FloridaCommerce & CareerSource Florida

Streamlined Instructions for WIOA Two-Year Modification: Workforce Services Plan Guidelines

January 1, 2027 – December 31, 2028

CareerSource Board / Planning Region	Submission Option	Date Submitted
CareerSource Tampa Bay, Region 28 / **Tampa Bay Regional Planning Area**: CareerSource Tampa Bay, CareerSource Suncoast, CareerSource Polk, and CareerSource Pasco Hernando	☐ Standard Local Plan + Regional Addendum X Preferred Combined Regional Plan	January 19, 2027
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Revision Intent

This streamlined version reduces duplicative narrative prompts and shifts the submission toward standardized tables, dashboards, evidence attachments, certifications, and change-only narrative responses. The revisions preserve the strategic objectives for Five Pillars alignment, performance data, apprenticeship growth, employer engagement, regional coordination, and statewide accountability.

Contents

1. Introduction and Planning Approach 3
2. Submission Options and Key Dates 3
Key Dates 3
3. Public Comment, Submission, and Attachments 4
Public Comment Process 4
Submission Requirements 4
Attachment Streamlining Rule 4
4. Required Evidence and Certification Checklist 4
5. Regional Plan Requirements — Streamlined Framework 6
A. Regional Economy and Labor Market 7
B. Regional Service Delivery and Customer Experience 10
C. Regional Operations and System Efficiencies 13
D. Regional Performance, Employer Engagement, and Apprenticeship 15
Regional Strategy Summary Table 18
6. Local Plan Addendum Requirements — Streamlined Framework 21
7. Strategic Alignment Framework 30
8. Performance Dashboard and Improvement Plan 36
Performance Improvement Narrative 38
9. Apprenticeship and Employer Engagement Scorecards 40
9A. Employer Engagement and Sector Strategy Scorecard 40
9B. Apprenticeship and Work-Based Learning Scorecard 42
10. Plan Review and Approval 44
Appendix A. Suggested Page and Response Limits 44

1. Introduction and Planning Approach

These instructions provide direction for local and regional workforce plans, also referred to as workforce services plans, submitted under the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, section 445.003, Florida Statutes, and Chapter 73B-7, Florida Administrative Code. Plans must align with the State WIOA Combined Plan, applicable federal regulations, state law, Florida Administrative Code, and CareerSource Florida workforce policies.

The planning process should focus on strategic direction, measurable outcomes, performance improvement, regional coordination, employer engagement, apprenticeship expansion, and transparent use of workforce resources. To reduce administrative burden, LWDBs should avoid duplicative narrative and may reference attachments, existing public resources, current policies, dashboards, or certifications where those materials answer the required prompt.

Burden Reduction Standard
Unless a full description is specifically required, LWDBs should provide a brief summary of major changes since the prior plan and cite or attach existing documentation. Narrative responses should be concise and focused on decisions, results, risks, and actions.

2. Submission Options and Key Dates

Option	Description	Due Date	Board Review
Option 1: Standard Submission	Local Plan with Regional Plan as addendum. Use when the region is not submitting a combined regional plan.	October 6, 2026	December 2026 Board of Directors Meeting
Option 2: Preferred Combined Regional Plan	One integrated Regional Plan that incorporates all required regional elements and includes local plan addenda for board-specific information.	January 19, 2027	February 2027 Executive Committee Meeting

Preferred Approach
FloridaCommerce and CareerSource Florida strongly encourage regions to pursue a single integrated regional plan wherever feasible. This option supports regional coordination, reduces duplication, and improves consistency across planning regions.

Key Dates

Milestone	Date / Timeframe
Overview of Local Plan Guidelines Issues	July 23, 2026
Office Hours: Regional and Local Plans	July 28, 2026 and August 5, 2026
Complete Local Performance Negotiations	August 10, 2026

Milestone	Date / Timeframe
Standard Local Plans Due	October 6, 2026 by 5:00 p.m. EDT
Preferred Combined Regional Plans Due	January 19, 2027 by 5:00 p.m. EDT
Regional and Local Plans Approved by State Board	March 24, 2027
Effective Date	TBD

3. Public Comment, Submission, and Attachments

Public Comment Process

Before submitting a local or regional plan, each LWDB must provide an opportunity for public comment consistent with WIOA §108(d), 20 CFR 679.550(b), and applicable state requirements. The plan must be made available electronically and through open meetings, and public comments expressing disagreement must be submitted to FloridaCommerce.

Submission Requirements

- Submit plans and attachments through the state's established WIOA plan submission method. Hard copies are not required.
- Submit plans and attachments in searchable PDF format and in a format compliant with Section 508 of the Rehabilitation Act.
- Do not alter required questions. Use tables, dashboards, evidence links, and attachments when they fully respond to a requirement.
- Identify the planning region, each LWDB included, submission option, contact information, approval date, and plan footer information.

Attachment Streamlining Rule

Use Attachments Instead of Repeating Narrative
If the required information is contained in an attachment, public website, current policy, MOU, roster, organizational chart, or approved local operating procedure, the plan may summarize the material in one to three sentences and provide the attachment name, link, page number, or section reference.

4. Required Evidence and Certification Checklist

Attach or link the documents below. Narrative is only required to identify changes, gaps, pending updates, or documents expiring within six months of submission.

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed Interlocal Agreement	Yes, if applicable	X Interlocal Agreement	☐ Yes X No	

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed CLEO–LWDB Agreement	Yes	X CLEO-LWDB Agreement	X Yes ☐ No	Minor, non-substantive updates that do not alter the agreement terms or conditions. The nature of these revisions includes updates to the LWDB's name change (CareerSource Hillsborough Pinellas to CareerSource Tampa Bay), contact names of the parties, and modifications to certain Articles to remove obsolete language, clarify a requirement, or fix a cross-reference. Approved at 5/28/26 and 6/15/26 board and consortium meeting, respectively.
Fiscal Agent Designation	If other than CLEO	☐ N/A	☐ Yes X No	N/A
Current Bylaws	Yes	X Bylaws	X Yes ☐ No	
Board Roster, Minutes, and Vote	Yes	X Board Roster, Board Items (Agenda, Minutes and Vote)	X Yes ☐ No	The board roster changes as the board members' terms expire.
Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator	Yes	X Organizational Chart	X Yes ☐ No	
One-Stop Partner MOUs and Infrastructure Funding Agreement	Yes	X Contracts and Agreements – MOUs and IFAs	X Yes ☐ No	The local plan includes separate MOU/IFA for CSTB and CSPIN. The attached includes the MOU/IFA for the consolidated region and covers the period 7.1.24 to 6.30.27. CSTB will be going to the board and consortium in the current program year for the MOU and IFA effective 7.1.2027.
Firewalls / Conflict Mitigation Documentation	If applicable	X Attached	☐ Yes X No	

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Planning Region Agreements	For regional plan	X Planning Region Agreement	☐ Yes X No	Request Designation as RPA Tampa Bay Regional Planning Area
Public Comment Documentation	Yes		☐ Yes ☐ No	30-day public comment period held from 10/19/26-11/18/26
Staff Training and Credentialing Evidence	Yes	X Procedure	X Yes ☐ No	P-A-04-V01 Staff Training and Credentialing Procedure
Plan Review Checklist	Recommended	☐	☐ Yes ☐ No	

5. Regional Plan Requirements — Streamlined Framework

The regional plan should be organized around four integrated sections. Each section may use tables, dashboards, evidence links, existing data sources, and concise summaries. Avoid repeating the same strategy across multiple sections.

Regional Section	Covers	Required Evidence / Response Format
A. Regional Economy and Labor Market	Shared labor market, common economic development area, commuting patterns, population centers, targeted industries, in-demand sectors and occupations, regional assets, and education/training resources.	Regional labor market table; industry/occupation dashboard; list of data sources; one-page summary of major changes.
B. Regional Service Delivery and Customer Experience	Regional service strategies, consistent eligibility/enrollment processes, supportive services coordination, universal services, accessibility, and business/job seeker customer experience.	Service delivery matrix; regional customer experience baseline; shared agreements; service gaps and actions.
C. Regional Operations and System Efficiencies	Administrative cost arrangements, shared services, technology/data-sharing practices, procurement coordination, regional agreements, and reduced duplication.	System efficiencies table; administrative cost-sharing summary; regional agreements; shared tools list.
D. Regional Performance, Employer Engagement, and Apprenticeship	Performance negotiation support, letter grade improvement strategies, sector partnerships, coordinated business services, employer retention/market penetration, apprenticeship and preapprenticeship expansion, MCL alignment, and talent pipeline actions.	Regional scorecards for performance, employer engagement, apprenticeship, credentials, and sector partnerships.

A. Regional Economy and Labor Market

Shared Labor Market

The planning region has a population of 5,241,843 (Census 2025 estimate), a civilian labor force of 2,434,972, and total employment of 2,226,451. Participation is 58.9% overall and 83.4% among prime-age residents aged 25–54; average annual wages are $68,114 and median household income is $74,812 (Table A-1 of the Regional Planning Data Book).

The four boards function as a single labor market rather than four adjacent ones. Of 2,192,161 employed residents, 1,734,289 — 79.1% — work within the region, and roughly 200,185 cross a metropolitan boundary inside it each day (Tables A-6a, A-6b of the Regional Planning Data Book).

The region is not uniform, and the differences shape where regional strategies will have the most effect.

Indicator	Pasco Hernando	Polk	Suncoast	Tampa Bay	Region
Total employment (JobsEQ 2026Q1)	226,831	293,167	372,725	1,333,727	2,226,451
Average annual wage, all industries	$55,092	$56,030	$65,439	$73,733	$68,114
5-year employment growth, annual	4.2%	2.8%	3.3%	2.4%	2.8%
Labor force participation rate	56.1%	57.9%	51.7%	62.8%	58.9%
Median household income	$69,344	$65,978	$81,163	$76,620	$74,812
Poverty rate	11.3%	14.5%	9.2%	12.3%	11.9%
Bachelor's degree, age 25-64	19.5%	16.4%	24.1%	25.3%	22.8%

Two patterns bear on regional strategy. Employment growth and wages run in opposite directions — Pasco Hernando grew fastest at 4.2% annually but pays the lowest average wage at $55,092, while Tampa Bay grew slowest at 2.4% and pays the highest at $73,733 — so the region is adding jobs more quickly where they pay least. And participation varies by more than 11 percentage points, from 51.7% in Suncoast to 62.8% in Tampa Bay; Suncoast's figure reflects its role as a retirement destination and is a labor supply constraint distinct from the skills gaps below.

Common Economic Development Area

The region spans three regional planning councils rather than one, and Polk maintains substantial employment ties eastward to Orlando. It nonetheless constitutes a common economic development area on three independent measures. First, worker flows: 79.1% of employed residents work inside the region, and every board draws materially on the others' labor supply. Second, the boards' own demand analyses converge — of 243 occupations on any of the four PY 2026–2027 Regional Demand Occupations Lists, 232 appear on all four, roughly 95% (Table A-4b of the Regional Planning Data Book). Third, economic development leadership already crosses board lines: the Tampa Bay Regional Planning Area (Tampa Bay RPA) covers five of the seven counties, spanning three boards, with Polk served by the Central Florida council and Sarasota by the Southwest Florida council, alongside the Plant City and Bradenton Area Economic Development Corporations, the Economic Development Corporation of Sarasota County, the Central Florida Development Council and the Winter Haven Economic Development Council.

Commuting Patterns

Commuting is drawn from the U.S. Census Bureau's OnTheMap application (LEHD Origin–Destination Employment Statistics, 2023, LODES vintage 8.4, All Jobs). Retention within the region ranges from 63.5% of Polk residents to 82.7% of those in the Tampa Bay and Pasco Hernando areas, against 79.1% regionally (Table A-6a of the Regional Planning Data Book).

Because the Tampa MSA contains both the Tampa Bay and Pasco Hernando boards, MSA-level reporting conceals the region's largest cross-board flow. County-level analysis recovers it: of 259,312 employed Pasco County residents, 119,113 work in Hillsborough or Pinellas against 77,237 within their own board's two counties, plus 18,545 Hernando residents employed in the Tampa Bay area. Pasco Hernando retains roughly one third of its own employed residents (Table A-6b of the Regional Planning Data Book). OnTheMap reports are capped at ten destinations, so smaller flows are undercounted.

