other comprehensive assessment systems;
- Identify other barriers to successful employment and retention; and
- 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 their 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, an assessment will ensure that 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 for staff to determine the best recommended services plan. Assessments are especially important for lower-skilled or less-experienced customers, and/or for those seeking to enter a new field due to layoff.

CareerSource Pinellas' objectives include leveraging tools that enhance outreach to job seekers, e.g., promoting use of our web portal, Virtual One-Stop System, and Employ Florida (EF), to increase website traffic. Outreach will be conducted via a variety of approaches, including:

- 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;
- Community- and faith-based partner networks;
- 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.

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. A valuable WIOA service, which helps successful, ongoing employment, is the provision of individual counseling about the workplace. Follow-up services do not extend the date of exit in performance reporting.

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 veterans’ status on all candidates visiting our CareerSource Pinellas offices.

Notices regarding Veteran Priority of Service are prominently posted in each career center, and center staff have been trained to promptly inform all veterans or eligible spouses of Priority of Service eligibility upon arrival at any center. Staff then educate customers as to the full array of employment, training, and placement services available and outline next steps for access to 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 in 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 policies and procedures apply to 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 a 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 standards.

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 (E&T) 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.

The Priority Service designation does not apply to the Dislocated Worker population.

CareerSource Pinellas has notified our core program entities, partner agencies, staff, and the general public through social media of the WIOA Priority of Service requirements. All CareerSource Pinellas staff have been trained on the Veterans Priority of Service and WIOA Priority of Service requirements. CareerSource Pinellas conducts recruitment from our SNAP E&T, Welfare Transition Program (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 an eligibility determination is made.

Participants who are not in a Priority of Service category, but who 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.

(3) Training Services: Describe how training services outlined in WIOA section 134 are provided, including:

(a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;

LWDB-14 manages the ITA system effectively and efficiently to ensure that the participants' needs are met whenever possible through the issuance of training voucher. Training vendors and programs are approved by the board for inclusion on the eligible training provider list (ETPL) and Regional Targeted Occupations List (RTOL).

Since the board may have limited funds for ITA vouchers, ITA vouchers will be capped at \$7,500 per eligible customer per program year, and a total participant lifetime cap of \$15,000. Exceptions to this policy will be considered on a case-by-case basis and must

be submitted to the CEO or his/her 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 that are based on need, attainment of specified performance benchmarks and availability of funds, but does include all items that are part of the ITA such as books, tools, uniforms, etc. Vouchers and budgets are managed, and records retained through the Microix accounting system.

(b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs;

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 CareerSource Pinellas 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.

(c) How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(b)(18)).

LWDB-14 strives to keep a robust ETPL. For the in-demand occupational training in Pinellas County, we seek and accept providers locally, in the surrounding areas, and online options to ensure availability of training. We have an ongoing solicitation on our website inviting providers to apply throughout the program year. We are working to ensure our processes are as streamlined as possible within the requirements of the program guidance.

Although training selection is customer choice-driven, staff-members review available training programs with customers and discuss 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.

(d) How the LWDB 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)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

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 higher skill or higher wage occupations. Occupational Skills Training (OST) provided by CareerSource Pinellas is directly linked to an in-demand industry sector or occupation on the Regional Targeted Occupations List (RTOL). The region's list includes occupations recommended by DEO and additional occupations approved by the LWDB after consultation with local business and organizations.

The CareerSource Pinellas Board has implemented procedures to direct all DW and Adult WIOA ITA dollars to occupations listed on the Priority Training RTOL which is largely comprised of occupations in our targeted industry sectors:

- Finance and Insurance
- Manufacturing
- Healthcare and Social Assistance
- Construction
- Professional, Scientific and Technical Services

Classroom training for WIOA Youth and the WTP will also follow the expanded RTOL.

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

CareerSource Pinellas will continue to include Registered Apprenticeship 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 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. The potential trainee is instructed to research each school before making a final decision. The decision to issue a training voucher to any Approved Training Provider is at the sole discretion of CareerSource Pinellas and/or its designated contractors.

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

The training 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 standard career services.
- 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.
- 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.
- Has the needed skills and qualifications to participate successfully in the selected training program.
- Does not currently possess skills in a demand occupation.

- Has limited skills in the chosen training program that will significantly reduce employment opportunities.

(e) How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.

With particular focus on high-demand sectors, CareerSource Pinellas leverages work-based learning resources to address the skills needs of local employers and to close skill gaps of locally employed, under-employed, and unemployed customers.

Strategies include providing access to Paid Work Experience (PWE) and On-the-Job Training (OJT) resources, especially when they are leveraged to support in-demand career-pathway, pre-apprenticeship, or apprenticeship programs.

With current workforce shortages, work-based learning will be a focus for the area. PWE and OJT helps local employers with the cost of training new, under-skilled staff as well as helping those with barriers to employment learn skills, become more marketable and earn self-sustaining wages.

(4) Youth Workforce Investment Activities: Describe and assess the type and availability of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

(a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).

There are numerous workforce activities throughout the region that focus on youth, including faith-based, community-based, education-based, and government-funded programs. Pinellas County is also home to a Job Corps Center located in St. Petersburg. YouthBuild programs are ongoing in Pinellas and Hillsborough Counties. Job Corps and YouthBuild actively recruit students with disabilities and have resources to provide accommodations, as needed. LWDB-14 also contracts with the Youth Connect program under the Pinellas Education Foundation. Youth Connect provides Pinellas youth, ages 14–24, opportunities for, and access to, a variety of workforce investment activities that encompass all 14 WIOA youth elements.

The Job Corps 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 takes a holistic career development approach which integrates teaching academic, vocational, and employability skills with social competency training via a combination of classroom, practical, and work-based learning experiences. The program prepares youth for stable, long-term, and high-paying jobs.

The Job Corps design includes the following features:

- 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;
- Standardized systems for financial reporting, data collection, student benefits and accountability; and

- Nationally established performance outcomes, goals, and quality expectations.

The Job Corps design is based on 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 Corps center is a residential facility with the capacity to serve 300 students at any given time.

Youth Connect and the Pinellas Education Foundation:

The Pinellas Education Foundation (PEF), affiliated with Pinellas County Schools, has a vision for youth workforce development: “Our vision is that every student will be prepared for life after high school, whether the choice is to attend college, to enter the workforce, or to obtain technical training.” The Foundation is consistently ranked among some of the top public school education foundations in the United States.

Additionally, PEF partnerships within the community positively impact Youth Connect services. As the contracted Youth provider under board procurement, PEF Youth Connect staff offer Pinellas youth access to training services towards high school or GED attainment, shorter term certifications, or an up to 2-year degree program at a board-approved local training provider.

Youth Connect also provides or connects youth to needed supports to begin and complete their chosen career path under the 14 WIOA youth workforce activities, with the ultimate goal of gainful employment at a self-sufficient wage. Operating within the Pinellas Technical College campus, and in collaboration with Pinellas County Schools’ Adult Education network, Youth Connect counselors empower local youth to set a career path, develop a plan to navigate their chosen career path, access needed supports, participate in training, and obtain counseling and mentorship to achieve their plan goals.

(b) Include the local area’s design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

LWDB-14’s 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 basic education skills while participating in an approved Adult Education that leads to a General Education Diploma (GED) or a High School diploma. An alternative Penn Foster program also supports a High School diploma and/or technical skills attainment, while participating in vocational training programs of up to 24 months.

Youth may split their time between basic skills and vocational training. Activities include earning their GED or high school diploma, attaining a post-secondary degree or industry recognized certification, learning to be community leaders, and/or preparing for further college or employment. LWDB-14’s program includes significant support systems, such as mentoring, follow-up education, employment, and personal counseling services, and participation in community service and civic engagement.

Our 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 program supports the attainment of in-demand, flexible, and stackable credentials. LWDB-14's 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.

Adhering to this design will ensure a program that can be effectively measured by any or all five of the WIOA youth performance measures which are: 1) Education or Employment Rate – 2nd Quarter After Exit; 2) Education or Employment Rate – 4th Quarter After Exit; 3) Median Earnings; 4) Credential Attainment; and 5) Measurable Skill Gains.

Eligible youth, as defined by WIOA, will be assessed by career counselors upon entering into the LWDB program. Youth will be required to take a TABE test to determine their academic level. In addition to use of formal and informal assessment tools, the counselor will review academic and occupational skills levels and service needs through discussions with the youth, and review of past work history. Service needs will be determined through one-on-one interaction with the counselor, and an individual service strategy (ISS) will be developed for the youth as a customized career pathway guide.

CareerSource Pinellas' Youth Program is designed to help youth access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The LWDB's program supports these efforts through significant academic, occupational skills training (OSS), and leadership development for 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 for in-demand industries.

Our youth program emphasizes work-based learning and other workforce services for employers. Through project-based and contextualized learning, all programs make explicit links between what is being learned at the worksite and classroom learning. The 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 and 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.

CareerSource Pinellas 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 teamwork, personal accountability, and problem solving. The work site experience, coupled with earning an industry-recognized certificate, increases opportunities for post-program employment.

