

REQUEST FOR
EXTENSION

LOCAL WORKFORCE AREA INFORMATION

Name of Local Area: CareerSource Tampa Bay

LWDB Number: #15

Date of Submission: 6/3/2020

Contact Person Name:
John Flanagan

Phone: 813.397.2024

Email Address: Flanaganj@careersourcetb.com

AMENDMENT TO THE LOCAL WORKFORCE SERVICES PLAN

The Local Workforce Development Board seeks to extend its designation as a direct service provider of certain services by agreement of the Chief Elected Official and the Governor. This extension to the designation of the Local Workforce Development Board as a direct service provider of certain services is to be effective for the period July 1 2020 through June 30 2023.

The signatures below certify agreement to the request for extension submitted by the Local Workforce Development Board and the assurance that the Local Workforce Development Board will operate in accordance with this extension, its Workforce Service Plan, and applicable federal and state laws and regulations.

LOCAL WORKFORCE DEVELOPMENT BOARD CHAIRMAN

Name: SEAN M. BUTLER

Title: Chair, Board of Directors (STB)

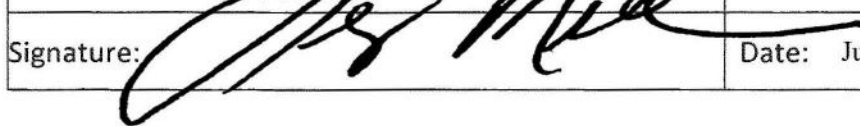
Signature: 

Date: 05/26/2020

LOCAL CHIEF ELECTED OFFICIAL

Name and Title: Lesley "Les" Miller, Jr.
BOCC Chairman

County: Hillsborough

Signature: 

Date: June 3, 2020

Co. Attorney: Katherine M. Benson

Dated 6/4/20

BOARD OF COUNTY COMMISSIONERS
HILLSBOROUGH COUNTY FLORIDA
DOCUMENT NO.

LOCAL CHIEF ELECTED OFFICIAL	
Name and Title:	County:
Signature:	Date:

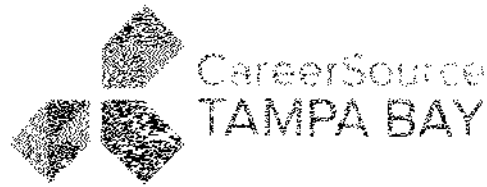
LOCAL CHIEF ELECTED OFFICIAL	
Name and Title:	County:
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LOCAL CHIEF ELECTED OFFICIAL	
Name and Title:	County:
Signature:	Date:



EXTENSION OF DESIGNATION REQUEST AS DIRECT SERVICES PROVIDER

As indicated in the attached statement of intent, CareerSource Tampa Bay, with the approval of the CareerSource Tampa Bay Board of Directors and the Hillsborough County Board of County Commissioners, submits the following extension of designation request to CareerSource Florida for approval.

This extension request follows the process outlined by DEO in their final guidance dated November 18, 2013 (FG OSPS-83) regarding Extension of Designation as Direct Provider of Workforce Services. That final guidance requires:

- I. **A review of how the provision of direct services during the prior period fit the business model that the local workforce development board (LWDB) proposed in its original request, and any proposed changes in the business model or the particular workforce services the LWDB intends to provide during the extension period.**
 - A. As a Direct Provider of Workforce Services, CareerSource Tampa Bay had established a business model that reflected CareerSource Florida's emphasis that each local workforce development board increase flexibility in their delivery of workforce programs and services, allowing for a swift response to both local and statewide demands, economic shifts and strategic priorities.

In order to meet CareerSource Florida's emphasis on flexibility as well as its unified plan goal that "Florida will have a business-led, market-responsive, results-oriented and integrated workforce development system", the Board of Directors of CareerSource Tampa Bay identified and adopted several specific goals that are included in its local plan. These goals drive the CareerSource Tampa Bay Board's business model and decisions; including the Board's and Chief Elected Official's original decision to seek approval to be a Direct Provider of Workforce Services and this subsequent decision to seek an extension of the designation.