Population Centers

Population is concentrated in the Tampa Bay board area, which holds 50% of the region's 4,984,724 residents, but growth has been fastest elsewhere. Between 2011 and 2024 the region added 916,534 residents, growth of 22.5%: the three smaller board areas each grew between 27.1% and 32.1%, while Tampa Bay grew 16.4% from a far larger base. The civilian labor force grew faster than population in every board area except Tampa Bay, adding 464,058 workers regionally (Table A-8).

Regionally, 22.8% of residents aged 25–64 hold a bachelor's degree and 12.2% a postgraduate degree, 8.9% have not completed high school, and 11.9% live below the poverty line — varying widely by board area, from Polk at 16.4% attainment and 14.5% poverty against 25.3% and 9.2% in Tampa Bay (Table A-1b of the Regional Planning Data Book).

Targeted Industries

Regional employment totals 2,226,451 across all industries at an average annual wage of $68,114. Shared Regional sectors by employment are Health Care and Social Assistance (338,919), Manufacturing (112,559), and Transportation and Warehousing (107,673).

Analysis of the region's industry composition (JobsEQ 2026Q1) identifies Health Care and Social Assistance, Manufacturing, and Transportation and Warehousing as priority sectors for regional workforce planning. Health Care and Social Assistance is the region's largest employer by a wide margin, with 338,919 jobs growing in line with the statewide rate (3.7% annually) and generating the highest projected five-year labor demand of any industry in the region (198,895 openings), underscoring the scale of investment needed to meet ongoing workforce needs. Manufacturing, though comparatively smaller (112,559 jobs) and currently under-concentrated relative to national benchmarks (location quotient of 0.66), offers among the highest average wages in the region ($78,089, well above the $68,114 all-industry average), positioning it as a strategic target for job-quality-focused growth initiatives. Transportation and Warehousing (107,673 jobs) is distinguished by its momentum, posting 4.5% annual growth nearly matching the state average (4.6%), the strongest forecast annual growth of the three priority sectors (1.4%), and solid projected demand (66,832 openings), reflecting the region's expanding logistics footprint. Collectively, these three sectors combine substantial current employment, competitive or above-average wages, and strong forward-looking demand, making them the clearest candidates for prioritized workforce development resources.

In-Demand Sectors and Occupations

Ten-year projections identify persistent shortages concentrated in high-wage occupations — led by Registered Nurses, General and Operations Managers, Software Developers — alongside surpluses concentrated in lower-wage ones, chiefly Cashiers, Fast Food and Counter Workers, Waiters and Waitresses at average wages between $32,000 and $44,500 (Tables A-4, A-5 of the Regional Planning Data Book). The region is projected to produce roughly the number of workers it needs in aggregate, but not in the occupations that pay. These findings are corroborated by the boards' official lists: 27 of the 30 shortage occupations in Table A-4 appear on all four PY 2026–2027 Regional Demand Occupations Lists.

Three shortage occupations appear on no board's list: Nurse Practitioners, Maintenance and Repair Workers, General, Lawyers. The lists admit only LMEC education codes 3 through 6, excluding occupations requiring a master's or doctorate. The region therefore has documented shortages that cannot be funded through the standard demand-list mechanism — a gap Regional Section D should address.

Regional Assets

The region's physical assets are shared across board lines and underpin several of the industry concentrations above. Port Tampa Bay is Florida's largest port by cargo tonnage and land area, anchoring the transportation and warehousing sector that shows the region's fastest recent growth, and Tampa Bay itself is a shared estuary reaching from Hillsborough and Pinellas into Manatee. The Gulf coastline runs the region's length, from Hernando's Nature Coast to the barrier islands of Manatee and Sarasota, supporting accommodation, food service, and recreation employment in all four board areas and underlying Sarasota's role as a retirement destination — which bears directly on the participation figures above. Inland, Polk sits within the Central Florida Highlands, where citrus, cattle, agriculture, and phosphate remain economically significant. Natural features cross boundaries throughout, among them Myakka River State Park between Manatee and Sarasota and the Weekiwachee Wildlife Management Area between Hernando, Pasco, Citrus and Sumter (EY data book, p.23).

Education and Training Resources

Regional post-secondary output is materially below demand in several of the occupations above. The largest gaps between annual regional awards and annual regional demand are in General and Operations Managers, Medical Assistants, Lawyers, with a shortfall of 930 awards a year in the largest case (Table A-7 of the Regional Planning Data Book).

Training capacity is delivered through the four boards' Eligible Training Provider Lists. As of the PY 2026–27 lists, the region has 768 approved training programs across 88 distinct providers — Pasco Hernando 59, Polk 107, Suncoast 80, Tampa Bay 522. Supply is geographically concentrated: 68% of the region's approved programs are located in the Tampa Bay board area, which accounts for 50% of the population, while 59 are located in Pasco Hernando, home to 818,462 residents. Because participants can and do train across board lines, this describes where capacity sits rather than what any one board's customers can access. Measured by CIP code, 81 of 248 distinct program types are offered in more than one board area, so the region also operates substantial parallel capacity in the same fields (Table A-9 of the Regional Planning Data Book).

Counted on distinct program identifier, from the Employ Florida ETPL program export retrieved September 2026. Provider counts are not comparable between boards: the export assigns each provider to its closest local workforce development area, so a provider serving more than one board area is listed once.

1. **The region grew by nearly a million residents, and the labor force grew faster.**

Population rose from 4,068,190 in 2011 to 4,984,724 in 2024, an increase of 916,534 or 22.5%, unevenly: the three smaller board areas each grew between 27.1% and 32.1% while Tampa Bay grew 16.4% from a far larger base. The civilian labor force expanded 23.5% over the same period, outpacing population in every board area except Tampa Bay (Table A-8 of the Regional Planning Data Book). The region's center of gravity is shifting outward from the Hillsborough–Pinellas core. The 2024 data book reported the same direction on its own basis, a seven-county population of 4,672,245 in 2018 rising to 5,071,401 in 2023 (p.11).

2. **Employment growth has fallen behind the state.**

Regional employment grew 2.8% annually over the past five years against 3.3% statewide. The shortfall is concentrated in higher-wage sectors in which the region holds an established concentration — most notably Management of Companies and Enterprises, which grew 0.3% against 4.8% statewide. This is a change in trajectory rather than in structure: the region retains its specializations but is no longer growing them at the state rate.

3. **Growth is concentrated where wages are lowest.**

Pasco Hernando now records the region's fastest employment growth at 4.2% annually while paying its lowest average wage, $55,092. Tampa Bay grows slowest at 2.4% and pays the highest, $73,733. The divergence has widened over the period and is the clearest structural change in the regional economy.

4. **Employed residents grew 4.1%, and the largest cross-board flow widened.**

The data book reported commuting from the same source this plan uses — Census OnTheMap, All Jobs — for 2022 (pp.13–16), so the two are directly comparable. Employed residents rose in every board area, from 2,105,705 to 2,192,161 regionally, with growth concentrated inland and to the north: Pasco Hernando 7.3% and Polk 6.2%, against 2.9% and 3.0% in Suncoast and Tampa Bay. That is the same outward shift the population figures show, appearing in employment. LODES estimates are revised between vintages, so the ranking of board areas is more dependable than the individual rates.

This plan also reports commuting at county level, which the Tampa MSA otherwise conceals. The finding is not an artifact of new data: the data book already recorded 127,957 Pasco Hernando residents working in Hillsborough or Pinellas in 2022 against 104,625 within their own two counties (p.14); in 2023 those figures are 137,658 and 113,467. A pattern documented across two independent analyses two years apart is a stronger basis for regional designation than a single observation.

5. **What has not changed**

The region remains a single integrated labor market. 79.1% of employed residents work within the region, and 232 of the 243 occupations appearing on any of the four boards' demand lists appear on all four. The industrial specializations — finance and insurance, construction, health care, professional services — are unchanged in composition.

Data Sources

A complete source list — every report, its vintage, and the tables it supports — is on the "Data Sources" worksheet of the attached workbook. Principal sources: JobsEQ (Chmura, 2026Q1), Census OnTheMap (LEHD LODES 2023, vintage 8.4), the American Community Survey 2020–2024, and the FloridaCommerce Regional Demand Occupations Lists for PY 2026–2027. Baseline figures and the regional asset, economic development and training provider descriptions come from the EY Regional Planning Data Book (2024), cited by page at each use.

B. Regional Service Delivery and Customer Experience

The Tampa Bay Regional Planning Area, comprised of CareerSource Suncoast, CareerSource Tampa Bay, CareerSource Polk, and CareerSource Pasco Hernando, is committed to delivering a customer-centered workforce system that ensures equitable access to services for all Floridians. Consistent with Florida's Workforce System Guidance and the CareerSource Florida Availability of Services to Floridians (P1) Policy, the region embraces a "no wrong door" service delivery approach whereby individuals and businesses can access workforce services in their local CareerSource location, virtually, or through partner referrals and receive timely, responsive, and coordinated assistance. The region's service strategy prioritizes customer choice, service accessibility, continuous improvement, and the delivery of workforce solutions that align with both regional and statewide workforce priorities.

To ensure a consistent customer experience throughout the region, the four workforce boards utilize common service delivery principles and customer flow processes that support timely access to workforce services. In alignment with the CareerSource Florida Availability of Services to Floridians Policy, customers receive clear information regarding available workforce programs and services and are connected to the most appropriate resources based on individual needs, eligibility, and career goals in compliance with state and federal program requirements.

Consistent Eligibility and Enrollment Processes

The four local workforce development boards in the Tampa Bay Regional Planning Area will use a common intake framework consistent with CareerSource Florida policies to provide customers with a clear, consistent, and timely pathway from initial interest through eligibility determination, assessment, enrollment, and service planning. Common regional expectations will include the following:

1. **Public Orientation and Application Instructions** - Each LWDB will maintain WIOA orientation information on its website, including an overview of available Adult, Dislocated Worker, and Youth services; general eligibility information; required application steps; methods for requesting assistance or an accommodation; and instructions for submitting an application.
2. **Application and Initial Intake** - Applicants seeking staff-assisted WIOA services will be registered in Employ Florida as required by the applicable program policy. Individuals interested in WIOA Title I services must apply with their designated LWDB. An application initiates consideration for services but does not, by itself, constitute program enrollment.
3. **Priority-of-Service Screening** - Applications will be processed using applicable federal and state priority-of-service requirements outlined in the CareerSource Florida Policy 105 - Priority of Service.
4. **Objective Assessment in Employ Florida** - All applicants will be assessed for their service needs using the applicable objective assessment in Employ Florida.
5. **Eligibility Determination and Documentation** - Eligibility for the applicable Adult, Dislocated Worker, or Youth program using standardized state requirements and locally approved procedures aligned with CareerSource Florida Workforce Policies.
6. **Enrollment, Service Planning, and Warm Handoff** - Eligible applicants will be formally enrolled through the appropriate Employ Florida program application. When another LWDB or partner program is better positioned to provide a needed service, staff will use a warm handoff and document the referral, coordination, and co-enrollment activity in accordance with applicable requirements.

Applicable CareerSource Florida Policy Framework:

- P1 - Availability of Services to Floridians
- P122 - Adult and Dislocated Worker Program Eligibility:
- P127 - Adult and Dislocated Worker Program Framework and Design
- P95 - WIOA Youth Program Eligibility and Service Provider Selection
- 105 - Priority of Service
- P111 - Services for Veterans, Members of the Military, and Spouses

Supportive Services Coordination

Each region aligns local policies with the CareerSource Florida Policy, P109-Supportive Services Needs-Related Payments. The four workforce boards coordinate supportive service strategies with key partners and grants in their local area to maximize resource utilization and reduce duplication of services.

All four workforce boards maintain relationships with Hope Florida Navigators and actively incorporate Hope Florida's "Pathway to Prosperity" model into local service delivery strategies. Through this partnership, workforce customers can be connected to a statewide network of community organizations, faith-based partners, and human service providers that address barriers impacting employment and career advancement.

Universal Services and Accessibility

Universal access remains a foundational principle of regional service delivery. The Tampa Bay Regional Planning Area offers services through comprehensive career centers, affiliate sites, mobile outreach strategies, and virtual platforms to ensure access for all residents. Services are designed to accommodate populations with barriers to employment.

Accessibility strategies include ADA-compliant facilities and technology, alternative service delivery methods, multi-language materials, accessible formats, virtual service options, and partnerships with Vocational Rehabilitation, the Florida Division of Blind Services, the Agency for Persons with Disabilities, and the Florida Abilities Work Portal.