The 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 progress to post-secondary education.

Youth participants 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 healthcare, construction trades, information technology, and other occupations that are local, high-growth fields with strong career pathways and industry recognized credentials.

Registered Apprenticeships are a key workforce preparation strategy to provide youth with successful outcomes for education, training, and ultimately unsubsidized employment. CareerSource Pinellas has strong linkages with Registered Apprenticeship opportunities and is also active in pre-apprenticeship initiatives. LWDB-14's program will prioritize work-based learning. We offer work experience and skills training in coordination with pre-apprenticeship and Registered Apprenticeship programs. Youth who participate in programs that link to a Registered Apprenticeship program have the ability to earn higher wages.

CareerSource Pinellas staff work closely with employers and Registered Apprenticeship programs to strengthen local apprenticeship opportunities for at-risk young people, promote self-sufficiency for youth, and connect employers to previously untapped talent resources.

- 1) Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies.
 - Included in the framework design is the ability for enrolled youth 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 attainment, which has become much more difficult to attain. Online high school diploma programs are offered through the One Stop centers, and attendant staff are on hand to assist, tutor and support the youth's success.
 - We collaborate with our Adult Education partners through a successful partnership and referral process where youth cross-referred between CareerSource youth counselors and Adult Education counselors, as appropriate. CareerSource staff visit Adult Education centers weekly to support the partnership and youth enrollment. CareerSource has lab instructors within the Job Smart labs to support tutoring and youth progress. Tutoring and mentoring will also be provided via instructors, online vendors, volunteers, and interns.
- 2) Alternative secondary school services, or dropout recovery services, as appropriate.
 - Via strong partnerships and referrals, One-Stop centers will refer to Pinellas alternative schools through this established partnership with our Adult Education partners. Additionally, CSPIN youth staff visit local Adult Education centers to help youth understand and access workforce services through the local One-Stop center.
 - Pinellas County school staff work with Pinellas youth interested in entering Adult Education programs and refer youth directly to CSPIN youth services, creating a

two-way referral and education process. Contracted CSPIN staff are collocated at the local Pinellas Technical College campuses, part of the Pinellas County School system, where Adult Education is also available for youth to access concurrent Adult Education and Vocational training.

- CareerSource Pinellas has established MOUs to address general Adult Education partnership frameworks. Via strong collaboration at the frontline service-level, we perform mutual outreach and conduct Adult Education and GED classes throughout the region, e.g., we conduct employability skills training and job search/placement activities at various Adult Education locations.
- 3) Paid or unpaid work experience that has a component of academic and occupational education. Not less than 20 percent of funds shall be used for this.
- 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. The Business Services team engages with 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.
 - Pre-apprenticeship programs: CareerSource Pinellas has been actively involved in ongoing initiatives related to construction trades, pre-apprenticeship programs for over ten years. Sponsored events include a career fair where employers interview program participants.
 - Internships and job shadowing: The LWDB has developed and maintained ongoing activities related to internship programs. 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.
 - Paid Work Experience (PWE) and On-the-Job Training (OJT) opportunities: Aligned with our 20% PWE expenditure targets, we prioritize Paid Work Experience (PWE) opportunities for our youth, who lack work experience. PWE opportunities not only provide pathways to full-time employment and retention but also improve employer partnerships by offsetting initial training costs. Where appropriate, OJT resources may also be used to support ongoing work-based training.
- 4) Occupational Skills Training (OST): Training programs that lead to recognized postsecondary credentials within in-demand industry sectors or occupations in the local area are prioritized.

As outlined in this plan, training and employment activities are sector-focused on Finance & Insurance, Manufacturing, Healthcare & Social Assistance, Construction, and Professional, Scientific & Technical Services. LWDB-14's targeted occupations list is reflective of this decision. Youth enrolled in our programs will have access to postsecondary training that will lead to industry-recognized credentials. CareerSource Pinellas has an approved training list of over 40 training providers.

- 5) Education pathways offered concurrently with and in the same context as workforce preparation and training activities for a specific occupation or occupational cluster.

CareerSource Pinellas has established programs in selected One-Stop centers that will concurrently offer education, technical training, and/or OJT/PWE. In coordination with the occupational needs of local businesses, we will continue to internally evaluate new training opportunities and externally partner with training providers to design additional programs that result in employment in targeted occupations.

- 6) Leadership development opportunities, which may include community service and peer centered activities that encourage responsibility and other positive social/civic behaviors.

As a result of administering YouthBuild programs in prior years, CareerSource Pinellas has gained valued experience with community service and peer-centered activities. Insights gained will be actualized into our upcoming year-round activities. Through partnership with Junior Achievement and the local Job Corp centers, we'll enhance existing programs through programs already in use.

- 7) Supportive services that enable an individual to participate in WIOA programs: Supportive services may be made available to all LWDB-14 youth participants. Primarily these services consist of transportation, clothing, and employment-related supplies. We have developed relationships with homeless shelters and other community, faith-based, and government-funded programs to provide assistance when available.
- 8) Adult mentoring: 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 organization partners.
- 9) Follow-up services for not less than 12 months after the completion of participation. LWDB-14 policies and procedures require post-exit follow up services for at least once per quarter, and more frequently if determined necessary. Once enrolled, youth participants are assigned to a staff counselor who serves as a mentor and has oversight for seeing the participant through until follow up is completed.
- 10) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, where appropriate. LWDB-14 counselors are responsible for comprehensive career services counseling and identifying the need for additional types of counseling. Individuals in need of counseling for other barriers, e.g., alcohol and drug abuse, are referred to our partner agencies who have more expertise helping customers with specific barriers.
- 11) Financial literacy education: CareerSource Pinellas staff are trained in financial literacy and also partner with numerous financial institutions, Junior Achievement, the Housing and Education Alliance, and community-based organizations to promote personal financial management education. Workshops are available at regularly scheduled times at selected One-Stop locations. CareerSource may also provide literacy workshops through online courses within the Atlas document management system in a lab setting or remotely via internet.
- 12) Entrepreneurial skills training: LWDB-14 is partnering with local government-funded programs to develop user friendly guides to starting your own business. Resources available to CareerSource Pinellas are noted in the Microenterprise/Entrepreneurship

section above. Partners such as Junior Achievement and chambers of commerce offer programs for referrals.

- 13) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the region. Services include career awareness, career counseling, and career exploration services. CareerSource Pinellas career counselors have expertise to access labor market information (LMI), including Regional Targeted Occupation Lists, the DOL website, Employ Florida, ONET, BLS, and other private industry resources that provide information about in-demand occupations within strategic industry sectors. Our staff also partners with education foundations to leverage programs designed for career exploration and awareness.
- 14) Activities that help youth prepare for and transition to post-secondary education and training. All of the activities discussed in our program design 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- and faith-based organizations provide a system of support for youth to succeed in their careers and their personal lives.

(c) Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility.

Basic Skills Deficient – An individual 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. LWDB-14 further defines basic skills deficient as an individual who meets any one of the following indicators:

- Lacks a high school diploma or equivalent;
- English reading, writing, or computing skills at or below the eighth-grade level on a generally accepted standardized test;
- Is enrolled in Title II adult education, including English as a Second Language (ESL).

It is expected that basic skills deficiency will be determined using an objective, valid, and reliable assessment, such as the indicators listed above. However, when a formal evaluation is not available or practical, career counselor observations, customer acknowledgement, and documented case notes are acceptable. For example, the career counselor may observe that the adult is experiencing difficulty in reading or filling out an application form or has poor English language skills and may be appropriate for ESL.

However, an individual should not be determined as basic skills deficient merely because he/she lacks soft skills or the occupational skills needed for a particular job.

(d) 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” and

describe how the LWDB 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 CFR 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. Our primary assessment tool is the Test of Adult Basic Education (TABE), and it determines if individuals are unable to read or write at a ninth-grade level. Reasonable accommodations are made to ensure that youth with disabilities can participate in the assessment process.

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. CareerSource Pinellas career counselors assess an individual's verbal, written, and computer skills during the WIOA pre-screening, suitability, application, and enrollment processes. Career counselors will also discuss other barriers to employment that require support services or additional counseling from partner agencies.

Career counselors are well equipped to assess the youth and develop an appropriate strategy to best serve the individual. The strategy may not include enrollment into LWDB-14's youth program, if it's not in the individual's best interest.

(e) Define the term "requires additional assistance to complete an educational program or to obtain or retain employment" and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).