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

The strengths of this local workforce board include established strategic alliances with key Stakeholders and the ability to continually explore other ways to leverage resources for services; the diversity of service offerings; ongoing partner support and goals alignment; and knowledgeable staff. Weaknesses identified include sharing of customer data between partner agencies and ensuring every staff is knowledgeable of all programs and services. Conducting quarterly meetings amongst mandatory and co-located partner agencies have

been beneficial in an effort to continuously expand the service capacity. The agenda items include discussion on partnership activities, identifying duplication of efforts, and data sharing. CSTB implements constant improvements to our workforce operations and service delivery in order to meet the demands of our customers, such as the focus of a virtual services platform in the near future.

In addition, the CareerSource Tampa Bay Board has consistently acted to maximize the ability of the local workforce development Board to respond effectively and efficiently to the demands of our customers, both employers and job seekers, within the workforce system in Hillsborough County. The original proposal to directly provide services and this request to extend that designation is a reflection of this position and a priority of the Board.

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

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

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

CSTB has adopted the following core values for our organization:

1. Accountability - We hold ourselves accountable for the quality and lasting results of our work and for the commitments we make to our participants, employers, partners, stakeholders, and each other.
2. Customer Focused - We have a passion to serve. Our team is committed to understanding the needs of our customers through a results-oriented approach known as concierge customer service.
3. Collaboration - We value and celebrate teamwork, evident through our strong emphasis on partnership, engagement, and community development.
4. Innovation - We go beyond conventional ideas and approaches so new possibilities and creativity can flourish to ensure real and lasting positive changes.
5. Integrity - We maintain the highest standards of professional and ethical behavior, and we value transparency and honesty in our communications, relationships and actions.

Additionally, our new tagline is "Talent Meets Opportunity" and our strategic and operational priorities are centered around this focus.

CSTB continually seeks out opportunities within the region to develop workforce services agreements with partner organizations including community-based, faith based, and/or non-

profit organizations, as well as employment, education, and training programs that align with our vision, mission and strategic goals. Ongoing partnership development is paramount to our success by ensuring that we are sharing promising and proven practices by doing what is best for our communities to enhance the overall economic development.

The local area ensures that sector strategies are driven by industry through a strong regional collaboration with the Tampa Bay Partnership, Tampa Bay Economic Development Council, City of Tampa, Tampa Innovation Partnership, and the Florida High Tech Corridor. An analysis of the information technology, manufacturing, financial and shared services industries was performed to quantify the current and future demand for skill sets, so that a pipeline of talent could be developed to the area's most challenging to hire skill sets. Research included employer focus groups, interviews, and skill set surveys. The analysis sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps. Partnership infrastructure will be enhanced by the development and creation of pre-vocational training programs to address the needs identified by employers. Updates to this analysis, along with new strategies for closing the gaps identified, will continue periodically.

Furthermore, CSTB's business services model has shifted to focus on business engagement and attraction. Our structure incorporates industry experts, in the roles of Sector Strategists and Business Liaisons.

Sector Strategists:

- Hospitality/Retail/Tourism
- Transportation/Trades
- Manufacturing/Logistics
- Finance/Professional services
- Information Technology
- Healthcare/Life Sciences

Business Liaisons:

- Transportation/Trades and Hospitality/Retail/Tourism
- Healthcare and Manufacturing/Logistics
- Finance/Professional Services and Information Technology

- II. The effective date for when the extension would begin.**
 - A. This extension is requested to be effective July 1, 2020.
- III. The period of time, not to exceed three years that the LWDB will directly provide the service.**
 - A. This extension is requested to be effective July 1, 2020 and continue through June 30, 2023.