Regional Customer Experience Baseline

The Tampa Bay Regional Planning Area utilizes customer feedback, service utilization data, workforce performance outcomes, business engagement metrics, complaint resolution processes, and continuous improvement activities to evaluate customer experience and service effectiveness. Consistent with CareerSource Florida Workforce Policy P1, the region will independently monitor customer responsiveness, timeliness of eligibility determination, time to service provision, accessibility of services, customer satisfaction, and employment outcomes for both job seekers and employers. Regional partners will leverage available state and local performance data to establish baseline measures and identify opportunities for continuous improvement.

Regional Service Gaps and Planned Actions

The region has identified several common service delivery challenges that require ongoing regional attention:

Service Gap	Regional Action Strategy
Transportation barriers	Expand partnerships with transportation providers and supportive service resources.
Childcare affordability and availability	Strengthen referral networks and coordinate supportive service resources.
Housing instability impacting workforce participation	Increase collaboration with housing and community assistance partners.
Digital literacy and technology access challenges	Expand digital skills training and technology support services.
Need for greater co-enrollment and integrated case management	Leverage Florida WINS implementation and enhance cross-program coordination.
Access to work-based learning and apprenticeship opportunities	Expand regional apprenticeship, OJT, and employer-led training initiatives.
Consistent customer experience measurement across the region	Share customer satisfaction metrics and continuous improvement strategies.

Regional Service Delivery Matrix

Service Area	Regional Standard	Lead/Partners
Intake & Assessment	Common intake, eligibility screening, referral processes, future FL WINS integration	All four boards
Career Services	Universal access, career planning, workshops, labor market information	All four boards
Training Services	ITAs, OJT, Registered Apprenticeship, Customized Training	Workforce boards and education partners
Business Services	Coordinated employer engagement and sector strategies	Regional Business Services Teams
Supportive Services	Consistent policies and coordinated referrals	All four boards
Youth Services	Shared outreach, work-based learning, apprenticeship pathways	Workforce boards and school partners
Disability Services	Coordinated accessibility and referral processes	VR, FDBS, APD, CareerSource
TANF/SNAP E&T	Shared referral and co-enrollment procedures	DCF and workforce partners

Service Area	Regional Standard	Lead/Partners
Adult Education	IET, GED®, ESOL, career pathway alignment	School districts and colleges
Reemployment Services	RESEA, Rapid Response, unemployment claimant services	FloridaCommerce and CareerSource partners

C. Regional Operations and System Efficiencies

Systems Efficiency Table:

Category	Regional Summary	Evidence / Tools / Protocols
Administrative Cost Arrangements	All boards maintain admin costs ≤10% per WIOA; designated fiscal agents in place. A Tampa RPA review committee will annually explore joint procurement, and regional staff training.	Annual review committee will review cost ratios, fiscal agent overhead rates, explore joint procurement, and regional staff training. This will allow for peer comparisons and help to identify best practices.
Shared Services	Monthly regional planning meetings; coordinated marketing/outreach; shared monthly regional events flyer; One-Stop branding; shared LMI; coordinated employer outreach; coordinated Rapid Response framework.	Monthly regional planning calendar; regional events flyer; shared LMI resources; employer engagement protocols; Rapid Response coordination.
Technology & Data Sharing	State-mandated EF and CONNECT systems used regionwide. Shared LMI with Jobs EQ.	FERPA/WIOA compliance requirements; shared employer/participant data exchange processes. Standardized LMI.
Regional Agreements	Tampa Bay RPA designation approved May 21, 2025. Governance structure under development to define roles, responsibilities, annual reporting obligations, shared initiative progress tracking, performance benchmarks, and efficiency targets.	Tampa Bay RPA governance framework; annual regional reporting plan; performance benchmarks; efficiency targets
Reduced Duplication	Priority focus on eliminating redundant activities across regions. Areas under review include marketing/outreach, procurement processes, and staff training. Streamlined regional approaches will be developed to reduce overlap and improve efficiency.	Regional review of marketing/outreach; procurement alignment plan; shared staff training modules. All regions will follow Workforce policy 0124: Statewide Standardization of Tools and Services.

Administrative Cost Sharing Summary

All four boards are required to maintain administrative costs at or below the ten percent (10%) federal administrative cost cap as prescribed by WIOA regulations and maintain a designated fiscal agent. Since the creation of the Tampa Bay RPA, coordination of operations and system efficiencies has begun. A committee will

explore joint procurement, and regional staff training. This will allow for peer comparisons and help to identify best practices.

Regional Agreements

On May 21, 2025, the CareerSource Florida Board of Directors approved a recommendation to the Governor for the designation of the Tampa Bay RPA. With this in place the Tampa Bay RPA will continue to develop: A defined structure for ongoing regional planning and coordination, clearly defined roles and responsibilities for shared regional initiatives, annual regional reporting obligations, progress on shared initiatives, performance benchmarks, and efficiency targets. The Tampa Bay RPA currently operates under several formal and informal agreements that support coordination and compliance:

- Tampa Bay RPA designated as a multi-region planning area.
- Local One Stop MOUs- Each board maintains its own One Stop MOUs with required partners. While not region wide, these agreements share similar structures and cost sharing methodologies.
- Shared participation in regional events to promote workforce programs and initiatives.
- Coordinated representation on regional economic development councils.
- Joint attendance at employer roundtables.
- Coordination during disaster recovery and FloridaCommerce emergency initiatives.

Shared Tools List

Currently all four regions participate in a monthly regional planning meeting. During this meeting, collaborative events are planned with coordinated marketing and outreach efforts put in place. A monthly flyer of events throughout the region is in place that allows each region to market the events to potential participants and employers throughout the region.

- Employ Florida (EF) - Statewide MIS for job seekers, employers, and case management
- CONNECT- Program eligibility, claims, and reporting.
- Jobs EQ - Labor market software platform that provides workforce data, analytics, and economic data.
- CareerSource Florida Branding - Shared statewide branding and customer-based materials.
- Common Outreach Materials- Employer focused brochures and sector partnership materials.
- Disaster Recovery Coordination Tools - Shared forms and resource guides during disasters or FloridaCommerce emergency activations.
- Training Provider lists - although locally approved lists are in place, all regions use the statewide ETPL.
- CLIFF Dashboard- Economic Mobility Tool - to help individuals understand the impact of employment and wage progression on public benefits and to support informed career planning
- FLWINS (Florida Workforce Integrated Network Systems) - Florida’s statewide workforce system integration initiative that creates a single, consumer-focused platform connecting workforce, education, and human services programs so Floridians can more easily access employment, training, and support services through a “no wrong door” approach.
- Unite Us - HOPE Florida Agency-to-agency referral portal used to connect jobseekers to resources and support services to remove barriers to employment.

D. Regional Performance, Employer Engagement, and Apprenticeship

Regional Performance Dashboard: *Data submitted is based on information available from FloridaCommerce at the time of plan development. For current performance data available visit* [Indicators of Performance Reports - FloridaJobs.org](FloridaJobs.org).

Regional Performance Scorecard — LWDB 16, 17, 18, 28

Program Year 2025-2026, 4th Quarter — % of Performance Goal Met

Program / Measure	LWDB 16		LWDB 17		LWDB 18		LWDB 28	
	% of Goal	Status	% of Goal	Status	% of Goal	Status	% of Goal	Status
Adults								
Employed 2nd Qtr After Exit	113.5%	Exceeded	93.8%	Met	107.7%	Exceeded	108.0%	Exceeded
Median Wage 2nd Quarter After Exit	114.1%	Exceeded	102.6%	Exceeded	119.5%	Exceeded	106.7%	Exceeded
Employed 4th Qtr After Exit	117.6%	Exceeded	96.1%	Met	100.3%	Exceeded	104.8%	Exceeded
Credential Attainment Rate	116.3%	Exceeded	105.3%	Exceeded	83.2%	Not Met	99.0%	Met
Measurable Skill Gains	94.4%	Met	101.8%	Exceeded	187.5%	Exceeded	147.6%	Exceeded
Dislocated Workers								
Employed 2nd Qtr After Exit	107.5%	Exceeded	67.7%	Not Met	98.6%	Met	104.7%	Exceeded
Median Wage 2nd Quarter After Exit	142.8%	Exceeded	89.7%	Not Met	140.5%	Exceeded	102.8%	Exceeded
Employed 4th Qtr After Exit	119.1%	Exceeded	93.5%	Met	100.0%	Met	109.0%	Exceeded
Credential Attainment Rate	107.2%	Exceeded	82.4%	Not Met	41.7%	Not Met	109.7%	Exceeded
Measurable Skill Gains	72.6%	Not Met	105.7%	Exceeded	128.9%	Exceeded	108.5%	Exceeded
Youth								
Employed 2nd Qtr After Exit	93.4%	Met	82.3%	Not Met	93.5%	Met	98.5%	Met
Median Wage 2nd Quarter After Exit	165.1%	Exceeded	108.8%	Exceeded	163.6%	Exceeded	148.1%	Exceeded
Employed 4th Qtr After Exit	93.8%	Met	94.4%	Met	96.6%	Met	90.9%	Met
Credential Attainment Rate	60.5%	Not Met	32.3%	Not Met	106.7%	Exceeded	91.2%	Met
Measurable Skill Gains	68.8%	Not Met	120.7%	Exceeded	133.3%	Exceeded	102.5%	Exceeded
Wagner Peyser								
Employed 2nd Qtr After Exit	106.6%	Exceeded	93.2%	Met	92.2%	Met	98.2%	Met
Median Wage 2nd Quarter After Exit	109.9%	Exceeded	122.7%	Exceeded	124.3%	Exceeded	110.8%	Exceeded
Employed 4th Qtr After Exit	114.5%	Exceeded	98.7%	Met	99.5%	Met	106.3%	Exceeded

Green = Exceeded (>100% of negotiated goal) | Yellow = Met (90-100% of negotiated goal) | Red = Not Met (<90% of negotiated goal). Data reflects PY2025-2026 Q4 performance pulled from each LWDB tab's AN/AO/AP columns (AK/AL/AM for LWDB 28, whose tab has fewer historical quarter columns).

Employer Engagement and Sector Strategy Scorecard

Reflects business services activity and sector partnership engagement across the region for the previous program year.

PY2526 Targeted Sector Employers Served

Targeted Sector	LWDB 16	LWDB 17	LWDB 18	LWDB 28	Total
Healthcare and Social Assistance	293	49	686	1517	2545
Manufacturing	109	51	550	911	1621
Transportation and Warehousing	14	15	143	306	478
Total	416	115	1379	2734	4644

PY2526 Targeted Sector Participants Trained					
Targeted Sector	**LWDB 16**	**LWDB 17**	**LWDB 18**	**LWDB 28**	**Total**
Healthcare and Social Assistance	48	48	47	173	316
Manufacturing	4	5	5	6	20
Transportation and Warehousing	24	26	54	60	164
Total	76	79	106	239	500

Apprenticeship and Work-Based Learning Scorecard

Active Activity During PY2526					
Activity Type	**LWDB 16**	**LWDB 17**	**LWDB 18**	**LWDB 28**	**Total**
On-The-Job Training	13	56	32	30	131
Registered Apprenticeship	5	5	8	95	113
Work Experience	21	54	17	188	280
Total	**39**	**115**	**57**	**313**	**524**

Employed During PY2526					
Activity Type	**LWDB 16**	**LWDB 17**	**LWDB 18**	**LWDB 28**	**Total**
On-The-Job Training	12	33	18	17	80
Registered Apprenticeship	5	5	6	61	77
Work Experience	2	24	11	74	111
Total	**19**	**62**	**35**	**152**	**268**

Training Related Employed During PY2526					
Activity Type	**LWDB 16**	**LWDB 17**	**LWDB 18**	**LWDB 28**	**Total**
On-The-Job Training	12	22	15	14	63
Registered Apprenticeship	5	4	6	54	69
Work Experience				20	20
Total	**17**	**26**	**21**	**88**	**152**

Regional Action Summary

The four boards operate as the Tampa Bay Regional Planning Area spanning Manatee, Sarasota, Pinellas, Hillsborough, Pasco, Hernando, and Polk counties, and align regional strategy around shared target industries — Healthcare, Manufacturing, and Transportation/Warehousing (Source Fastest Growing Industries - FloridaJobs.org) — as well as a common apprenticeship growth agenda under the State's 2030 goals. Additionally, the Tampa Bay

Partnership highlighted that Healthcare continues to dominate as the largest source of employment - Our Region - State of the Region.