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

A youth candidate who:

- Is assessed at two or more years behind in reading, math or science from their current grade level;
- 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;
- Is a member of a dysfunctional family as documented by career counselor;
- Is enrolled in a drop-out prevention program;
- Is enrolled in a GED program or alternate school placement;
- Indicates evidence of alcohol or substance abuse;
- Has frequently moved between schools;
- Has a GPA below 3.0;
- Is unable to secure adequate child care on a continuous basis, disrupting attendance at school, work or activity leading to employment or post-secondary;
- Has completed an educational program, but lacks the appropriate license for that occupation;
- Is unemployed or underemployed, per WIOA guidelines for self-sufficiency, and lacks significant or positive work history;
- Has consistently worked within the last six months and needs job-seeking skills;
- Has limited or no English proficiency;

- Has low grades – failing two or more basic skill areas including math, reading or science;
- Has parents or siblings who have dropped out of school;
- Resides in subsidized housing or an empowerment zone;
- Has been retained (or held back) one or more times in school during the last five years;
- Has had school discipline problems, i.e., a pattern of formal or informal disciplinary action(s) for inappropriate behavior in school or school function during the current or previous school year;
- Has transportation barriers or a daily trip route requiring two or more transfers or a total commute time in excess of one hour;
- Is a lesbian, gay, bisexual, transgendered, or questioning youth; or
- Has evidence of truancy or excessive absences – has exceeded school attendance standards and has been named a truant.

(5) Self-Sufficiency Definition: Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Describe the definition of “self-sufficiency” used by your local area for:

- (a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and
- (b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).

If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of “self-sufficiency” used for those programs as well. NOTE: if the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area’s self-sufficiency standard.

Self-sufficiency for adults is defined as a wage that is at or above 250% of the Lower Living Standard Income Level (LLSIL). The self-sufficiency wage is based on full-time employment, which is an individual working 40 hours per week, 52 weeks/year and/or the equivalent annualized salary or earnings. If the self-sufficiency wage level is above 250% of the LLSIL and above the average wage in this region, CareerSource Pinellas will include justification in the individual’s file that demonstrates the requirement to provide for the individual and his/her household.

“Self-sufficiency” for Dislocated Workers is defined as having employment, to include 1099 consulting, self-employed, and employed individuals, with a wage or annualized salary or earnings that is at least 80 percent of the Dislocated Worker’s pre-layoff wage or annualized salary or earnings but in no event less than the employed adult self-sufficiency wage. This definition of self-sufficiency does not apply when serving an individual who will lose their job without training that is considered integral to job retention and the employer’s talent pool.

(6) Supportive Services and Needs-Related Payments: Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local area must align with the supportive services outlined in CareerSource Florida Administrative Policy 109 – Supportive Services and Needs-Related Payments.

Supportive Services may include, but are not limited to:

- 1) Linkages to community services

- 2) Assistance with transportation
- 3) Assistance with childcare and dependent care
- 4) Assistance with housing
- 5) Needs-related payments
- 6) Assistance with educational testing
- 7) Reasonable accommodations for individuals with disabilities
- 8) Legal aid services
- 9) Referrals to health care
- 10) Assistance with uniforms or other appropriate work attire and workrelated tools, including such items as eyeglasses and protective eye gear
- 11) Assistance with books, fees, school supplies and other necessary items for students enrolled in postsecondary education classes
- 12) Payments and fees for employment and training-related applications, tests, and certifications.

Supportive services may only be provided to adults, dislocated workers or youth who are participating in career or training services authorized under WIOA sections 129(c)(2) or 134(c)(2)-(3) and who are unable to obtain supportive services through other programs providing such services. CSP staff must ensure adults and dislocated workers are provided accurate information about the availability of supportive services in the local area, as well as referral to such activities.

The following limits apply to Welfare Transition and WIOA participants:

Category	Type of Supportive Service	Supportive Services Limit	Method of Payment
Transportation	Transportation, mileage reimbursement	\$100 max per month	Reloadable Visa Cards
Emergency	To fit the unique need of the participant/situation	Request must be approved by CEO or designee	
	Uniforms	As required, in writing, for curriculum and included in ITA, or up to \$200 as needed for OJT,	Direct Payment to Vendor

Training and Employment Related Needs		apprenticeship, etc.	
	Tools	As required, in writing, for curriculum and included in ITA, or up to \$500 as needed for apprenticeship or OJT, etc.	Direct Payment to Vendor
	Books, fees, supplies, and other items required for training	As required, in writing, for training and included in ITA	Direct Payment to Vendor
	Training related testing, fees, applications, certifications, etc.	As required, in writing, for training and included in ITA	Direct Payment to Vendor

(7) Individuals with Disabilities: 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.

CareerSource Pinellas will continuously improve services to individuals with disabilities and other protected groups via close collaboration with partners, resulting in improved access to high-quality workforce services and job-seeker preparedness 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, "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 those 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. Our full-service One-Stop centers, as well as our Tarpon Springs facility provide access to computer equipment that is fully ADA compliant for people with disabilities.
- 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. We will refine and expand services available through our local centers and connect these customers 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, apprenticeships, and paid work experience (PWE); and
- Increase credential attainment for individuals with disabilities and other protected groups. Credentials include high school diplomas, industry-recognized certificates, and two- and four-year postsecondary degrees that enable these individuals to compete for employment along a career pathway in targeted industries and other high-demand/emerging occupations.

(8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs: Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).

Dedicated DEO staff in the LWDA provide Reemployment assistance in navigating the system and answering questions about claims.

Reemployment Services and Eligibility Assessment (RESEA) program provides re-employment services to pre-selected UC claimants that are most likely to exhaust their unemployment benefits. To facilitate this goal, RESEA program services begin with an orientation followed by a one-on-one review with a RESEA Specialist who will review the individual's work registration and the facilitation of an initial assessment. Discussion of the assessment requires joint effort between staff and the individual to create an employment development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the individual to achieve their employment goals. The plan will further engage them into a more effective and

productive job search. Services provided to the individual will range from the assignment of a mandatory workshop, the identifying of barriers, such as skills gaps, updating and/or support with resume development, referrals to training, community partners, along with other supportive services. Customers receive relevant labor market information and learn about helpful web sites which could enrich their job searching efforts. An evaluation of their work history is then conducted, and potential job matches are identified for job referrals. RESEA sessions concludes with the individuals knowing that continued career counseling and follow up will be provided. Staff provides their direct contact information to the individual, so they have an ongoing network of support in their job search efforts.

Through the RESEA program, selected Reemployment claimants receive the following services:

- Orientation to the information and other services available that covers:

Basic Career Services/Resource Room

- Informed on core services and resource room use.
 - Job search and referral services
 - Salary and labor market information
 - Employability Skills Training workshops
 - Reemployment Assistance filing information
 - Informed of www.careersourcepinellas.com to keep up with upcoming hiring events and job fairs at CareerSource Pinellas center locations
 - Professional Networking/Career Networking Group
 - Informed candidate of available Veteran and Military Family services
 - Disability Program Navigator
 - Welfare Transition Program (WTP)
 - Supplemental Nutrition Assistance Program (SNAP)
 - Informed on WIOA program/ WIOA Youth Program
 - Discussed importance of creating resume and posting on EF
 - Career Tools and Resources
 - How to do job search on EF
 - How to do Labor Market Information
 - Tobacco Free Florida
- Initial assessment (completed with candidate): A one-on-one interview with a career center job counselor that provides an initial analysis of the claimant's strengths, weaknesses, barriers, employment history, education, etc.
 - EDP (Employment Development Plan): A thorough, complete plan of action for the claimant that incorporates information gathered from the initial assessment and LMI to determine what the next step should be in finding employment or recommending training. The EDP sets out specific steps for the claimant to follow upon leaving the career center.
 - Specific Labor Market Information (LMI): An analysis of the labor market that is unique to the claimant's desired occupation and location, experiences, and skills. The aim is for the claimant to recognize trends in his/her desired occupation and determine whether it is worth pursuing based on growth or decline in that area, or if it would be better to seek training for another field with a better occupational outlook.
 - Work Search Activities: Claimants are referred to any additional activities relevant to the results of their initial assessments such as counseling, resume writing, job search workshop, and referrals to education and/or training.

Referrals/coordination of activities with other one-stop resources and partners Community Partners are made to ensure the claimant can overcome barriers and work towards reemployment.

(9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB's strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

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 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).

Notices regarding Veteran Priority of Service are prominently posted in each career center, and center staff have been trained to promptly inform all veterans and eligible spouses of Priority of Service eligibility upon arrival at any center. Staff then educate customers as to the full array of employment, training, and placement services available and outline next steps for access to 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 in other program 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 policies and procedures apply to WIOA Adult, Dislocated Worker and Youth services, Wagner-Peyser reemployment services, and referrals. Eligible veteran employed workers visiting the One-Stop center may take advantage of WP program services with a 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 standards. 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 (E&T) program, funded through U.S. Department of Agriculture grants.

(10) Entities Carrying Out Core Programs: Describe how the LWDB works with entities carrying out core programs to:

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;
- (b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and
- (c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida's Master Credentials List.

Core programs are outlined in the next section, Description of the One-Stop System, below.

In addition to providing core programs in our one-stop system, CareerSource Pinellas' strategic focus and comprehensive plan include:

Cross-training of career-advisors and staff to better address the needs of job seekers with barriers to employment. Our services design supports the development of individual career pathways and co-enrollment, as appropriate, in core programs, resulting in improved access and services leading to recognized postsecondary credentials.