- B. CareerSource Tampa Bay plans on moving forward in the future with a target implementation date of 7/1/2021 with procurement of the following three key workforce operations: WIOA Adult and Dislocated Workers, Business Services and Career Services/One Stop Operator. It was our intent previously to outsource these three areas on 7/1/2020 however, our Board of Directors decided unanimously to cancel the RFP award process and procure at a later time. This decision was made due to the uncertainty of COVID-19 issues and our ability to do business, it was decided that it would be too much of a risk to move forward without having assurances when we would be open.

Once this decision goes into effect, CareerSource Tampa Bay will continue to provide direct services to WIOA Youth, TANF (Welfare Transition programs) and our Summer Job Connection program. As the CareerSource Tampa Bay Board makes decisions on this matter, we will continue to notify CareerSource Florida and DEO.

IV. A review of the LWDB's stated reason(s) in its previous request why the LWDB has decided to directly provide the workforce services, and an explanation of how it is still in the best interest of the LWDB's customers that the LWDB continue to provide these services.

- A. The CareerSource Tampa Bay Board is committed to meeting CareerSource Florida's challenges of increasing flexibility, responding quickly to economic shifts, and strategic priorities. This has been accomplished effectively and in a timely manner, as the Board has the ability to lead industry specific employment and training initiatives such as manufacturing, healthcare, IT, construction, and hospitality. CSTB is also leveraging online technology to improve service and efficiency to our job seekers and employers. With the designation as the Direct Provider of Workforce Services, CareerSource Tampa Bay has been able to work with our many partners in the area to better meet any new and/or changing needs of our business community and job seekers.
- B. CareerSource Tampa Bay estimates that it would cost approximately \$970,000 per program year in indirect and profit/management fees that would be charged by a third party if Workforce Services were outsourced to a third party. By providing direct services, the funds that would have been set aside for payment of third party indirect and profit/management fees can be used toward providing additional services that will benefit employers and job seekers.

V. A review of the effectiveness of the firewall established by the LWDB to clearly separate existing roles as oversight body for the region's workforce delivery system and its role as the operational services directly provided by the LWDB, and an explanation of changes to be made to the firewall.

- A. The CSTB Board has developed appropriate firewalls between staff providing services and staff responsible for oversight and internal programmatic monitoring of services. The same staff or department does not both provide services and oversee the provisions of those services. The Board's committee structure is described in CSTB's four-year WIOA plan with a full description of each committee's functions and the responsibilities. The committee structure is designed to allow the Board to exercise its responsibilities in a way that facilitates the Board performing its fiduciary, policy making, goal setting and oversight responsibilities. For example, the oversight of program development and implementation, as well as infrastructure, are

assigned to the One-Stop Committee, work-based training programs, in addition to agency marketing and branding fall under the Workforce Solutions Committee, and the oversight of budgeting and fiscal monitoring are all assigned to the Finance Committee. These committees report independently and make recommendations to the Executive Committee with the final approval and oversight falling to the Board of Directors. In addition, CSTB has a separate Audit Committee that includes members of the Hillsborough Board of County Commissioners and CSTB Board members that serve as an additional oversight committee.

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

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

This results in the following:

1. All programs delivered by CSTB are formally monitored by Board program staff on an annual basis and are also subject to unannounced and random monitoring throughout the program year. The annual CSTB internal program monitoring schedule and monitoring activities are reported to the One-Stop Committee and the detailed reports are available for their review.
 2. Programmatic monitoring will be handled in house by Board program staff. Internal programmatic monitors will not be the individuals delivering services in order to maintain the necessary separation and checks and balances. A Quality Assurance plan is also in place which requires monitoring on an ongoing basis by career center staff, to ensure that programmatic compliance is imbedded into daily operations.
 3. Programmatic monitoring includes:
 - a. Staff training on the programmatic monitoring tools
 - b. Access tracking database with customized reports by program, by staff member
 - c. Compilation and delivery of a monitoring report within thirty (30) calendar days of the end of the monitoring
 - d. Development of a plan for corrective action(s) (if necessary)
 - e. Implementation of corrective action(s) in a timely manner.
- B. An audit of the financial books and records will continue to be performed annually by an independent CPA firm. CareerSource Tampa Bay has established a "firewall" that clearly separates and defines our existing role as the oversight body for LWDA 15's workforce delivery system through the continuous monitoring of program services by an internal Quality Assurance

team and external consultants.