Performance Negotiation Support

- The Region will utilize shared local labor market conditions, participant mix, and prior-year variance analysis to ensure negotiated performance levels reflect comparable, defensible regional economic factors that impact the region.
- Boards share a common statistical adjustment methodology and supporting documentation with FloridaCommerce during negotiations and will designate a performance lead to coordinate messaging and evidence across all four local areas.

Letter Grade Improvement Strategies

- PY2025-2026 Letter Grades for Quarter 2 for the Regions are:
  - CareerSource Polk – 79.6 C+
  - CareerSource Tampa Bay – 87.09 B+
  - CareerSource Suncoast – 90.59 A-
  - CareerSource Pasco Hernando – 82.52 B-
- Boards share best practices in service delivery, reporting, and predictive analytics, and jointly identify solutions for letter grade improvement across the Region.
- Identify areas contributing to lower outcome metrics and identify key solutions on improvement.

Sector Partnerships

- Boards designate co-leads for each shared sector partnership to reduce duplication, coordinate employer outreach calendars, and jointly develop labor market and skills-gap analyses used across all four local plans.
- Each LWDB in the Tampa Bay Regional Planning Area has established Education and Industry Consortiums that leverage strategic partnerships to cultivate local and regional economic growth and opportunities in their key industry sectors. In an effort to create alignment and regional partnerships, the Tampa Bay Regional Planning Area will conduct following:
  - Provide each RPA board with copies of the Education and Industry Consortium quarterly reports for review and identification of shared deficiencies and need of in-demand occupations in the key industry sectors.
  - Connect key economic agencies in the RPA for collaboration.
  - Review Labor Market Information (LMI) annually for the RPA to identify in-demand and emerging occupations and credentials of value to be added to the MCL.
  - The RPA will facilitate annual /bi-annual meetings with staff across the LWDAs.

Coordinated Business Services

- A regional business services team coordinates outreach to multi-site and cross-county employers so that a single point of contact serves employers operating across board boundaries, reducing duplicate contacts, and improving the employer experience.
- Boards use a shared EmployFlorida system to track employer engagement, rapid response, and OJT/apprenticeship activities across the Region.
- The four boards cross-promote each other's local hiring and job fair events through social media and website postings, ensuring consistent regional visibility for apprenticeship opportunities, and participate in the Statewide Subject matter Expert groups for Business Services.

Employer Retention and Market Penetration

- The Region tracks repeat/retained business customers and market penetration by county as a shared accountability measure, with boards jointly reviewing underperforming sectors or geographies each quarter.
- Retention strategies include sharing employer satisfaction surveys, joint account management for regional employers, and targeted outreach to underserved industries and small/mid-size businesses identified through labor market analysis.

Apprenticeship and Pre-Apprenticeship Expansion

- The Region's combined 2030 cumulative expected apprentice count is 913 (Suncoast 71, Tampa Bay 491, Pasco Hernando 177, Polk 174); boards will track progress toward these targets individually and share information in a performance report.
- Regional Apprenticeship Navigators coordinate employer outreach for new registered apprenticeship and pre-apprenticeship programs in shared target sectors, with an emphasis on healthcare, construction trades, manufacturing, and logistics.
- The Region hosts a joint Regional Apprenticeship Event during National Apprenticeship Week, bringing together employers, apprenticeship sponsors, K-12 and postsecondary partners, and job seekers from all four local areas to raise awareness of registered apprenticeship and pre-apprenticeship opportunities.
- Apprenticeship Navigators and regional planning area staff hold coordinated monthly meetings to align outreach strategies, share employer leads, and track progress toward shared apprenticeship goals.
- The four boards cross-promote each other's local apprenticeship events, employer information sessions, and signing days through shared calendars, social media, and website postings, ensuring consistent regional visibility for apprenticeship opportunities.

MCL Alignment

- The Region aligns with the FloridaCommerce and CareerSource Florida directive to cross-references each board's training provider and program offerings against the Master Credentials List (MCL) to ensure funded training aligns with credentials tied to in-demand regional occupations.
- Boards coordinate with regional education and training partners to identify MCL gaps in shared target industries and advocate for the addition of high-value, regionally in-demand credentials where gaps are identified.

Talent Pipeline Actions

- The Region coordinates work-based learning, youth pre-apprenticeship, and career pathway initiatives with K-12 and postsecondary partners across the four-county area to build a consistent regional talent pipeline for target industries.
- Shared labor market and skills-gap data inform joint talent pipeline priorities, which are reviewed at least annually with the regional sector partnerships and business services teams to ensure alignment between training investments and employer demand.

Regional Strategy Summary Table

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Targeted Industries / Sector Partnerships	• Use shared labor-market intelligence and employer input to maintain regional sector priorities and talent-pipeline strategies. • Evaluate and Coordinate sector partnerships around industries with common concentrations and shortages, including healthcare, manufacturing, and transportation/logistics, • Engage Education and Industry Consortia, economic-development organizations, education partners, and industry associations in strategy	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); Education and Industry Consortia; regional EDOs; chambers; colleges/technical colleges; employers and industry associations.	• Documented regional sector convenings and shared action plans. • Employer participation and repeat engagement. • Training, work-based learning, and referrals aligned to regional demand occupations.	• RPA Designation Request: shared labor market, industrial composition/location quotients, education/training resources. • Florida WIOA Combined Plan Two-Year Modification: sector strategies and industry-driven talent pipelines. • CareerSource Florida Workforce Policy P123; applicable sector-strategy policy/guidance.

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
	design.			
Coordinated Service Delivery	• Align local policies to be in alignment and consistent with the CSF P123 regional service-delivery framework so customers can access comparable WIOA and Wagner-Peyser services across board boundaries. • Use common referral protocols, warm handoffs, coordinated eligibility practices, and co-enrollment where appropriate while preserving each LWDB's statutory authority. • Coordinate services with core and required one-stop partners through local MOUs/IFAs and regional operating agreements.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); one-stop partners, including Adult Education, Vocational Rehabilitation, Blind Services, TANF/SNAP E&T, veterans' programs, community partners, and education providers.	• Regional referral protocol adopted and used by all four boards. • Referral completion and co-enrollment monitored. • Customer access and service-consistency issues reviewed and resolved through regional meetings.	• CareerSource Florida Workforce Policy P123: regional service-delivery approach and cooperative agreements. • Applicable CareerSource Florida availability-of-services and one-stop partner policies.
Supportive Services Coordination	• Align referral process for transportation, childcare, housing, emergency assistance, digital access, tools, uniforms, testing, and other allowable supports with CSF policies. • Coordinate HOPE Navigator access in each LWDB and connect customers to community resources that address barriers to employment and training. • Apply consistent documentation, allowability, non-duplication, and funding-sequencing principles while following each program's eligibility rules and local policy.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); HOPE Navigators; one-stop partners; community-based organizations; transportation, housing, childcare, and human-services partners.	• Regional supportive-services directory maintained and periodically validated. • Warm-handoff and referral outcomes tracked. • Fewer identified support-service gaps and documented issue-resolution process.	• CareerSource Florida Workforce Policy P123: coordinated training and supportive services. • Applicable CareerSource Florida program and availability-of-services policies; local supportive-services policies.
Administrative Efficiencies	• Identify shared procurement, professional development, templates, outreach materials, labor-market products, monitoring tools, and technology resources that can reduce cost or staff time. • Document governance, cost allocation, data privacy, fiscal controls, and board-level approvals before implementing shared arrangements.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); fiscal, procurement, IT/data, communications, compliance, and one-stop leadership; FloridaCommerce and CareerSource Florida as applicable.	• Shared-resource inventory and annual efficiency work plan. • Documented cost avoidance, reduced duplication, or staff-time savings. • Common tools/processes implemented with required controls and approvals.	• CareerSource Florida Workforce Policy P123: lower administrative/operational costs, shared resources, and standardized tools and services. • Florida WIOA Combined Plan Two-Year Modification: accountability, integration, and efficient use of resources.
Coordinated Performance Improvement	• Review WIOA primary indicators and state accountability measures through a regional continuous-improvement process. • Share effective practices, conduct root-cause	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); performance,	• Quarterly regional performance review and documented action log. • Timely completion of improvement actions. • All boards meet or progress toward negotiated	• Florida WIOA Combined Plan Two-Year Modification: WIOA performance accountability and continuous improvement. • CareerSource Florida

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
	analysis, and develop corrective or improvement actions for common challenges, including low participant volume, changing labor-market conditions, and uneven outcomes. • Use disaggregated data to assess equitable access and outcomes without replacing local performance accountability.	program, quality assurance, data, and business-services staff; FloridaCommerce technical assistance as needed.	performance targets and applicable state measures.	Workforce Policy P123: meeting or exceeding required local-area performance targets through partnerships, standardization, and shared resources.
Apprenticeship / Work-Based Learning	• Expand registered apprenticeship, pre-apprenticeship, on-the-job training, incumbent worker training, customized training, internships, and paid work experiences tied to regional demand. • Coordinate employer outreach and sponsor development; align participant recruitment, supportive services, and braided funding. • Develop cross-board referral paths so employers and job seekers can access opportunities throughout the planning area.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); apprenticeship sponsors; Apprentice Florida/FloridaCommerce; employers; labor organizations; school districts; colleges and technical colleges; community partners.	• New or expanded earn-and-learn opportunities and participating employers. • Participant enrollment, completion, credential attainment, employment, and wage outcomes. • Cross-board referrals and leveraged funding documented.	• Florida WIOA Combined Plan Two-Year Modification: apprenticeship and innovative work-based learning. • CareerSource Florida Workforce Policy P123: expanded earn-and-learn options, including registered apprenticeship, registered pre-apprenticeship, and OJT. • Applicable CareerSource Florida work-based training policies.
MCL / Credential Alignment	• Align training investments with the Master Credentials List, state, and regional demand occupation information, ETPL requirements, and documented employer demand. • Use provider and program outcomes to guide investment and information received from Education and Industry Consortium recommendations. • Coordinate communication to providers regarding eligibility, performance, and regional talent needs.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); CareerSource Florida/FloridaCommerce; Education and Industry Consortia; eligible training providers; colleges/technical colleges; employers.	• Share of funded training aligned to eligible MCL/RDOL pathways. • Credential attainment, measurable skill gains, completion, employment, and wage outcomes. • Provider/program performance reviewed and documented.	• Florida WIOA Combined Plan Two-Year Modification: credentials of value and training accountability. • RPA Designation Request: regional education/training-provider capacity. • CareerSource Florida ETPL, targeted occupations, and Master Credentials List policies/guidance.
Coordinated Business Services	• Adopt a regional business-services protocol for employer referrals, lead sharing, account coordination, rapid response, recruitment, labor-market information, and talent-pipeline solutions. • Present a coordinated regional approach to multi-county employers while maintaining clear account ownership and avoiding duplicative outreach. • Connect employer	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay (LWDB 28); regional business-services teams; economic-development organizations; chambers; industry associations; education/training partners; Rapid Response partners.	• Shared employer-referral and lead-management process used by all boards. • Joint employer engagements and regional hiring/talent activities documented. • Employer services, placements, training solutions, and repeat engagement tracked using common definitions.	• Florida WIOA Combined Plan Two-Year Modification: dedicated business-services teams and employer-responsive strategies. • CareerSource Florida Workforce Policy P89, Business and Employer Services. • CareerSource Florida Workforce Policy P123: consistent services to businesses and response to shared shortages/skills gaps.

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
	demand to sector strategies, training, apprenticeship, and worker-placement activities.			

6. Local Plan Addendum Requirements — Streamlined Framework

The local plan addendum should provide board-specific information not already answered in the regional plan. When the regional plan fully addresses a topic, the local addendum may state: “Addressed in the Regional Plan, Section __,” and provide only local exceptions, changes, or board-specific actions.