Collaborating with job seekers to design a career pathway strategy that results in employment. Career pathway strategies that include portable and stackable training solutions offer a practical and customer-centered approach to workforce development because they structure intentional connections among workers, employers, and service providers, and they build in flexibility with off- and on-ramps.

Engaging business partners with a clear value stream, assisting them with training and recruitment. Alignment of educational opportunities that lead to industry-recognized qualifications, skills, and academic credentials helps bring workers and employers into the training system on the front end. The process engages businesses and transforms them from "customers" into "partners or co-investors" in the workforce system.

Fostering a culture of cooperation and partnership within a complex workforce system. Network-wide goals' alignment is essential within CareerSource Pinellas' rich partner ecosystem. We will continue to eliminate duplication, increase transparency, and improve customer experience. We know that optimizing the use of technology for information sharing is part of the solution.

In addition to the programs and services provided in our Centers and in the local workforce system, and the strategic planning goals, the LWDB includes active representative members from workforce and related agencies as well as business partners to ensure CSPIN planning and goals are inclusive of all stakeholder services and needs.

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

- (a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and

CareerSource Pinellas has a specialized team of Business Services staff who engage with and serve employers in the region. Business Service Representatives perform outreach with an emphasis on our target industries. The sector-focused approach also ensures that small businesses are served. The Business Services team works closely with Veteran services staff to provide the most comprehensive and highest quality of service for employers. We establish a single point of contact assigned to each employer to ensure streamlined and uniform service delivery.

CareerSource Pinellas Business Services staff regularly and actively participate as members of the local community's chamber, economic development, and business/industry associations, and attend associated events. We participate, for example, in a Defense Contractors' Roundtable as well as a regional manufacturers' council. Our team's active engagement ensures our delivery systems are ever-responsive to the needs of local-area business.

- (b) Support a local workforce development system that meets the needs of businesses in the local area. Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

CareerSource Pinellas sector strategies are founded on a shared regional vision. Board members, business, and education partners support demand-driven strategies by providing ongoing, valuable insights regarding the local economy and community. Business stakeholders contribute first-hand knowledge of the current employment needs in their industry.

Stakeholder feedback is essential to calibrating our workforce network with the most up to date information and helps our job-seeking customers to compete and succeed. Employers take the lead role in all workforce committees. Committees include Finance, Audit, One-Stop, Workforce Solutions, and Compensation.

LWDB-14 ensures that our sector strategies result in strategic alignment of our service delivery and training initiatives. We will continue to develop sector partnerships within various industries and regularly collaborate with employers in direct relationships and via local business associations and events.

Business Services team members cultivate new employers meeting onsite for the purpose of securing job orders and developing job opportunities for specific individuals, inclusive of veterans. Our representatives provide employers with helpful employer packets containing brochures and program information, e.g., job order posting instructions, training programs, and other WIOA training resources. The Business Service Team reviews options for employer self-service through the Employ Florida system and/or works directly with the employer to develop and post a job description and opening. All employers are

carefully managed through their assigned sector representative to develop and expand the business relationship.

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
- Labor Market Information
- Recruiting
- OJT grants
- Internship and candidate matching
- PWE program
- Networking
- On-site interviews
- Pre-screening candidates for available positions
- Professional outsourcing services
- Specialized recruitment events

Each year, CareerSource Pinellas LWDB 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.

The region will continue agreements with local county Economic Development Councils (EDCs) for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, and EDC training. We also share information regarding Incumbent Worker Training and Quick Response Training (Florida Flex) resources.

Another strategy used to facilitate engagement of employers, including small business and in-demand industry sectors, is active involvement and membership with many of the region's business associations and chambers of commerce.

We have adopted five objectives for our sector strategies directly from the state-level sector strategy self-assessment checklist as developed by USDOL:

1. Shared vision and goals,
2. Industry data and analysis tools,
3. Training and capacity building,
4. Awareness and industry outreach, and
5. Administrative and 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 identify if ongoing alignment issues must be addressed.

(12) 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 registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners. Describe how job seekers are made aware of apprenticeship opportunities.

CareerSource Pinellas is committed to promoting Registered Apprenticeship 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 IWT funds for companies that carry out programs under the National Apprenticeship Act.

CareerSource Pinellas works with the Florida DoE Division of Career and Adult Education and the regional apprentice training representative to assist in the expansion of apprenticeship programs based on employer demand in the region. The coordination with ETPs, employers, joint apprenticeship training programs, work-based learning, such as On-the-Job Training/Paid Work Experience, and local educational institutions at the secondary and post-secondary levels provide 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 work-based learning 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.

Apprenticeship Expansion Grant

CareerSource Pinellas obtained funding through CareerSource Florida for an Apprenticeship Expansion grant, where, via a web-based Apprenticeship portal, we promote the importance and benefits of creating and participating in apprenticeship programs. We will partner with existing apprenticeship program-providers to help expand their programs through awareness campaigns that result in increased and partially funded enrollment.

DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

(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 the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.

All of the required WIOA partners are included in CareerSource Pinellas' One-Stop delivery system. The unified system of One-Stop centers provides direct and comprehensive employment services and connects customers to work-related training and education. Our services also help businesses find skilled workers and access other supports, including education and training for their current workforce. LWDB–14 directly manages or has oversight for a wide range of core programs. For services that we do not offer directly, we maintain strong, robust, and sustained partnerships with core program providers, and we retain oversight for 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 DoE
- Title III – WP employment services administered by DOL; and
- Title IV – Rehabilitation Act of 1973 programs administered by DoE.

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.
	Dislocated Worker (DW) Employment & Training	WIOA DW program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) UC/UI benefits.
WIOA Title II	Basic Education for Adults	Adult Education and Literacy services include integrated education and training, workplace preparation, family literacy, integrated English language literacy, and civics education.
WIOA Title III	Wagner Peyser 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	WIOA Title IV	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed.

	Vocational Rehabilitation	<p>The priority is competitive, full-time 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.</p> <p>Services focus both on helping high school students plan as they prepare for transition to work, and delivery of a range of individualized adult services.</p>
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(b) Identify any optional/additional partners included in the local one-stop delivery system.

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)	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.
Community Services Block Grant	<p>Planning and coordination of services as appropriate for grant.</p> <ul style="list-style-type: none"> • Colocation of staff onsite at the One-Stop Career Center. • Colocation of One-Stop Career Center staff. • Training services provided through community block grants and limited supportive services. • Job placement assistance. • Sharing of information regarding CareerSource Pinellas programs and services in their offices via collateral materials, flyers, and contact information.
HUD Employment and Training Programs	<ul style="list-style-type: none"> • Board and planning representation. • Workforce Services Agreement and coordination of referral between entities. • Colocation of staff onsite at the One-Stop Career Centers. • Financial literacy workshops and seminars. • Individual counseling services on home buying, credit repair, etc. • Job placement assistance. • Sharing of information regarding CareerSource Pinellas programs and services in their offices via collateral materials, flyers, and contact information.

Job Corps	<ul style="list-style-type: none"> • Board and planning representation. • Workforce Services Agreement and coordination of referral between entities. • Colocation of staff onsite at the One-Stop Career Center. • Adult Education and Occupational Skills Training. • Job placement assistance. • Sharing of information regarding CareerSource Pinellas programs and services in their offices via collateral materials, flyers, and contact information.
Local Veterans Employment Representative (LVER) and Disabled Veteran Outreach Program (DVOP)	CareerSource provides direct services as approved by CareerSource Florida (CSF).
National Farmworker Jobs Program	<ul style="list-style-type: none"> • Planning and coordination of services. • Co-location of staff onsite at the One-Stop Career Centers. • Training services provided and limited supportive services. • Job placement assistance. • Sharing of CareerSource Pinellas programs and services in their offices via collateral materials, flyers, and contact information.
Senior Community Service Employment Program	<ul style="list-style-type: none"> • Planning and coordination of services. • Co-location of staff onsite at the One-Stop Career Centers. Job placement assistance. • Sharing of CareerSource Pinellas programs and services in their offices via collateral materials, flyers, and contact information.
Temporary Assistance for Needy Families (TANF)	<ul style="list-style-type: none"> • CareerSource Pinellas provides direct services as approved by CSF.
RESEA	CareerSource information and local navigation, and employment planning assistance to selected Reemployment Assistance claimants likely to exhaust benefits.
Unemployment (UI) Compensation	CareerSource information and local navigation assistance to DEO's centralized State Unemployment Compensation program.

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

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

CareerSource Pinellas continually seeks out opportunities within the region to develop Memorandums of Agreement (MOAs) with partner organizations, including community-based, faith-based, and/or non-profit organizations, as well as employment, education, and training programs that align with our vision mission and strategic goals.

(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 job seekers.*

CareerSource Pinellas, its partner programs, and entities that are jointly responsible for workforce and economic development, educational, and other workforce programs currently 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.

As discussed throughout the Plan, our integrated 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.