Additionally, CareerSource Tampa Bay established a local policy on Board Conflict of Interest and Ethics and Transparency.

The following course of actions to establish a firewall that clearly separates the role of oversight versus our role as the managing board for operational services:

1. At least once per year monitoring of programs and financials by an external consulting firm.
2. Require career center staff to participate in trainings, performance training, and other pertinent staff development activities.
3. Maintain time-tracking system for board staff and career center staff that interfaces with the payroll and financial reporting system.
4. Monitor programs to ensure allowable and timely expenditures
5. Monitor monthly financial reports to ensure budget and regulatory compliance;
6. Utilize cost reimbursement contracts to encourage optimal performance;
7. Require career center program staff to perform extension file monitoring.
8. Monitor career center operations and all subrecipients by internal monitoring staff;
9. Internal monitoring of training providers and publishing a Consumer Report to determine "return on investment" of training funds.
10. Internal monitoring of training providers on a quarterly basis and publishing a Consumer Report Card to determine "return on investment" of training funds.
11. Yearly Board of Directors Retreat – National Association of Workforce Board CEO conducted training to board on roles and responsibilities.
12. Established a new position responsible for all CareerSource Tampa Bay Policy Development. This staff conducts policy research, presents policy to the various committees, Executive Committee and then full Board of Directors for review and consideration for approval.
13. Established a CSTB Policy and Procedure Development that outlines the minimum requirements for policy development, approval process, implementation, training and post-implementation analysis.
14. Management Information System centralized department that conducts initial data entry and case closures for all WIOA funded enrollments and Welfare Transition JPR entries for the region.
15. Posted all of our Board approved policies on the CSTB intranet.

- C. The business model now in place clearly separates administrative and oversight functions from the program and operating functions through CareerSource Tampa Bay's Leadership Team which consists of the CEO, COO, CFO, and Chief Policy and Performance Officer. This Leadership Team along with the Directors set goals for the programs and program staff as well as each career center. Directors report to the leadership team on the operations of their programs and the career centers.

The Leadership team provides reports to the CSTB Committees and Board of Directors. Performance and financial audits/monitoring are shared with the Finance Committee, the One Stop Committee, the Workforce Solutions Committee, the Executive Committee and the full Board of

Directors providing oversight to these functions.

- D. As outlined above, in Section III B CareerSource Tampa Bay plans on moving forward in the future with a target implementation date of 7/1/2021 with procurement of the following three key workforce operations: WIOA Adult and Dislocated Workers, Business Services and Career Services/One Stop Operator. Once this decision goes into effect, CareerSource Tampa Bay will continue to provide direct services to WIOA Youth, TANF (Welfare Transition programs) and our Summer Job Connection program. As the CareerSource Tampa Bay Board makes decisions on this matter, we will continue to notify CareerSource Florida and DEO.

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

VI. An identification of the grant program(s) that fund the workforce service delivery Model:

- The grant programs that currently fund the workforce service delivery model include but are not limited to:
- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth, and Dislocated Worker
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program, Employment & Training (SNAP)
- Reemployment Services and Eligibility Assessment (RESEA)
- Wagner-Peyser Employment Services (WP)
- Disabled Veterans Outreach Program (DVOP) - Jointly managed DEO & CSTB
- Local Veterans Employment Representative (LVER) - Jointly managed DEO & CSTB
- Wagner-Peyser (WP) Career Services- Jointly managed DEO & CSTB
- Trade Adjustment Assistance Training Services (TAA) – Jointly managed DEO & CSTB

II. An analysis of the costs of the services that documents the actual reduction in costs with the LWDB providing the services rather than contracting that service to another provider, and an estimate of such costs and savings for the upcoming period.