Local Section	Required Response	Narrative Limit	Evidence / Attachment
Governance and Organizational Structure	Update only changes to CLEO, LWDB membership, fiscal agent, one-stop operator, providers, youth provider, organizational chart, required roles, or delegated signatory authority.	Change-only narrative; 1 page max	Roster, bylaws, organizational chart, agreements
Analysis of Need and Available Resources	Use current labor market and service data to identify top industry needs, workforce gaps, population barriers, and available resources.	2 pages max plus dashboard	Labor market dashboard; data source list
Strategic Alignment and Five Pillars	Complete the Strategic Alignment Framework in Section 7.	Table only plus 1-page summary	State Plan / local strategy crosswalk
Program Services and Partner Coordination	Summarize program/service delivery across core and combined partners, including Adult, Dislocated Worker, Youth, TANF, SNAP, JVSG, UI, SCSEP, CSBG, HUD where available, Perkins V, and other partners.	Table plus exceptions narrative	Partner matrix, MOUs, LOPs
One-Stop Delivery System	Summarize access points, customer access, accessibility, technology, integration, and significant changes since prior plan.	Change-only narrative; 2 pages max	Access point table; certification; accessibility evidence
Employer Engagement, Sector Strategies, and Apprenticeship	Complete the scorecards in Sections 9A and 9B and explain major actions to strengthen employer-driven strategies and apprenticeship expansion.	Scorecards plus 1-page action summary	Business services data, sector reports, apprenticeship evidence
Performance and Continuous Improvement	Complete the Performance Dashboard and Improvement Plan in Section 8.	Dashboard plus 2 pages max	Federal indicators, letter grade, improvement actions

Governance and Organizational Structure

The attachments provided delineate the 2026-2027 CSTB Board of Directors membership, updated bylaws and organizational chart. There were no substantive changes to the Agreement Between Hillsborough Pinellas Workforce Development Consortium and Tampa Bay Workforce Alliance, Inc. dba CareerSource Tampa Bay and no changes to the Interlocal Agreement Between Hillsborough County Board of County Commissioners and Pinellas County Board of County Commissioners.

The One-Stop Operator (OSO) for both counties is Educational Data Systems, Inc. (EDSI) and is effective July 1, 2026 – June 30, 2027.

Attachments:

1. Board of Directors Roster
2. Bylaws
3. Organizational Chart
4. Agreements

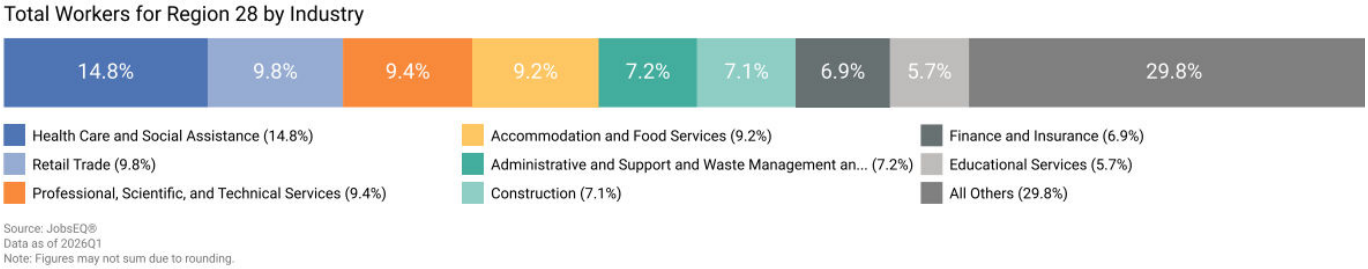
Analysis of Need and Available Resources

LWDB 28 represents Hillsborough and Pinellas Counties, cornerstones of the fast-growing Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (MSA), which also encompasses the counties of Hernando and Pasco. In 2025, the Tampa MSA had a population of 3.4 million, and the region represents the second largest MSA in Florida, behind the Miami-Fort Lauderdale-West Palm Beach MSA (6.39 million in 2025). Based on the 2025 population estimates, the Tampa MSA is the 18th largest MSA in the United States.

With a combined estimated 2025 population of nearly 2.5 million, Hillsborough and Pinellas Counties constitute the fourth and seventh most populous counties in Florida, respectively.

Industry Overview

The largest sector in Region 28 is Health Care and Social Assistance, employing 197,602 workers. The next-largest sectors in the region are Retail Trade (131,297 workers) and Professional, Scientific and Technical Services (125,365). High location quotients (LQs) indicate sectors in which the region has high concentrations of employment compared to the national average. The sectors with the largest LQs are Finance and Insurance (LQ=1.76), Real Estate and Rental Leasing (1.34), and Professional, Scientific and Technical Services (1.31).



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2025Q4 with preliminary estimates updated to 2026Q1.

Sectors in Region 28 with the highest average wages per worker are Management of Companies and Enterprises ($141,861), Finance and Insurance ($126,299), and Utilities ($116,254). Regional sectors with the best job growth (or most moderate job losses) over the last five years are Health Care and Social Assistance (+28,854 jobs), Accommodation and Food Services (+28,122), and Professional, Scientific, and Technical Services (+16,938).

Over the next year, employment in Region 28 is projected to expand by 10,510 jobs. The fastest growing sector in the region is expected to be Mining, Quarrying, and Oil and Gas Extraction with a +1.3 percent year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+2,199 jobs), Professional, Scientific, and Technical Services (+1,381), and Construction (+913).

Region 28, 2026Q1[1]

		CURRENT			5-YEAR HISTORY			1-YEAR FORECAST				
NAICS	Industry	Empl	Avg Ann Wages	LQ	Empl Change	Trend	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	197,602	$74,811	0.95	28,854		3.2%	21,781	9,785	9,797	2,199	1.1%
44	Retail Trade	131,297	$45,211	1.03	4,433		0.7%	18,050	8,057	9,615	378	0.3%
54	Professional, Scientific, and Technical Services	125,365	$108,047	1.31	16,938		2.9%	11,276	3,977	5,919	1,381	1.1%
72	Accommodation and Food Services	122,603	$34,829	1.06	28,122		5.3%	22,147	9,453	11,815	879	0.7%
56	Administrative and Support and Waste Management and Remediation Services	95,857	$55,365	1.20	6,090		1.3%	11,348	4,645	6,075	629	0.7%
23	Construction	95,127	$71,562	1.19	11,785		2.7%	8,771	3,157	4,702	913	1.0%
52	Finance and Insurance	91,613	$126,299	1.76	5,574		1.3%	8,253	3,111	4,277	865	0.9%
61	Educational Services	76,663	$58,975	0.71	4,822		1.3%	7,660	3,496	3,732	432	0.6%
31	Manufacturing	66,127	$80,596	0.64	5,078		1.6%	6,735	2,631	3,890	213	0.3%
81	Other Services (except Public Administration)	55,248	$45,181	0.98	6,150		2.4%	6,621	2,741	3,463	417	0.8%
48	Transportation and Warehousing	53,996	$58,946	0.80	9,398		3.9%	6,269	2,552	3,190	527	1.0%
42	Wholesale Trade	51,699	$100,852	1.06	6,268		2.6%	5,501	2,064	2,975	462	0.9%
92	Public Administration	49,203	$81,108	0.79	1,975		0.8%	4,667	1,912	2,553	202	0.4%
53	Real Estate and Rental and Leasing	31,139	$71,029	1.34	1,973		1.3%	3,207	1,418	1,553	236	0.8%
71	Arts, Entertainment, and Recreation	29,506	$66,354	1.04	9,311		7.9%	4,545	1,808	2,442	295	1.0%
55	Management of Companies and Enterprises	25,544	$141,861	1.23	-696		-0.5%	2,228	842	1,234	152	0.6%
51	Information	24,752	$113,741	1.00	2,661		2.3%	2,283	799	1,261	222	0.9%
11	Agriculture, Forestry, Fishing and Hunting	5,117	$41,581	0.32	-2,037		-6.5%	659	317	296	47	0.9%
22	Utilities	4,720	$116,254	0.67	741		3.5%	416	160	247	9	0.2%
99	Unclassified	459	$80,152	0.26	-17		-0.7%	54	22	28	4	0.8%
21	Mining, Quarrying, and Oil and Gas Extraction	92	$80,953	0.02	-101		-13.8%	9	3	5	1	1.3%
–	Total - All Industries	1,333,727	$73,733	1.00	147,324		2.4%	153,344	63,613	79,220	10,510	0.8%

Source: JobsEQ®
Data as of 2026Q1

Occupation Snapshot

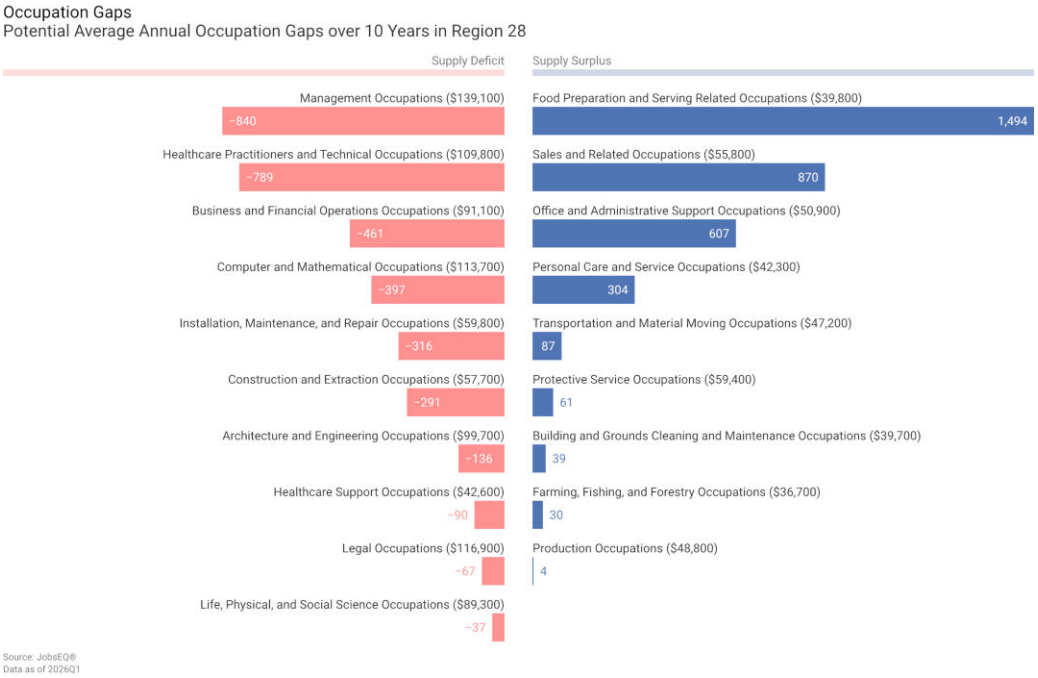
The largest major occupation group in Region 28 is Office and Administrative Support Occupations, employing 171,132 workers. The next-largest occupation groups in the region are Sales and Related Occupations (133,673 workers) and Food Preparation and Serving Related Occupations (133,875). The major groups with the largest LQs in the region are Legal Occupations (LQ=1.42), Business and Financial Operations Occupations (1.21), and Office and Administrative Support Occupations (1.17).

Occupation groups in Region 28 with the highest average wages per worker are Management Occupations ($139,200), Legal Occupations ($116,900), and Computer and Mathematical Occupations ($113,700). The unemployment rate in the region varied among the major groups from 1.6 percent among Legal Occupations to 7.8 percent among Farming, Fishing, and Forestry Occupations.