CareerSource Pinellas has established policies that support integration of services for the region's career centers resulting in a customer-centered service delivery system. Job seeker and employer databases are shared across our partner network and where possible, via web portals, and our career centers serve as a centralized hub for integrated access to information and services.

Career center policies are clearly delineated and referenced in the MOUs and MOAs. They outline an appropriate combination and integration of services that are either offered directly or through referrals to partner programs at every career center. Our ongoing goal is to deliver a unified customer service experience at our career centers for all One-Stop partner programs. Intake, assessments, referrals, case management, and data systems are also integrated between partners where possible. Where systems are currently not fully integrated, we are collaborating with partners to identify solutions.

In line with our goals, we will continue to improve and/or implement the following initiatives and actions within our career centers:

- Staff engagement – 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.
- Business Engagement – Further engage 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.
- Gap Analysis – 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 key staff will be invited to participate in the discussions with 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.
- Making key partners and services available at our centers, either through co-location, physical or electronic informational brochures and/or referrals. CareerSource Pinellas will also continue to invite Vocational Rehabilitation and Adult Education to collocate 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
- Expanded Funding Resources – Enlist 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.
- Improved Staff Training – Develop new 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.
- Strategic Partner Agreements – Draft updated MOUs with core program organizations and other key partners that will document agreed-upon 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.
- Center Certification – Follow state guidance 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.
- Promotion of our Regional Brand, CareerSource Pinellas – Continue to leverage Florida’s common identifier (CareerSource) and branding standards so that job seekers and employers that need qualified workers can easily find our local centers.
- Improved and Integrated Customer Service – Collaborate 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.
- Sector Partnership Focus – Promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- Support for Work-based Learning Initiatives – Budget allowable funds for demonstrated effective work-based strategies that meet employers’ workforce needs, including On-the-Job Training (OJT), Apprenticeships, and Paid Work Experience (PWE), and partner with employers to leverage appropriate work-based learning resources.
- Youth Program Improvements – Engage and 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.

- Support for Registered Apprenticeship Partners – Include registered apprenticeship programs on our Eligible Training Provider (ETP) list for Adult and Dislocated Worker programs as long as participants remain registered and achieve minimum standards for performance outcomes. Include a representative of a registered apprenticeship program as a member of the board, 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)).

LWDB–Region 14’s career centers and partners provide job seekers, 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.

CareerSource Pinellas 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. Enhanced access 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.

CareerSource Pinellas has adopted a policy on reasonable accommodation, which has been distributed to all career center staff, training providers, and partner agencies. The policy provides guidance on 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 stakeholders, e.g., local independent living centers and board members, regarding reasonable accommodation, and we incorporate that input into policy and/or procedures whenever possible and allowable.

Additionally, CareerSource recently convened a diversity workgroup made up of LWDA staff. The purpose of the group is to explore new and effective ways to ensure that all staff and customers are better understood and treated with respect and dignity.

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

CareerSource Pinellas and partner agencies 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.

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.
 - c. 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.
 - d. We eliminate unnecessary complexity.
 - e. We strive always to meet user expectations.
 - f. We accommodate a wide range of literacy and language skills.
- 3) 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.
- 4) 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. Hazardous elements are eliminated, isolated, or shielded.
 - b. We provide fail-safe features.
- 5) Low Physical Effort – the design can be used efficiently and comfortably and with a minimum of fatigue. The design:
 - a. Uses reasonable operating forces.
 - b. Minimizes repetitive actions.
 - c. Minimizes sustained physical effort.
- 6) 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 ensure that reach-access for all components is 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)).

LWDB-14 facilitates access to services through our website and One-Stop facilities located throughout the county. One-Stops are strategically located to provide convenient physical access to job seekers and employers, in close proximity to public transit.

CareerSource Pinellas produces e-courses and user-friendly online forms for job seekers, program applicants, participants, and employers to access from external locations.

Online services include, but are not limited to, program orientation, workshop registration, applications for training services, e-Signature capability for forms required by law for participation, e-courses for topics like employability skills training and job search assistance, virtual job fairs, and basic job exchange activities through Employ Florida.

(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 enables entities who carry out core programs to better coordinate service delivery for mutual customers and cross-program referrals. We will continuously work with state and local organizations to improve customer services and program management by planning and implementing integrated intake, case management, and reporting systems.

We have established policies that address the integration of services for our career centers. Relevant policies that are referenced in our MOUs and MOAs reflect an appropriate combination of direct or partner-referred services. Customers experience a unified experience 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 to avoid duplication and redundancy.

Whenever possible, our intake, case management, and data systems are also integrated between shared programs. Where systems are not fully integrated, collaboration is ongoing between CareerSource Pinellas and partners to promote this integration. With the implementation of the REACH Act underway, we look forward to working with the state entities to assist with the creation of a new portal to share intake and data among all related programs.

CareerSource Pinellas utilizes the Employ Florida system, which supports programs and manages all of our Career Center traffic and participant records. When Customers enter our Career Centers, they sign in through the Employ Florida kiosk system located in our lobbies and choose the assistance they need. Veterans and program participants are identified by this system and programmatic staff receive automated alert notifications. Career Center traffic reports are shared with all of our CareerSource Pinellas staff, One-Stop Committee members, and core partner programs.

Employ Florida also has an online customer satisfaction survey that captures overall satisfaction with services offered, quality of services, and staff interaction. In addition, Employ Florida identifies the specific program, service, or partner program that has been accessed by the customer. Quarterly reports are analyzed to benchmark our survey responses, and the data are

leveraged for ongoing continuous improvement. These reports are made available to CareerSource Pinellas staff, One-Stop Committee members, and core partner programs.

The Employ Florida system is our centralized database for programmatic records retention. Customers participating in WIOA, Welfare Transition, TAA, and SNAP Education & Training (E&T) programs are able to scan documents using the EF document upload system. All programmatic forms are stored electronically in this paperless environment.

The online orientation contains detailed information on the following topics: Priority of Service, Eligibility and Suitability, Program Responsibilities and Obligations, Steps to Apply, Grievance Process, State and Local Points of Contact, and an assessment. Customers are advised of the required documentation to substantiate WIOA and WTP programmatic eligibility for Adult and Dislocated Worker 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.

At CareerSource Pinellas centers, customers access DEO's online orientation and automation for SNAP and WTP. The DEO orientation reviews program opportunities and obligations, explains DCF exemptions, and if a participant qualifies, how to obtain services. The DEO provided online orientation generates several automated codes in the program's customer tracking systems.

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

LWDB–Region 14 has established procurement policies and procedures in compliance with federal and state laws and regulations, including guidance provided by 2-CFR-200 (Uniform Guidance). 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 their administrative monitoring processes.

All sub-grants and contracts will be procured, per policy, via CareerSource Pinellas' formal procurement processes such as Request for Proposal (RFP) or Invitation to Negotiate (ITN).

The competitive process begins with a public issuance of the RFP, notification to interested parties, and a legal public notification in order to ensure as many proposals as possible are received. Proposals are received and reviewed by an internal committee comprised of director-level staff. Submissions are reviewed, and procedures are taken to ensure any responding company is not on the excluded list or that any conflicts of interests exist. Upon evaluation, a tentative recommended selection is made, and the chosen vendor and proposal are presented to the Board of Directors for final approval. The contract that is drafted between CareerSource Pinellas and the winning bidder includes all requirements of 2-CFR 200.

(5) **Service Provider Continuous Improvement:** Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

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 ensures training providers are preparing participants to enter into careers in high demand industries.

Role	Description of Activities
CareerSource Pinellas Staff	Track placement, wage data and industries where participants who participate in training and become employed; Request employer feedback regarding job readiness of participants who were enrolled in WIOA-funded training; Report feedback regarding the provider performance to the LWDB; Review the local area occupations in-demand list annually, and more frequently if necessary, to respond to changes in the economy; and Maintain information and report to the LWDB regarding employment outcomes, post-training, and any other relevant changes regarding training providers.
WIOA Service Providers (Adult, Dislocated Workers, and Internal and Contracted Youth)	Receive technical assistance and training on a continuous basis to maintain current skills needed to support participants.
Management/Leadership Team	Provides quarterly progress reports on service providers' enrollment, outcomes, and expenditures and makes recommendation for areas in need of improvement; Reviews results of customer surveys to ensure that participant needs are being met; reviews any negative comments with the service providers; regularly meets with contract provider to ensure on track to meet goals; and Addresses any issues with service providers.

COORDINATION OF SERVICES

(1) Coordination of Programs/Partners: Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, 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.

CareerSource Pinellas has established strong, robust, and sustained partnerships with core program providers whose performance is under the direct oversight of CareerSource Pinellas

and the One-Stop system. Coordination is managed within a direct line of supervision with coordinated service delivery and accountability.