- A. As stated above, the \$970,000 in cost savings is estimated for the third party indirect and profit/management fee that would be not paid as a continued service provider. This was calculated by taking the average third party indirect and profit rate of 15.47%* and multiplying that by the total 2021 estimated payroll costs of staff that would be outsourced.

* This rate was calculated by taking the average third party indirect and profit rate that would be charged by Providers who provide workforce services.

III. A review of any other realized improvement to service delivery and performance outcomes, and description of anticipated improvements.

- A. CareerSource Tampa Bay will continue to leverage technology and improve service efficiency and effectiveness as we move to a more virtual platform in the programs and services that we offer to our customers. Our goal is to increase its ability to reach customers who may have barriers such as

transportation and/or childcare issues that prevent them from fully participating at a CareerSource Center, CSTB will work to develop and implement alternative service delivery methods, such as virtual services or additional access points.

The Virtual One Stop Services include:

- Online assessment modules to evaluate job seeker interest and aptitude.
- Career exploration modules.
- Online orientation modules for CSTB programs and services.
- Training platform that strengthens the competences needed in career planning and professional development content.
- Comprehensive workshop module content that incorporates gamification principles and incentives to increase learner engagement and motivation.
- Mechanism where proficiency can be measured through competency-based quizzes.
- Resume development module that allows for flexibility to customize and publish to various employer matching systems.
- Mock interview module that allows for recording responses to common interview questions and critiquing by staff.
- Customized landing page to the LWDB region (complete with calendar of events, a course catalog, community space (forum), and LMS to house training courses and track data.
- Virtual Job Fairs
- Virtual Appointments
- WIOA Adult, Dislocated online application and enrollment portal
- WIOA Youth online application and enrollment portal
- Customized administrative dashboard reporting to track outcomes.

- B. CSTB will work to improve the business relationships with small medium and large employers in the region in industries that include such as healthcare/life sciences, manufacturing/logistics, information technology, finance/professional services, hospitality/retail/tourism, trades/transportation and military affairs.

The local area ensures that sector strategies lead to strategic alignment of service delivery systems by continuing to develop sector partnerships within various industries and assisting in regularly convening employers in the region's Business Associations Program.

- C. CSTB continues to host the Tampa Bay Regional Business & Education Summit. This event has been held for 11 years and is a highly anticipated annual event. This event brings together more than 250 business and educational leaders in one setting to focus on regional, specific industry needs. A summary report is generated measuring data on key indicators which is used as a baseline to monitor trends for the Tampa Bay region and will be developed annually. The region is committed to creating a high skilled and competitive workforce to meet the demands of businesses in order to keep our region competitive. To align the area with the Regional Business Plan for Economic Development and CareerSource Florida, CSTB chose the following targeted industries sectors for focused breakout sessions at the 2020 event:

- Finance/professional services
- Trades/transportation
- Hospitality/retail/tourism
- Manufacturing/logistics
- Information Technology
- Life sciences/healthcare
- Entrepreneurs
- Military Affairs

This event allows top business and educational leaders within each industry the opportunity to provide input and expand on the information collected throughout the year. Based on regional trends, the Business and Education Summit focuses on industries determined to be a priority within the year the event is held. LMI from all identified industry sectors is presented in separate breakout sessions. These breakout sessions will be led and discussion facilitated from an industry leader in the respective targeted industry sector. From the breakout sessions, LMI and survey information a yearly summary reports a developed to serve as a tool for the CSTB Board of Directors to remain cognizant of issues related to business and economic development.

IX. Documentation that the public was provided a meaningful opportunity for review and comment on the proposed extension for a period not less than 10 days. Any submitted comments must be included.

- A. CareerSource Tampa Bay will be posting a request for public comment on CareerSource Tampa Bay's request for an extension of its designation as a Direct Provider of Workforce Services in Hillsborough County on the Board's website (careersourcetampabay.com) on May 1, 2020 for 10 days. CareerSource Tampa Bay will also place a notice in the local paper advising the public of the same opportunity to comment.