Region 28, 2026Q1[1]

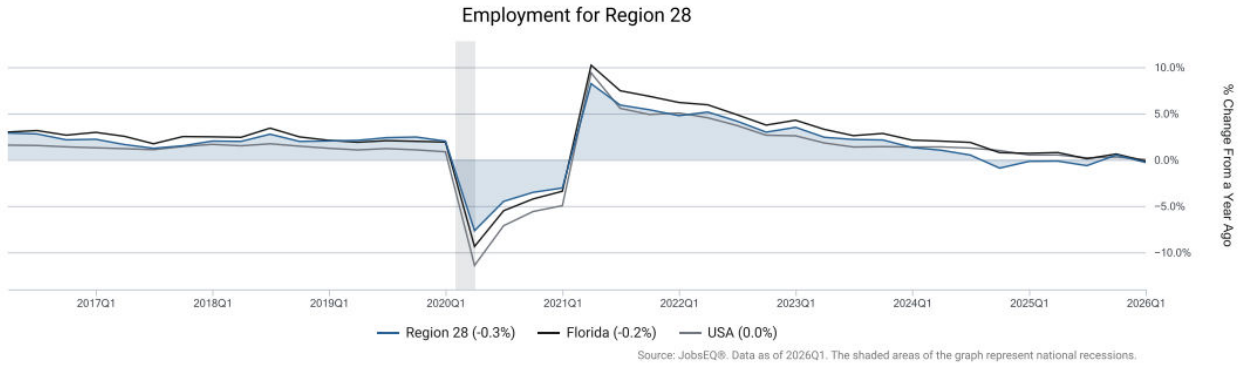
		Current						5-Year History		1-Year Forecast				
SOC	Occupation	Empl	Mean Ann Wages[2]	LQ	Unempl	Unempl Rate	Online Job Ads[3]	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support	171,132	$50,900	1.17	6,664	3.9%	4,301	2,388	0.3%	19,076	8,922	9,988	166	0.1%
41-0000	Sales and Related	133,673	$55,800	1.16	6,846	5.0%	8,099	5,028	0.8%	16,775	7,417	8,944	414	0.3%
35-0000	Food Preparation and Serving Related	113,875	$39,800	1.03	7,978	7.0%	5,709	22,335	4.5%	22,092	9,442	11,858	791	0.7%
11-0000	Management	108,457	$139,200	1.03	2,528	2.2%	8,015	21,560	4.5%	9,683	2,977	5,449	1,256	1.2%
13-0000	Business and Financial Operations	106,231	$91,100	1.21	3,267	2.9%	5,448	17,213	3.6%	9,436	3,293	5,047	1,096	1.0%
53-0000	Transportation and Material Moving	98,436	$47,300	0.86	6,436	6.5%	2,871	13,127	2.9%	13,417	5,384	7,083	950	1.0%
29-0000	Healthcare Practitioners and Technical	90,126	$109,900	1.11	1,488	1.7%	6,704	14,488	3.6%	6,004	2,682	2,322	1,000	1.1%
47-0000	Construction and Extraction	65,731	$57,700	1.09	3,382	5.4%	1,141	5,847	1.9%	6,007	2,161	3,172	674	1.0%
25-0000	Educational Instruction and Library	53,018	$58,700	0.72	1,649	3.0%	1,543	3,191	1.2%	5,251	2,455	2,489	307	0.6%
49-0000	Installation, Maintenance, and Repair	51,655	$59,800	1.01	1,781	3.7%	3,016	4,866	2.0%	5,100	1,997	2,653	449	0.9%
31-0000	Healthcare Support	51,149	$42,600	0.76	1,912	3.9%	2,154	6,450	2.7%	7,985	3,586	3,740	659	1.3%
51-0000	Production	46,710	$48,800	0.67	2,055	4.6%	1,461	2,474	1.1%	5,331	2,159	3,035	138	0.3%
15-0000	Computer and Mathematical	46,053	$113,700	1.08	1,765	3.4%	3,798	5,328	2.5%	3,202	1,004	1,560	639	1.4%
37-0000	Building and Grounds Cleaning and Maintenance	45,638	$39,700	1.04	2,582	5.7%	1,452	4,898	2.3%	6,582	2,964	3,316	302	0.7%
39-0000	Personal Care and Service	34,194	$42,300	0.98	1,869	5.5%	1,087	6,842	4.6%	6,138	2,378	3,441	319	0.9%
33-0000	Protective Service	27,345	$59,400	0.92	1,014	3.8%	1,052	2,871	2.2%	3,256	1,301	1,802	152	0.6%
27-0000	Arts, Design, Entertainment, Sports, and Media	22,708	$72,500	0.99	1,320	5.3%	951	2,861	2.7%	2,293	916	1,222	156	0.7%
21-0000	Community and Social Service	20,084	$60,000	0.78	695	3.2%	1,595	2,118	2.3%	2,101	837	1,013	252	1.3%
17-0000	Architecture and Engineering	19,529	$99,700	0.92	402	2.0%	1,614	2,115	2.3%	1,502	517	786	199	1.0%
23-0000	Legal	16,030	$116,900	1.42	245	1.6%	751	1,037	1.3%	1,137	391	615	130	0.8%
19-0000	Life, Physical, and Social Science	8,693	$89,300	0.71	361	3.7%	572	1,312	3.3%	839	183	559	97	1.1%
45-0000	Farming, Fishing, and Forestry	3,261	$37,900	0.43	274	7.8%	44	-1,025	-5.3%	505	219	266	20	0.6%
	Total - All Occupations	**1,333,727**	**$69,100**	**1.00**	**56,513**	**4.2%**	**63,376**	**147,324**	**2.4%**	**153,803**	**63,187**	**80,358**	**10,258**	**0.8%**

Occupation Gaps



Employment Trends

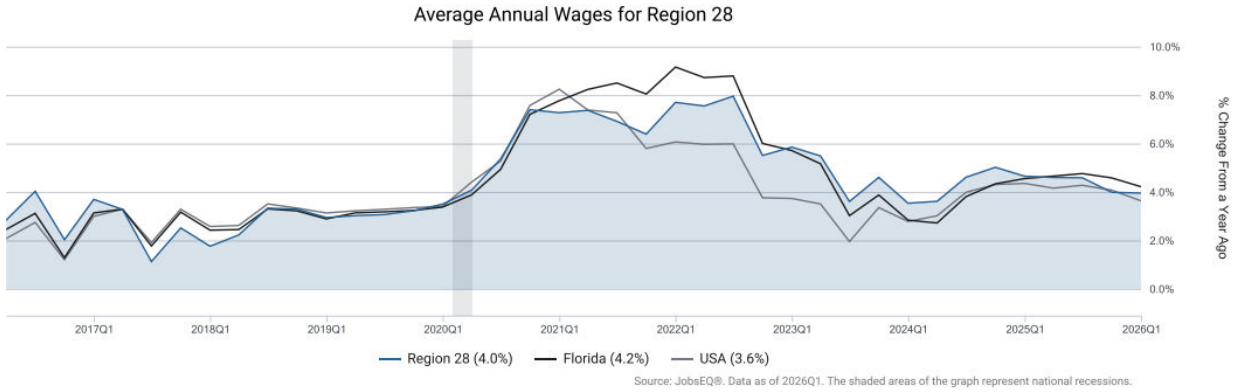
As of Quarter 1, 2026, total employment for Region 28 was 1,333,727 (based on a four-quarter moving average). Over the year ending Quarter 1, 2026, employment declined 0.3 percent in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2025Q4 with preliminary estimates updated to 2026Q1.

Wage Trends

The average worker in Region 28 earned annual wages of $73,733 as of Quarter 1, 2026. Average annual wages per worker increased 4 percent in the region over the preceding four quarters. For comparison purposes, annual average wages were $77,110 in the nation as of Quarter 1, 2026.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2025Q4 with preliminary estimates updated to 2026Q1.

Economic Indicators

Table 1: Income and Poverty Comparison

	Median Household Income	Per Capita Income (last 12 months)	Poverty Rate
Hillsborough County	$79,540	$44,342	11.7%
Pinellas County	$72,646	$48,351	10.8%
Florida	$74,568	$42,609	12.0%
United States	$80,734	$44,673	10.6%

Source: U.S. Census Bureau 2025 Quick Facts

While income and poverty rates are an indicator of the economic prosperity of the region, there are growing numbers of families who are struggling but do not meet the poverty thresholds required for public assistance in many federal, state, or local programs. These families are often working but living paycheck to paycheck due to childcare costs, transportation challenges, and/or the high cost of living, defined by the United Way as ALICE (an acronym for Asset Limited, Income Constrained, Employed).

Using 2024 point-in-time data for Hillsborough County, there were approximately 194,071 ALICE households (32 percent of all households) and 69,958 households in poverty (12 percent of all households).[1] In Pinellas County, an estimated 160,951 households were classified as ALICE (37 percent of all households) and 45,100 households were classified in the poverty level (10 percent of all households).[2] While the poverty rate has fallen slightly since 2012, ALICE households have increased sharply in the past decade, resulting in an estimated 470,080 total households in Hillsborough and Pinellas Counties classified as ALICE or below.

[1] United Way. (2024). 2024 United Way ALICE Report: County Reports. Retrieved from https://www.unitedforalice.org/county-reports/florida.

[2] Ibid.

Available Resources

CSTB serves as the third largest local workforce development board in Florida, representing a community of nearly 2.5 million residents. CSTB offers comprehensive career services for individuals from entry to executive level, including:

- Educational scholarships like individual training accounts (ITAs)
- Occupational skills and work-based training
- Career exploration and resources
- Employability skills training
- Networking opportunities and onsite recruitment events.

CSTB has identified the following high-demand industry sectors based on the region's existing assets, promising market trends, job creation potential, economic diversification capabilities, and opportunities for growth and advancement:

1. Finance/Professional Services/Information Technology
2. Life Sciences/Healthcare
3. Manufacturing/Logistics
4. Trades/Transportation

The region's workforce requires education and training tailored to meet the demands of specific occupations. This preparation is essential for individuals to remain competitive in an ever-changing global economy. Moreover, many residents rely on daily transportation to access training opportunities or seek employment and job seekers must possess a diverse skill set to adapt to the evolving workplace successfully. By empowering job seekers to enhance their skills, they can boost their confidence and self-esteem, enabling them to effectively position themselves in the competitive regional job market.

Strategic Alignment and Five Pillars

See the completed Strategic Alignment Framework in section 7.

Program Services and Partner Coordination

	Adult	Dislocated Worker	Youth	TANF	SNAP	JVSG	UI	SCSEP	CSBG	HUD	Perkins	MSFW	Youth Build
CSTB	X	X	X	X	X	X	X						
AARP Foundation								X					
ARM Institute		X											
CDC of Tampa													X
Hillsborough County School Board									X			X	
Hillsborough County Public Schools											X		
Housing Authority of the City of Tampa										X			X
Pinellas Ex-Offender Re-Entry Coalition (PERC)													X

St. Petersburg College													X
St. Petersburg Housing Authority										X			

Core Programs managed through CSTB direct services include:

- WIOA Adult, Dislocated Worker and Youth Services
- RESEA providing employment services to FloridaCommerce's state Unemployment Compensation program
- TANF programs authorized under Social Security Act Title IV, Part A Trade Adjustment Assistance Act (TAA) programs
- Department of Veteran's Affairs, VR&E-Veteran's Employment Program
- Information and local navigation assistance to FloridaCommerce's state Unemployment Compensation program
- Labor exchange services provided under Wagner-Peyser staff

Core programs and services that are managed through a partner MOU include:

- Adult Education and Literacy programs under Title II, local County Schools Adult and Education
- American Association of Retired Persons (AARP)
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 (reauthorized in 2018 as the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act) through multiple training partners and apprenticeship programs
- Department of Juvenile Justice
- Exceed Corporation Job Corp
- Florida Division of Blind Services
- Hillsborough County Social Services
- Multiple Housing Agency Authorities across Hillsborough County
- Justice-involved individual reentry services through the Hillsborough and Pinellas County Ex-Offender Re-Entry Coalitions
- Pinellas Opportunity Council
- Senior Community Service Employment Program
- St. Petersburg Housing Authority
- Tampa Housing Authority
- Title IV program services through the Division of Vocational Rehabilitation
- YouthBuild

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

- CSTB Summer PAYS, a summer youth employment program
- SNAP Employment and Training Program
- Social Security Administration (SSA) Employment Network and Ticket to Work (TTW) program along with a CSTB sustained Disability Employment Initiative or program
- Welfare Transition Program (WTP)

Co-located partner services:

- American Association of Retired Persons (AARP)
- Coptic Orthodox Charities
- Dress for Success

- Gulf Coast Jewish Family and Community Services – TANF program employment and training services to the non-custodial parent through the Non-Custodial Parent Employment and Training (NCPEP contract provider)
- Housing and Education Alliance

Other partner community organizations that offer services through referrals:

- 211 Tampa Bay Cares
- Abe Brown Ministries
- Boley Centers
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Department of Children and Families / Hope Florida
- ECHO (Emergency Care Help Organization)
- Eckerd Connects
- Enterprising Latinas
- Farmworker Career Development Program
- Goodwill Industries-Suncoast
- Gulfcoast Legal Services
- Homeless Emergency Project
- Homeless Leadership Alliance of Pinellas
- Junior Achievement of Tampa Bay
- Metropolitan Ministries
- Operation PAR
- Person Enrichment through Mental Health Services (PEMHS)
- Pinellas Ex-Offender Re-Entry Coalition (PERC)
- St. Pete Free Clinic
- St. Vincent DePaul
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind
- Urban League
- Westcare GulfCoast Florida

One-Stop Delivery System

Effective August 28, 2026, the Brandon location was permanently closed. CSTB is actively evaluating potential locations and exploring new opportunities to continue serving the Brandon community, including possible co-location partnerships.