Core Programs managed through CareerSource Pinellas direct services include:

- Labor Exchange services provided under WP staff
- Veteran's Employment programs
- WIOA Adult, Dislocated Worker, and Youth services
- Trade Adjustment Assistance Act (TAA) programs
- TANF programs authorized under Social Security Act Title IV, Part A
- RESEA, providing employment services in support of DEO's state Unemployment Compensation program
- 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 MOUs include:

- WIOA youth services
- Title IV program services through the Department of Vocational Rehabilitation
- Offender reentry services through the Pinellas County Ex-Offender Re-entry Coalition
- 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
- Division of Blind Services
- St. Petersburg Housing Authority
- Job Corps
- Pinellas Opportunity Council

Other branded CareerSource Pinellas 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)
- SNAP Employment and Training program
- Social Security Administration (SSA) Employment Network and TTW program along with a sustained Disability Employment Initiative or program
- Internship programs

Once determined that individualized career services are appropriate for an individual to obtain or retain employment, services are made available to the individual through CareerSource Pinellas center resources, center staff, or partners.

CareerSource Pinellas frontline staff are highly familiar with the functions, basic eligibility requirements, and the services of each program. Staff actively assist customers to access appropriate programs and services and make knowledgeable referrals to partner programs as needed and within the authorized scope of the program.

When appropriate, CareerSource Pinellas staff and our partners organize and integrate services by function rather than by specific program. The CareerSource Pinellas team strives to coordinate staff and partner communications, capacity building, and training efforts. Service integration focuses on serving all customers, including targeted populations, seamlessly by providing a full range of services staffed by cross-trained teams fluent with the purpose, scope, and requirements of each program.

Coordination and minimized duplication of services are accomplished via use of the state-wide Employ Florida (EF) system, which tracks labor exchange data for all job seeker services, employer services, education and training services under WIOA, TAA, Veterans, RESEA, Migrant and Seasonal Farmworker (MSFW), and all CareerSource Pinellas programs. Where statutory guidelines permit, CareerSource Pinellas and partner staff maintain and monitor delivery of individualized career services in the Employ Florida system.

Programs such as TANF, SNAP E&T, and NCPEP are tracked in an alternate state management information system, e.g., the One-Stop Service Tracking System (OSST) system. Data exchange interfaces help maintain coordination across programs as well as agencies. Center staff also have access to multiple systems in instances where dual entry is still necessary. CareerSource Pinellas staff are currently part of the team assisting to migrate OSST data to EF. When complete, this will help to facilitate co-enrollment and ensure eligibility information is accessible and WIOA and WTP services can be seamless for the customer.

Service coordination and quality are continuously maintained and improved through ongoing staff training, and where appropriate, cross-training across all our locations.

Cross-training promotes a holistic understanding of each program, provides opportunities for staff to share expertise, improves support for all staff, and results in better customer service. Cross-training also ensures staff are aware of how their contribution positively impacts seamless delivery of individualized services, and how their function supports the overarching vision of the board.

(2) Coordination with Economic Development Activities: Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

CareerSource Pinellas recognizes the importance of coordinating workforce and economic development activities that positively contribute to long-term economic growth. Economic development leaders have always had a seat on the LWDB and the Workforce Solutions Committee to provide input and participate in workforce planning efforts. Examples of coordinated efforts include the following situations:

- CareerSource Pinellas has agreements with local Economic Development Councils

(EDCs) for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, EDC training, Employed Worker Training, and Rapid Response/REACT (Reemployment Emergency Assistance and Coordination Team) services. 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 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.
- CareerSource Pinellas works directly with business associations to identify the workforce needs of the businesses, job seekers and workers in the local area. Our active, regular participation in business association events to discuss business needs and employer satisfaction with our network ensures LWDB-14 has insider feedback from an economic development perspective.

(3) Coordination with Rapid Response: Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7). The description must include how the LWDB implements the requirements in CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System and CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration.

Rapid Response promotes economic recovery and vitality by developing ongoing, comprehensive approaches to identifying, planning for, or responding to layoffs and preventing or minimizing the impacts of layoffs on workers, businesses, and communities.

Acting as a Business Development Representative the local Rapid Response Coordinator has worked to develop a local community integration strategy that includes layoff aversion monitoring utilizing data and intelligence gathered. This will engage proactive measures to identify indicators of potential economic transition and training needs in growing industry sectors or expanding businesses.

Upon Receipt of a WARN notice, DEO shall provide notification via email to the LWDBs where the layoffs are to occur. DEO shall provide a copy of the WARN and any known details in a notification e-mail within 2 days of receipt. If incomplete, more details will follow.

The online WARN summary report includes:

- a) Company name and address
- b) Total number of affected workers
- c) The affected employer's industry
- d) WARN notification date
- e) Layoff dates
- f) A copy of the WARN notice.

After Receipt of a WARN the RWB's Rapid Response Coordinator will:

1. Notify the Rapid Response team members of the dislocation event within 2 business days of receipt.

2. Contact the employer in order to verify WARN information and craft an action plan.
 - a. Lessen impact
 - b. Identify affected workers
 - c. Evaluate skill sets of affected staff
 - d. Determine any Trade Impacts
 - Confirm the layoff is/is not due to foreign Trade
 - If yes, offer to assist in filing a Trade Act Petition
 - e. Evaluate other impacted companies
 - f. Schedule Rapid Response session for the affected workers.

A full time Local Rapid response coordinator is the primary point of contact. They are responsible for:

1. Communicating with DEO and State Rapid Response Coordinator
2. Serves as lead contact for affected employers and dislocated workers
3. Leading the LWDB's Rapid Response Team
4. Ensuring Rapid Response activities are reported accurately and timely in Employ Florida (EF)

The Rapid Response team is comprised of individuals that provide information, resources, and service to assist affected employers and worker.

The team may include, but is not limited to:

- Business Services Representatives
- Local TAA Coordinators
- Department of Children and Families (DCF) case managers
- Division of Vocational Rehabilitation (DVR) Business Outreach Specialists
- WIOA Case Managers
- Supplemental Nutrition Assistance (SNAP) staff
- Temporary Assistance for Needy Families (TANF) staff
- Local Veteran Employment Representatives (LVER)

Goals of this team:

- Specially designed layoff plan and schedule created in partnership with employer and their representatives.
- Full assessment of needs
 - Workshops
 - Classes
 - Job fairs
 - Support of reemployment assistance
- Reemployment prospects
 - Short Term Compensation
 - Employment and training activities
 - Pell Grants
 - GI Bill
- Resources to meet needs of the affected workers
- Investigation of potential trade impact.
 - If TAA, employ TAA protocols and programs

(4) 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 §108(b)(4)A)). 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):

A principal economic development goal of the region is to build long-term economic vitality via attracting and retaining employers who offer jobs that pay above-average wages in targeted industries. Sector-focused strategies are based on and driven by high-quality data provided by the Florida DOE, Bureau of Labor Statistics, EMSI, and local employers. Using labor market information and the data found in the Data and Analysis section of this Plan, CareerSource selected the five sectors on which to focus our services.

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

CareerSource Pinellas sector strategies are founded on a shared regional vision. Board members, business, and education partners support demand-driven strategies by providing ongoing, valuable insights regarding the local economy and community. Business stakeholders contribute first-hand knowledge of the current employment needs in their industry.

Stakeholder feedback is essential to calibrating our workforce network with the most up to date information and helps our job-seeking customers to compete and succeed. Employers take the lead role in all workforce committees. Committees include Finance, Audit, One-Stop, Workforce Solutions, and Compensation. 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 strong collaboration with Pinellas County Economic Development, Pinellas County Chamber of Commerce, and the Florida High Tech Corridor.

Per the Data and Analysis Section, a recent large-scale and statewide Skills Gap and Job Vacancy Survey was conducted by CSF/DEO, along with a more specific regional analysis conducted by Pinellas County Economic Development. Both analyses identified skill sets on a more granular/sector level, where hiring managers must make decisions. Our current training initiatives align well to address the findings, but our training and partnership infrastructure will be continuously evaluated to address needs identified by employers.

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

LWDB-14 ensures that our sector strategies result in strategic alignment of our service delivery and training initiatives. We will continue to develop sector partnerships within various industries and regularly collaborate with employers in direct relationships and via local business associations and events.

CareerSource Pinellas Business Services staff regularly and actively participate as members of the local community's chamber, economic development, and

business/industry associations, and attend associated events. We participate, for example, in a Defense Contractors' Roundtable as well as a regional manufacturers' council. Our team's active engagement ensures our delivery systems are ever-responsive to the needs of local-area business.

CareerSource Pinellas has hosted the high-profile "Business & Education Summit" over a 10-year period, and we look forward to convening our partners to relaunch the successful event in line with our strategic plan. The summit brings together business and educational leaders to focus on specific industry needs.

Focusing on the five targeted sectors of Finance & Insurance, Manufacturing, Healthcare & Social Assistance, Construction, and Professional, Scientific & Technical 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.

Labor Market Information (LMI) is presented in separate breakout sessions. From the breakout sessions, LMI and survey information are included in a yearly summary report that measures Key Performance Indicators (KPIs) and is used as a baseline to monitor trends for the Tampa MSA region. The report has served as a valuable tool for the region's local boards, and we plan to generate an equivalent resource going forward.

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

LWDB-14 forges sector partnerships for the targeted industry 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.