See Attachment 1- Public Notice and comments

X. Documentation that the Chief Elected Official has agreed to the planned extension.

See Attachment 2 - Request for Extension

Attachment 1 – Public Notice and Comments

Public Notice on CareerSource Tampa Bay website and Tampa Bay Times newspaper.

Local Workforce Development Board (LWDB) Request for Extension to Provide Direct Services CareerSource Tampa Bay (CSTB), is applying for an extension of the designation as direct service provider of workforce services in Hillsborough County through June 30, 2023.

CareerSource Tampa Bay, the Local Workforce Development Board for Area 15, hereby published its intent to apply for an extension of their designation as a direct provider to provide the public with an opportunity to comment on the proposed extension for no less than 10 days from May 1st 2020 to May 13th 2020. **No public comments were received as of May 13th 2020 to Doug Tobin, Director of Public Relations/Marketing, (EOO) at TobinD@careersourcetampabay.com or by mail to CareerSource Tampa Bay, 4902 Eisenhower Blvd Suite 250, Tampa, FL 33634.**

5-83

5/10/2020 Register of Public 182240

Local Workforce Development Board (LWDB) Request for Extension to Provide Direct Services

CareerSource Tampa Bay (CSTB) is applying for an extension of the designation as direct service provider of workforce services in Hillsborough County through June 30, 2023. CareerSource Tampa Bay, the Local Workforce Development Board for Area 15, hereby publishes its intent to apply for an extension of their designation as a direct provider to provide the public with an opportunity to comment on the proposed extension. Public comments must be received no later than May 13, 2020 and can be sent to Doug Tobin, Director of Public Relations/Marketing (EOO) at TobinD@careersourcetampabay.com or by mail to CareerSource Tampa Bay, 4902 Eisenhower Blvd Suite 250, Tampa, FL 33634. Go to this address <http://www.careersourcetampabay.com> to view the information related to CareerSource Tampa Bay's intention to request an extension to continue as a direct provider of services, look under Public Relations section. The completed application for a 3-year extension, including public comments, must be submitted by June 30, 2020. (52450)

INVITATION TO BID
The TAMPA SPORTS AUTHORITY hereby invites public bidders of its intention to procure electronic bus charter transportation services for events at Bayfront and James M. Smith Bids shall be received by: contracts@tampasportsauthority.com Bids are invited for the following:
SEBID #15-08
CHARTER TRANSPORTATION SERVICES, EVENTS AT BAYFRONT JAMES M. SMITH
LAST DAY FOR QUESTIONS: FRIDAY, MAY 15, 2020 AT 12:00PM
BID OPENING DATE/TIME:

REQUEST FOR EXTENSION TO PROVIDE DIRECT SERVICES

LWDB Number: 15 LWDB Name: CareerSource Tampa Bay

Contact Name: John Flanagan, CEO

Contact Phone Number: 813 397-2024

The Local Workforce Development Board seeks to extend its designation as a direct service provider of certain services by agreement of the Chief Elected Official and the Governor. This extension to the designation of the Local Workforce Development Board as a direct service provider of certain services is to be effective for the period of July 1, 2020 through June 30, 2023.

The signatures below certify agreement to the request for extension submitted by the Local Workforce Development Board and the assurance that the Local Workforce Development Board will operate in accordance with this extension, its Workforce Services Plan, and applicable federal and state laws and regulations.

Chief Elected Official



Signature

Lesley "Les" Miller, Jr.

Name, printed or typed

BOCC Chairman

Title

June 3, 2020

Signature Date

Chairman, Local Workforce Board



Signature

Sean Butler

Name, printed or typed

Chairman

Title

5/26/2020

Signature Date

BOARD OF COUNTY COMMISSIONERS
HILLSBOROUGH COUNTY FLORIDA
DOCUMENT NO.

20-0506

Co. Attorney: Katherine M. Benson

Dated 6/4/20

Attachment 2