Access points, customer access, accessibility, technology, and integration are described in the Region 28 2025-2028 Workforce Innovation and Opportunity Act Regional and Local Workforce Services Plan in the Description of the Local One-Stop Delivery System section, pages 88-99.

Employer Engagement, Sector Strategies, and Apprenticeship

See the completed section 9A and 9B scorecards.

Performance and Continuous Improvement

See the completed section 8 scorecard.

7. Strategic Alignment Framework

Complete the table below to show how the LWDB and/or planning region aligns local and regional strategies with the Five Pillars, statewide priorities, performance outcomes, and available resources. This table replaces duplicative narrative across the plan.

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Industry-Driven Strategies	Employer engagement, sector strategies, in-demand occupations, targeted industries, OJT, apprenticeship, preapprenticeship, MCL alignment	**Employer Engagement** • Relational rather than transactional engagement through employer advisory boards and sector partnerships • Track by depth of engagement and utilize strategies to increase quality of engagement **Sector Strategies** • Organize employer engagement and training design around specific industry sectors. • Convene sector partnerships regularly. **In-Demand Occupations/ Targeted Industries** • Targets are based on actual LMI – state and regional projections and real-time posting data. • Cross reference job growth and wage quality. • Revisit and update targets annually. **OJT** • Formal reimbursement agreements with employers tied to a training plan and skill checklist. **Apprenticeship and Preapprenticeship** • Preapprenticeship feeder	• Employers • Apprenticeship Sponsors • Education and Training Providers • Economic Development Organizations • Chambers of Commerce	• Apprenticeship and preapprenticeship enrollment and completion data • Sector employer lists and meeting minutes • OJT agreements • Master Credential Lists	**Employer Engagement** • Number of employers by engagement tier, tracked over time. • Meeting minutes and attendance records. **Sector Strategies** • List of active sector partnership with member rosters. **In-Demand Occupations / Targeted Industries** • Training program and LMI crosswalk. • Placement data evaluating training-related employment. **OJT** • Number of OJT contracts executed, employer reimbursement amounts, training plan/checklists completed. • Track conversion rate from OJT to permanent, unsubsidized employment. • Wage at OJT entry vs. wage at conversion to permanent employment. **Apprenticeship and Preapprenticeship** • Track apprentices

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		programs transfer to a Registered Apprenticeship. • Targeted strategies to increase the number of apprenticeship opportunities. **MCL Alignment** • Ensure training programs, sector targets and credentials align with the ETPL and local in demand occupations.			registered, completion rate, average time to completion, and wage progression during apprenticeship. • Track preapprenticeship completion as well as conversion rate into a registered apprenticeship. **MCL Alignment** • MCL crosswalk with ETPL and in-demand occupation lists.
Worker Mobility	Credential attainment, career pathways, supportive services, reduced public assistance, wage progression	**Credential Attainment** • Partner with education and training providers to map training to in-demand credentials. • Use stackable credentials. • Track completion rates by program. **Career Pathways** • Map sector-specific pathways showing entry point/ mid-level/ advanced roles, with credentials and wages tied to each category. • Pair each participant with a career coach to revisit the pathway plan regularly. **Supportive Services** • Removing barriers by funding supportive services such as transportation, childcare assistance, work attire/tools, and technology.	• Education and Training Partners • Employers • Florida Department of Children and Families	• Credential attainment data • Measurable Skills Gains • Reduced reliance on public assistance • Increased wages over time	**Credential Attainment** • Number/ percentage of participants who complete training and earn a recognized credential • Time-to-completion data • Credential value evidence such as labor market demand **Career Pathways** • Documented pathway maps with entry/mid/advanced wage bands, validated against actual placements. • Case management records. **Supportive Services** • Utilization data • Correlation analysis – completion/retention rates for those who received services vs. those who needed them but did not.

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		• Structure wraparound services so they are available throughout training. **Reduced Public Assistance** • This is a downstream outcome metric, so SNAP/TANF caseload changes for program graduates will be tracked. **Wage Progression** • Track quarterly and at 12 months, then multiple years. • Employer partnerships may include commitments to internal advancement.			• Participant surveys on the barriers removed. **Reduced Public Assistance** • Pre/post enrollment in SNAP/TANF • Self-sufficiency calculator scores at intake vs. 6/12 months **Wage Progression** • Placement wage, 6-month wage, 12-month wage • Percentage above self-sufficiency wage or living wage threshold • Employer-reported promotion/raise data
Integrated Systems	Core and combined partner coordination, regional service delivery, education/workforce/economic development alignment	**Core and Combined Partner Coordination** • Co-located or shared American Job Center infrastructure. • Memorandums of Understanding (MOUs) and Infrastructure Funding Agreements (IFAs). • Common referral, intake and case management systems. • Cross-training front-line staff. • Blended funding streams. **Regional Service Delivery** • Coordinated regional service delivery across the labor market area. • Shared regional plans. • Coordinated outreach efforts among regional partners.	• Mandatory partners • Other community partners • Education and training providers • Economic Development Organizations • CareerSource network regional partners • Local Elected Officials • LWDB Board Members	• Partner lists • Regional plans	**Core and Combined Partner Coordination** • Signed MOUs and IFAs • Shared case management documentation • Cross-referral tracking • Co-enrollment data • Joint staff training records **Regional Service Delivery** • Regional Plan • Service delivery footprint data (number of access points) **Education/Workforce/Economic Development Alignment** • Joint governance body meeting minutes and membership rosters showing education, workforce, and economic development participation.

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		Education/Workforce/Economic Development Alignment • Joint governance bodies. • Shared labor market information infrastructure. • Unified regional plan • Co-located or shared staff.			• Shared LMI adoption
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	**Federal Performance Indicators** • Case management practices are built around these indicators from enrollment to exit. • Realistic local performance target negotiation. • Shadow performance dashboard developed to track in real time. • Quarterly WIOA follow up process developed that addresses timely completion of WIOA follow-ups and WIOA primary goal attainment at team and regional levels. **Letter Grades** • Internal early-warning tracking system. **ROI** • Calculate and report both the participant-level ROI and workforce system ROI. **Performance Improvement Actions** • Quarterly internal performance reviews. • Document performance improvement actions. • Policy and procedure	• CareerSource Florida • Florida Department of Commerce • U.S. Department of Labor	• Quarterly and annual performance reports • Trend data reports • ROI study • Corrective action plans • State monitoring reports • Policies and Procedures	**Federal Performance Indicators** • Quarterly and annual performance reports • Performance trend data over multiple years • Negotiated vs. actual performance levels, with variance explained • Quarterly WIOA follow ups **Letter Grades** • Trend data showing improvement over time • Early-warning dashboard reports **ROI** • A formal cost-benefit or ROI study • Program cost per participant/credential/ placement **Performance Improvement Actions** • Documented corrective action plans • Before/after performance data tied to a specific improvement action • State monitoring reports and documented response to any findings

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		development framework. **Data Quality** • Regular data validation internal audits • Staff training			**Data Quality** • PIRL validation, data element validation reports, timeliness of data entry • Staff data-entry training records • State monitoring review findings related to data quality with resolution documentation
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative training, customer access, continuous improvement	**Regional Efficiencies** • Shared administrative functions across local workforce areas • Cross-area capacity building and data sharing **Shared Services** • Shared staffing pools of cross-trained staff • Shared facilities/co-location • Shared employer relationship management **Technology** • Unified case management system through EmployFlorida • Virtual/hybrid service delivery • Self-service participant portals • Real-time LMI tool through JobsEQ • Data analytics/BI dashboards for real-time tracking. **Innovative Training** • Work-based learning model integration • Simulation/VR technology	• Regional LWBDs • Customers/ participants	• Staffing cost analysis • Data sharing agreements • Usage reports • Dashboard BI tool reports	**Regional Efficiencies** • Cross-area reports **Shared Services** • Staffing cost comparisons pre/post shared staffing model implementation • Co-location agreements and facility cost-sharing documentation • Employer engagement records **Technology** • Usage metrics for virtual/hybrid service delivery and self-service • Dashboard/BI tool screenshots or reports showing real-time performance tracking • IT cost data showing technology investment relative to efficiency/capacity gains **Innovative Training** • Work-based learning integration data, including the number of participants and wages

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		in the Career Clarity Pod **Customer Access** • Multiple access channels • Extended/flexible hours • Language access and disability accommodation • Simplified intake/universal application **Continuous Improvement** • Customer/participant feedback loops • Regular policy and procedure review cycles • Innovation piloting with structured evaluation to test new approaches on a small scale before a system-wide rollout.			earned during training • Reports for simulation/VR training usage **Customer Access** • Utilization data by access channel and time of service • Language access/accommodation records, such as the number of translated materials, interpreter service usage, and ADA accommodation requests fulfilled • Universal intake data, including time to eligibility determination before vs. after a simplified intake process was implemented **Continuous Improvement** • Customer survey data • Policies and procedures • Pilot initiatives

8. Performance Dashboard and Improvement Plan

Complete the dashboard and brief improvement narrative. The purpose is to strengthen accountability while avoiding lengthy repeated explanations.

Measure	Negotiated /Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
Employment Rate 2nd Quarter After Exit	Adult 82.5% DW 82.9% Youth 79.4% WP- 65.4%	Adult- 89.1% DW- 86.8% Youth- 78.2% WP- 64.2%	Adult- Exceeded DW- Exceeded Youth- Met WP- Met	Employment retention	Continuous improvement process Enhance current WIOA Engagement and Re-employment strategies during WIOA quarterly Follow Up activities.
Employment Rate 4th Quarter After Exit	Adult- 81.6% DW- 80.7% Youth- 80.4% WP- 61.5%	Adult- 85.5% DW- 88% Youth 73.1% WP- 65.4%	Adult- Exceeded DW- Exceeded Youth- Met WP- Exceeded	Employment retention	Continuous improvement process, Enhance current WIOA Engagement and Re-employment strategies during WIOA quarterly Follow Up activities.
Median Earnings 2nd Quarter After Exit	Adult- $8,492 DW- $11,125 Youth- $4,067 WP- $7,085	Adult- $9,060.50 DW- $11,440 Youth- $6,021.5 WP- $7,853	Adult- Exceeded DW- Exceeded Youth- Met WP- Exceeded	Wages	Continuous improvement process, Enhance current WIOA Engagement and Re-employment strategies during WIOA quarterly Follow Up activities.
Credential Attainment Rate	Adult- 83% DW- 83.5% Youth- 62.7%	Adult- 82.2% DW- 91.6% Youth- 57.2%	Adult- Met DW- Exceeded Youth- Met	Credentials	Staff Training to enhance customer career development, mentoring and promote training outcomes.
Measurable Skill Gains	Adult- 60.9% DW- 84.6% Youth- 59%	Adult- 89.9% DW- 91.8% Youth- 60.5%	Adult- Exceeded DW- Exceeded Youth- Exceeded	Measurable skills gains	Staff Training to enhance customer career development, mentoring and promote training outcomes.

Measure	Negotiated /Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
State Accountability Letter Grade	A	B+ PY2526 Q2	Opportunity for improvement	REACH metrics	Step 1: with release of amended REACH Performance indicators analyze need for any current service delivery changes. Step 2: Enhance outreach and engagement of local welfare transition program customers to broaden enrollment and services to higher levels of targeted populations.
Return on Investment / Wage Growth	50	36.6%	Opportunity for improvement	REACH metrics – Participants with Increased Earnings	Step1: Enhance outreach and engagement of local welfare customers to broaden enrollment and services to higher level of targeted populations to impact REACH measure 1.
Public Assistance Transition Outcomes	50	46.98%	Opportunity for improvement	REACH metrics – Reduction in Public Assistance	Step 1: Enhance outreach and engagement of local welfare customers to broaden enrollment and services to higher level of targeted populations to impact REACH measures 2 and 8.
Business Services Outcomes	Increase OJT/PWE enrollment by 10-15%	179 Placements of participants in OJT/PWE or RA	Opportunity for improvement	OJT/PWE/Registered Apprenticeship Targeted Sector Placement	Business Services staff commenced in PY2025-2026 and continue Business Services staff training.
Apprenticeship / Preapprenticeship Outcomes	Increase Apprenticeship enrollment by 15%	61 Placements	A priority initiative for CSTB, state and DOL.	Targeted Sector Apprenticeships	Step 1: Continue to promote, outreach and engage job seekers seeking an apprenticeship

Measure	Negotiated /Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
					opportunity Step 2: Continue to assist local employers to develop key apprenticeship programs in community.