Sector Strategies Grants

Initiatives with which we have participated are Sector Strategies Grants, which are focused on manufacturing, customer service, and hospitality occupations. Currently, CareerSource Pinellas is working with local colleges, a regional manufacturing council, and manufacturing businesses to identify training candidates, provide training, and place participants into relevant employment.

Apprenticeship Expansion Grant

CareerSource Pinellas obtained funding through CareerSource Florida for an Apprenticeship Expansion grant, where, via the creation of an Apprenticeship web portal, we will educate the community on the benefits of creating and participating in apprenticeship programs.

We will work with current apprenticeship programs to expanding awareness of their programs, leading to increased and partially funded enrollment.

Regional Industry Asset Maps

With a focus on the targeted sectors of Finance & Insurance, Manufacturing, Healthcare & Social Assistance, Construction, and Professional, Scientific & Technical Services, CareerSource Pinellas launched an online workforce solution tool which displays an at-a-glance geographical map of resources categorized by sector. The map includes employer, education program, and CareerSource center location information, as well as other relevant regional data. The asset map is available on our website as an ongoing resource for employers who are looking for talent, our customers, and the public.

Sector-Focused Surveys

In coordination with employers, industry groups, economic development stakeholders, and education partners, we conducted industry sector surveys and drafted follow-up reports to identify and quantify current and future employer-skills demand. The research included focus groups, interviews, and skill-set surveys, and we analyzed 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.

Armed with more in-depth knowledge, we are now in the process of aligning work-based learning grant initiatives for adults and youth, e.g., Paid Work Experience (PWE), Incumbent Worker Training (IWT), OJT, apprenticeship, and internship programs with the talent-pipeline needs of targeted industry sectors.

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. CareerSource Pinellas measures, improves, and sustains sector strategies by assessing short-term and long-term employment rates, earnings, fastest growing industries, and training program effectiveness in serving employers.

The sector strategies approach strengthens the participating businesses, the industries involved, and the workforce 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:

- Shared vision & goals
- Industry data & analysis tools
- Training & capacity building
- Awareness & industry outreach
- 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.

(5) Coordination with Relevant Secondary and Postsecondary Educations: Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

While the workforce system's core functions remain focused on employment, WIOA's legislative intent was to impact state policy so that workforce and postsecondary systems would collaborate to provide more access to postsecondary credentials.

CareerSource Pinellas has an extensive history of alignment between our programs and public secondary and postsecondary institutions, particularly with community colleges and technical training institutions. One of our one-stop centers and our administrative offices are located within a local college, and another center is located on the property of a local Technical college. We continue the collaborative work with local secondary and postsecondary education programs to fully implement the strategic intent of WIOA.

Examples of coordinated strategies with educational providers include, but are not limited to, the following:

CareerSource Pinellas center staff:

- Maintain an ongoing referral process with secondary and postsecondary education providers that leverages WIOA funds for students that are entering training or already actively enrolled. Through our coordination of services, we can evaluate and assess our customers' need for financial assistance through an Individual Training Account (ITA). Where appropriate, we also provide wrap-around supportive services and employment assistance to candidates who have already covered their training expenses.
- Perform an analysis of each customer's financial status and financial aid options, and where appropriate, supplement Pell Grants with WIOA funds for training that leads to certification or credentialing.
- Collaborate closely with local educational providers to optimize access to WIOA programs and services. Collateral outreach materials are placed strategically and shared at approved training providers, as well as other locations, e.g., Adult Education centers, community-based sites, and faith-based organizations throughout the county.
- Regularly communicate with educational partners to ensure clarity regarding WIOA programmatic eligibility/suitability requirements, the application process, and ongoing availability of funds.
- Appoint a staff-member point-of-contact for each training provider, ensuring timely and effective communication.
- Conduct WIOA information sessions. The events facilitate an enhanced referral process for staff and training providers.
- Coordinate onsite pre-screening and recruitment events and actively participate in education providers' orientations, job fairs, college nights, and more, to engage directly with new or active students, discuss available services, and promote the benefits of participating in WIOA.
- Provide job seekers with immediate access to discuss education and workforce

needs with a WIOA trained counselor.

- Review career pathway options with customers and encourage utilization of online assessments to help clarify career-direction. Additionally, our staff provides onsite assessment, eligibility determination, case management, ITAs, and supportive services throughout a customer's training period.

The board fulfills core duties of an effective planning and leadership body responsible for oversight of workforce systems and funds, but it also serves as a hub for the workforce system to share best practices. Additional collaborative best practices include:

- **Drafting and executing sector strategies** that are informed by current Labor Market Information (LMI), economic data, career pathways, Reemployment Assistance (RA) resources, 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.
- **Continuous training and equipping of Career Center staff** with the knowledge, skills, and motivation to provide superior service to job seekers.
- **Cross-training center staff to increase staff capacity, expertise, and efficiency.** Staff from differing programs are equipped to understand every program and to share their expertise about the needs of specific populations.
- **Conducting annual training-provider meetings** that address relevant WIOA eligibility criteria changes, service delivery best practices, and an overview of all workforce programs and services.
- **Sponsoring an annual training-provider fair**, open to the public, which gives educational partners an expanded opportunity to promote their programs and services to job seekers and CareerSource Pinellas staff.
- **Enlisting educational partners to participate in our monthly job fairs** to showcase their available training programs that are on the Targeted Occupations List (TOL).
- Serving on **postsecondary educational advisory boards.**
- **Leveraging opportunities for ongoing data sharing** to maximize performance outcomes under WIOA.

(6) Coordination of Transportation and Other Supportive Services: Describe how the LWDB coordinates WIOA Title I workforce investment activities with the provision of transportation assistance, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11) and 20 CFR 679.560(b)(10)).

CareerSource Pinellas utilizes approved systems to manage its coordination and delivery of transportation services and other supported services. Through the state management information systems, Employ Florida (EF) and One-Stop Service Tracking (OSST), needs assessment, program issuance of transportation services, and other supported services are managed and documented. Additionally, the fiscal accounting system MICROIX and web-based portal, Rapid! track services, customer receipt of services, and issuance history.

Electronic participant records are maintained within Employ Florida, giving global access to center staff and supporting coordination across programs and locations.

CareerSource Pinellas has developed and maintains operational policies and procedures to regulate and monitor issuance, coordination of transportation, and other supportive services. The Supportive Services Policy was recently updated and approved in July, 2022. A participant budget is created and maintained per allowable levels of services for non-transportation services and tracked annually. Developed procedures include monthly and/or quarterly reviews of program issuances, and guidelines for use of resources to manage overall service delivery and coordination.

CareerSource Pinellas program supervisors actively participate in the region's Metropolitan Planning Organization's Transportation Disadvantaged Coordinating Board, ensuring that workforce development representation is present to address the needs and issues facing our customers. Our participation also enables us to provide input on budget issues facing public transportation needs in our community as well as service delivery. Additionally, our leadership participates in the multi-county Tampa Bay Area Regional Transit Authority (TBARTA) Transit Management Committee in collaboration with Pinellas, Pasco, Hillsborough, Hernando, and Manatee Metropolitan Planning Organizations (MPOs), transit providers such as PSTA and HART and other key stakeholders to address the needs of interregional transportation planning and services. Engagement with TBARTA affords the LWDB a broader scope and input on planning of regional transportation projects and budget priorities to address needs for regional transit as they relate to impacting employment access.

(7) Coordination of Wagner-Peyser Services: Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided in the local area through the one-stop delivery system (WIOA §108(b)(12) and 20 CFR 679.560(b)(11)).

CareerSource Pinellas, in partnership with Florida's DEO, provides employment services through the One-Stop system under the Wagner-Peyser (WP) Act. Funding for state employees is provided through 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 and develops and trains state employees. Our management supervises all day-to-day functions and delivery of WP services across our One-Stop centers, in tandem with all other programs and services.

Local state employees play a pivotal role in our overall CareerSource Pinellas organization. They are central to service delivery, including basic, individualized, and labor-exchange services, particularly for those individuals with barriers to employment as defined in WIOA sec.3 (24). DEO employees work together with center staff to provide and maintain seamless service delivery. All DEO staff identify as CareerSource Pinellas staff and take pride in the overall delivery of high-quality, customer-focused 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, development, and supervision is seamless across board, partner, and state staff.

All CareerSource Pinellas staff, including DEO staff, manage and track delivery of services through a single integrated state management system, Employ Florida (EF), which captures staff-assisted, self-services through the labor exchange. CareerSource Pinellas also utilizes EF as their central document management system, to support accurate record retention, promote the coordination of services, and reduce the duplication of services.

(8) Coordination of Adult Education and Literacy: Describe how the LWDB coordinates WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB carries out the review of local applications submitted under Title II WIOA § 108(b)(10), consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA § 232 (20 CFR 679.560(b)(12)).