Performance Improvement Narrative

1. **What is performing well? Identify the strongest results and the strategies driving those results**.

CareerSource Tampa Bay was selected as a local area to merge two former Local Workforce Development Boards, CareerSource Tampa Bay (Hillsborough) and CareerSource Pinellas or Hillsborough and Pinellas counties into one larger consolidated workforce board. This was effective as of July 1, 2024, and a priority over the previous two-year period. The process drove change across both counties and intentional alignment of local processes and procedures which also is driving performance improvement.

Areas of Strong Performance:

- **Consolidation and improvement in local processes and procedures is a strong outcome of the merger.** Although continuous improvement will continue and policy changes at local, state and federal levels will need to be added to local processes and procedures. The processes put in place to manage change promoted by the merger are in place and continue to promote continuous improvement.
- **Data-driven focus was also a development under the merger**. CSTB developed a very robust menu of Power Bi Reporting to support leadership, staff and day-to-day processes by providing immediate, current and impacting data for all levels of CSTB delivery. From the decision maker working to guide the agency in policy and vision, to the program management working to guide teams, promote continuous improvement or manage team and team members' outcome and performance, to the frontline team serving our local job seekers and employers while working to meet goals, the ability to access and review key data supports our process improvements.
- **WIOA Primary Performance Continuous Improvement Process was developed and implemented**. The concept for continuous improvement is simple and straight forward, but requires planning, staff and management training, implementation, staff buy-in and continuous monitoring to promote success across our merged teams by each WIOA staff member, WIOA team and overall WIOA program. Monthly staff training was held during PY25-26 focusing on the level of program leadership building on staff training during PY24-25 as a merger activity and continuous improvement process during PY25-26. Each quarter as WIOA staff complete their mandatory quarterly WIOA follow-ups and working to hit the CSTB WIOA Primary goal set by two-year negotiations on a quarterly basis. Reports are sent throughout the follow-up period to keep teams alerted to performance. If a team does not meet their goal in one area such as AD Q2 EER rate, then the report team will issue a QA review task to allow the deficient team to review their performance and work to improve their rate. CSTB was able to move from four fails in WIOA Primary Indicators pre-merger to one fail in PY2024-2025 to all indicators met or exceeded in PY2025-2026.

2. **What is underperforming or at risk? Identify data points, root causes, populations, programs, or service gaps requiring improvement.**

Areas showing Opportunity for Improvement:

- Business Service team and staff development is an area of opportunity during the year. An outcome of the merger has been some transition within the business services team. Leadership reviewed the organizational structure implementing better alignment of the business services team versus local employers' needs across both counties. Some staff vacancies required identifying and onboarding new talent. Staff training commenced in PY2025-2026 and will continue through PY2026-2027.
- Overall Staff Training has been taxed by the merger and a period of heavy change. This resulted in leadership assessing current processes and resources for ongoing staff training for new staff as well as refresher for tenured staff. Starting with PY2026-2027, a new lead trainer with program staff support was put in place to develop and manage staff training needs and ongoing staff growth. Multiple trainings have already been conducted and feedback is very positive from staff, new and tenured.

3. **What actions will be taken? Identify no more than five priority actions, responsible parties, timelines, and expected outcomes.**

Priority Action	Responsible Parties	Timeline	Expected Outcomes
Business Services Team Development and Growth	CEO, Business Services Director and CSTB Trainer.	Priority over the coming program year 2026-2027	Goal 1: Updated delivery processes and written procedures developed. Goal 2: Continued BSU staff training and development.
CSTB Staff Training	CEO, Vice-President of Human Resources, CSTB Leadership and CSTB Trainer	Priority over the coming program year 2026-2027	Promote quality staff training for new staff and tenured staff to support staff growth and quality of work.
Broaden Services to Welfare Transition Program (WTP) recipients within the community.	CEO, Vice-President of Marketing, and Director of Programs and program management	Priority over the coming program year 2026-2027	Goal 1: Develop a marketing strategy to promote knowledge of CSTB and its services to local partners serving WTP recipients. Goal 2: Increase enrollment into CSTB programs and use of services.
Broaden scope and impact of WIOA Follow-up services to identify unemployed and underemployed exiters to provide re-employment and career laddering during WIOA Follow-Up	CEO, Vice-President of MIS and Data Services, Director of Programs and program management	Year 1: 1) Work to develop the expanded WIOA follow-up process and update local procedures. 2) Develop staff training for expanded scope and host training. 3) Implement and monitor	Goal 1: Improve Entered employment rates where they are lagging during quarterly follow-ups. Goal 2: Improve Median Wage and increase customer self-sufficiency where lagging during quarterly follow-ups.
Improve REACH Letter Grade through broadening of underlying services and performance	CEO, Vice-President of MIS and Data Services, Director of Programs and program management	Step 1: Analyze new methodology changes within the 8 REACH indicators. Step 2: Develop amended service delivery or processes to increase REACH performance, measure by measure.	Currently CSTB has maintained a B+ under previous REACH performance methodology. Year 1: Work through research and process changes while maintaining a B-B+ grade Year 2: Work to increase to an A-

9. Apprenticeship and Employer Engagement Scorecards

9A. Employer Engagement and Sector Strategy Scorecard

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Employers Served	10,508	10,283	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life Sciences IT	Employer outreach, recruitment and job posting assistance, hiring events, PWE, OJT, Rapid Response, and sector-based activities.	EmployFlorida Worksites Receiving a Service in PY2526
Repeat / Retained Business Customers	6,433	4,448	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life Sciences IT	Relationship management, existing employer follow-ups, responsive staff, and identification of additional workforce needs.	EmployFlorida Worksites Receiving a Service in PY2526 who also received a service in PY2223-PY2425
New Business Customers	311	Increase new employer engagement by 10% (343)	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life Sciences IT	Targeted employer outreach, partner referrals, sector engagement, hiring events, and business development support.	EmployFlorida
OJT Employers	29	29	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life Sciences IT	Targeted outreach and promoting OJT as an employer-driven training strategy. Provide outreach training to staff	EmployFlorida Recording of staff training
Sector Partnerships	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life	Increase of 5%	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life	Convene employers, education and training providers, economic development	EmployFlorida, sector partnership meeting records

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
	Sciences IT		Sciences IT	partners, and industry representatives around identified priority sectors.	
Employer Referrals to Training	2	3	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life Sciences IT	Engage employers in identifying skill gaps and connect employers and workers to appropriate training, credential, and upskilling opportunities.	EmployFlorida, Incumbent Worker Training (IWT)
Market Penetration	18.05%	18.5%	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life Sciences IT	Expand employer outreach, strengthen partnerships with chambers and economic development organizations, and increase awareness of Business Services.	Worksites who received a service in PY2526 divided by all active employers in EmployFlorida assigned to CareerSource Tampa Bay
Business Services to Targeted Industries	5,217	5,322	Transportation/Trades Manufacturing/Logistics Finance/Professional Services Healthcare/Life Sciences IT	Employer outreach and workforce solutions within priority sectors.	Employers who received a service in PY2526 with NAICS Sector of 23,31,32,33,48,49,52, 54, or 62.

9B. Apprenticeship and Work-Based Learning Scorecard

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
New Registered Apprentices	95	491	Healthcare, Construction, Information Technology and Manufacturing	Apprenticeship outreach	Multiple apprenticeship programs
Registered Apprenticeship Programs	6	12	Healthcare, Construction, Information Technology and Manufacturing	Apprenticeship outreach and expand partnerships	Employers and apprentice sponsors
Registered Preapprenticeship Programs	0	2	Healthcare, Construction, Information Technology and Manufacturing	Apprenticeship outreach and expand partnerships	N/A
OJT Placements	29	48	Healthcare, Construction, Information Technology and Manufacturing	Apprenticeship outreach and expand partnerships	Employers, labor unions, sponsors, associations
Work-Based Learning Opportunities	218	1,200	Healthcare, Construction, Information Technology and Manufacturing	Apprenticeship outreach and expand partnerships	Multiple employer partners
Apprenticeship Navigator Activities	3,060 Apprenticeship Navigator Services Provided	15,000	Healthcare, Construction, Information Technology and Manufacturing	Outreach and recruitment to employers and job seekers	EmployFlorida Employer Services entered in PY2526 by Apprenticeship Navigator
Career Center Staff Training on Apprenticeship	2	12	Healthcare, Construction, Information Technology and Manufacturing	Staff training regarding apprenticeship opportunities	CSTB Staff
WIOA Supportive Services for Apprentices	16	100	Healthcare, Construction, Information	Evaluate apprentices for WIOA supportive	EmployFlorida Participants enrolled in

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
			Technology and Manufacturing	services eligibility	Registered Apprenticeship who received a Support Service Activity in PY2526
Apprenticeship Sponsorship	0	2	Healthcare, Construction, Information Technology and Manufacturing	Assist with apprenticeship sponsorships	CSTB staff

Local Workforce Development Board	2030 Cumulative Expected Performance Apprentice Count
CareerSource Escarosa (LWDB1)	138
CareerSource Okaloosa Walton (LWDB 2)	47
CareerSource Chipola (LWDB 3)	19
CareerSource Gulf Coast (LWDB 4)	27
CareerSource Capital Region (LWDB 5)	47
CareerSource North Florida (LWDB 6)	77
CareerSource Northeast Florida (LWDB 8)	336
CareerSource Citrus Levy Marion (LWDB 10)	206
CareerSource Central Florida (LWDB 12)	676
CareerSource Pasco Hernando (LWDB16)	177
CareerSource Polk (LWDB 17)	174
CareerSource Suncoast (LWDB 18)	71
CareerSource Heartland (LWDB 19)	85
CareerSource Research Coast (LWDB 20)	125
CareerSource Palm Beach County (LWDB 21)	109
CareerSource Broward (LWDB 22)	445
CareerSource South Florida (LWDB 23)	1012
CareerSource Southwest Florida (LWDB 24)	439
CareerSource North Central Florida (LWDB 26)	73
CareerSource Brevard Flagler Volusia (LWDB 27)	226
CareerSource Tampa Bay (LWDB 28)	491

*As identified in Figure 2.45 of the State Plan.

10. Plan Review and Approval

FloridaCommerce, in coordination with CareerSource Florida, will review plans for completeness, compliance, strategic alignment, and responsiveness to federal and state requirements. Plans must demonstrate alignment with the State WIOA Combined Plan, the Five Pillars, negotiated performance indicators, state workforce policies, and applicable federal and state requirements.

Review Area	Reviewer Focus	Evidence Expected	Potential Action if Deficient
Strategic Alignment	Five Pillars, state priorities, targeted industries, MCL, education/workforce/economic development alignment	Completed Strategic Alignment Framework	Request clarification or revision
Performance Accountability	Federal indicators, letter grades, ROI, data use, improvement actions	Dashboard and Improvement Plan	Request corrective action or return for revision
Regional Coordination	Shared strategies, service consistency, efficiencies, regional agreements	Regional framework, agreements, scorecards	Request clarification or revision
Employer Engagement and Apprenticeship	Business services, sector partnerships, OJT, apprenticeship/preapprenticeship expansion	Scorecards, partner evidence, sector data	Request clarification or revision
Compliance and Required Attachments	Required signatures, public comment, accessibility, MOUs, IFAs, policies, governance documents	Evidence checklist and attachments	Plan may not be recommended until complete

Approval Standard
The plan, including plan modifications, will be considered approved upon written notice of state board approval or at the end of the applicable review period unless deficiencies are identified in writing and remain unresolved.

Appendix A. Suggested Page and Response Limits

Section	Recommended Limit	Format
Regional Economy and Labor Market	2 pages plus dashboard	Brief narrative + data table
Regional Service Delivery / Customer Experience	2 pages	Matrix + gaps/actions
Regional Operations and Efficiencies	1–2 pages	Evidence table
Regional Performance, Employer Engagement, Apprenticeship	Scorecards + 2 pages	Dashboards + action summary
Governance and Organizational Structure	1 page	Change-only narrative + attachments
Local Analysis of Need	2 pages plus dashboard	Data summary

Section	Recommended Limit	Format
Strategic Alignment	Table + 1 page	Five Pillars framework
Program Services / Partner Coordination	Table + exceptions	Partner matrix
One-Stop Delivery System	2 pages	Change-only narrative + evidence
Performance Improvement	Dashboard + 2 pages	Scorecard + 3-question narrative

END OF STREAMLINED WORKFORCE SERVICES PLAN INSTRUCTIONS