LWDB-14 supports Adult Education initiatives set forth by the WIOA requirements established in Title II, that include:

- Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency.
- Assisting adults who are parents or family members to obtain the education and skills that: are necessary to becoming full partners in the educational development of their children and leads to sustainable improvements in the economic opportunities for their family.
- Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways.
- Assisting refugees and other individuals who are English language learners in improving their reading, writing, speaking, and comprehension skills in English, Mathematics skills; and acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

CareerSource Pinellas fosters ongoing and impactful relationships with virtually all accredited Adult Education providers in our region, and currently refers clients to Adult Education for literacy, diploma attainment, General Equivalency Diploma (GED) preparation, and ESOL programs, as appropriate.

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.

In support of our strategic goal to align workforce development programs, we continue to work collaboratively with the Adult Education community and online education provider Penn Foster to implement WIOA objectives and credentials. Our customers have direct access to Penn Foster course work and can take exams at either of our full-service One-Stop centers.

Outlined below are additional, tactical WIOA-oriented Adult Education services provided by the workforce development system and One-Stop Career Centers:

- 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
- Information from One-Stop staff on educational and training opportunities

(9) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620

With the goal of reducing welfare dependency, LWDB-14 coordinates workforce investment activities to equip workers, including TANF and SNAP recipients, with vocational skills and the ability to not only obtain, but retain employment, while earning a living wage.

The above objective is supported within our network via services delivery, e.g., needs and barriers assessment, career exploration assistance, educational attainment, credentialing, follow-up services, skills training for in-demand occupations that can lead to employment, job search, job readiness training, and other WIOA and TAA services.

Our ongoing services enhance alignment and local market responsiveness of workforce, welfare, education, and economic development systems. The efforts result in improved service integration that reduces welfare dependency and increases opportunities for self-sufficiency, access to higher-skilled and living-wage careers, and lifelong learning opportunities. 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 requires mandatory participation by each Able-Bodied Adult without Dependents (ABAWD) as determined by the state's Department of Children and Families (DCF).

When an individual applies for or is receiving Food Assistance benefits, formerly known as food stamps, DCF reviews the applicant provided information and determines if the applicant is ABAWD, meaning continuance of the applicant's Food Assistance benefits is contingent upon participation in the local CareerSource or American Jobs center for employment and training activities. In Pinellas County, CareerSource Pinellas provides comprehensive 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 DCF determines eligibility for TANF families and refers “mandatory” candidates to the local one-stop center to participate in activities that will lead to self-sufficiency.

SNAP and TANF Career Counselors meet with mandatory customers to assess their needs, barriers, skills, education level, and work history. Both SNAP and TANF Career Counselors develop an Employment Plan or an Individual Responsibility plan with customers to guide the customers towards their goals. Using coaching, mentoring, motivational interviewing, and listening to personal choices, intervention strategies are designed to help families secure skills, education, and employment within a targeted sector area where appropriate. CareerSource utilizes direct services to address needs and barriers that can be handled in house and referrals to partnering agencies to assist with needs that CareerSource does not directly assist with, such as housing.

CareerSource Pinellas is partnering with local DCF staff on the Hope Florida: Pathways to Prosperity initiative. The goal of this initiative is to provide a support system of partnering community agencies, private sector partners, and faith-based organizations for those on public benefits, children aging out of foster care, pregnant mothers with substance abuse disorders, and families who need assistance. Through the program, customers can identify their unique and immediate barriers to prosperity, develop long term-goals, and map out a strategic plan to reduce welfare dependency. DCF and CareerSource Pinellas are working together to achieve this goal by building collaborative partner relationships, creating better, two-way communication channels, better leveraging the pipeline of customers for key needed services, and ensuring that current customers have access to all available services.

PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

(1) The local levels of performance negotiated with the Governor and CLEO(s) with WIOA section 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))

Program Years 2020 and 2021 performance goals are:

PY 2020 & PY 2021 Performance Goals	
Local Workforce Development Board (LWDB): 14	

Measures	PY 2020 Performance Goals	PY 2021 Performance Goals
Adults:		
Employed 2nd Qtr After Exit	90.0%	90.0%
Employed 4th Qtr After Exit	85.5%	85.5%
Median Wage 2nd Quarter After Exit	\$7,000	\$7,200
Credential Attainment Rate	70.0%	72.0%
Measurable Skill Gains	47.0%	49.0%
Dislocated Workers:		
Employed 2nd Qtr After Exit	90.0%	90.0%
Employed 4th Qtr After Exit	85.2%	85.2%
Median Wage 2nd Quarter After Exit	\$7,000	\$7,100
Credential Attainment Rate	70.0%	70.0%
Measurable Skill Gains	47.0%	49.0%
Youth:		
Education and Employed 2nd Qtr After Exit	84.5%	84.5%
Education and Employed 4th Qtr After Exit	78.0%	78.0%
Median Wage 2nd Quarter After Exit	\$3,200	\$3,200
Credential Attainment Rate	86.3%	86.3%
Measurable Skill Gains	47.0%	49.0%
Wagner-Peyser:		
Employed 2nd Qtr After Exit	66.2%	65.0%
Employed 4th Qtr After Exit	64.2%	64.2%
Median Wage 2nd Quarter After Exit	\$5,000	\$5,000

Program Years 2022-2024 were negotiated with DEO in August of 2022 and are as follows:

LWDB 14 CareerSource Pinellas WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	92.0%	92.0%
Employed 4th Qtr. After Exit	90.2%	90.2%
Median Wage 2nd Quarter After Exit	\$10,740	\$10,740
Credential Attainment Rate	87.0%	87.0%
Measurable Skill Gains	65.0%	68.0%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	88.0%	88.0%
Employed 4th Qtr. After Exit	84.2%	84.2%
Median Wage 2nd Quarter After Exit	\$9,369	\$9,369
Credential Attainment Rate	86.5%	86.5%
Measurable Skill Gains	65.0%	68.0%
Youth:		
Employed 2nd Qtr. After Exit	83.5%	83.5%
Employed 4th Qtr. After Exit	81.0%	81.0%
Median Wage 2nd Quarter After Exit	\$4,698	\$4,698
Credential Attainment Rate	84.1%	84.1%
Measurable Skill Gains	65.0%	68.0%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	63.2%	63.2%
Employed 4th Qtr. After Exit	63.2%	63.2%
Median Wage 2nd Quarter After Exit	\$6,515	\$6,515

- (3) Describe the actions the local board will take toward becoming or remaining a highperforming board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA. (3) Describe how the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

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

Policies, best-practices, and processes that define our 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 realigns strategies based on changing conditions.
- Monitors implementation of strategic initiatives and measures performance.
- Continuously evaluates its budget, resource allocations, cost-sharing, and expenditures.
- Focuses on performance, results, and other measures of success.
- Adheres to an agenda that includes financial, strategic, governance, operational, and other key workforce metrics that provide the structural framework for the board's oversight.
- Solicits and considers input from the community and customers.
- Maintains a governance structure and framework that is responsive to its stakeholders.
- Leads with clarity regarding its role, responsibilities, and focus.
- Practices pro-active governance, especially related to board member recruitment and reappointment.
- Oversees the quality of leadership and management.
- Adheres to a board leadership succession plan consistent with CareerSource Pinellas By-laws.
- Communicates effectively with stakeholders regarding the organization's achievements and plans.

The board's focused and deliberate policies, practices, and processes result in successful execution of our collective local strategic plan and initiatives.

ATTACHMENTS

Please provide a link to the local board's website showing the attachments described below or upload attachments in a searchable PDF file with the local plan:

A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .

[Click Here to View Interlocal Agreement](#)

B. Executed agreement between the chief local elected official(s) and the local workforce development board.

[Click Here to View Interlocal Agreement](#)

C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official.

[Click Here to View Interlocal Agreement](#)

D. Current bylaws established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance.

[Click Here to View By-Laws](#)

E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.

[Click Here to View Current Board Roster](#)

F. Agreements describing how any single entity 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, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

N/A

G. Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).

[Click Here to View MOUs](#)

H. Executed Infrastructure Funding Agreements with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

[Click Here to View IFAs](#)

I. Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) 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.

LWDB-14 does not have any cooperative agreements in place currently. Operational and provision of services with partners are detailed in MOU/IFA agreements or service provider contracts.

J. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

The plan addresses strategic alignment, improved service integration, and coordination of service delivery across business, workforce, education, and community stakeholder constituencies. The process for gathering information included discussions, electronic correspondence, data analysis, workforce board meetings, and board and partner presentations. CareerSource Pinellas also posted the plan on its website and solicited local news media for public review and comments. In addition, copies of the plan were made available during publicly held LWDB and Board of County Commissioners meetings, where members of the public attended.

CareerSource Pinellas received no public comments.

SIGNATURE PAGE



9/7/2022

Steven Meier
Interim CEO and CFO
CareerSource Pinellas

Date

DocuSigned by:
Scott Thomas
1EBE4684A434464

9/8/2022

Scott Thomas
Board Chair
CareerSource Pinellas

Date

Charlie Justice
2022 Chair
Pinellas County Board of County Commissioners

Date

APPROVED AS TO FORM

By: Cody J. Ward
Office of the County Attorney