



Wednesday, January 29, 2020 11:00 AM
9215 N. Florida Ave., Ste. 101, Tampa FL

Board of Directors Agenda

- I. **Welcome and Roll Call**Sean Butler, Chair
- II. **Public Comments**
- III. **Action/Discussion Items**
 - 1. Local Workforce Services Plan 2020-2024 John Flanagan, Page 2
 - 2. CEO's Annual Merit Review..... Sean Butler, Page 103
- IV. **Information Items**
 - 1. CEO Performance Review Sean Butler, Page 104
- V. **Adjournment**

Next Board of Directors Meeting March 19, 2020





Action Item # 1

Local Workforce Services Plan 2020 - 2024

INFORMATION

Title I of the Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board (LWDB) to develop and deliver to the state a comprehensive four-year plan, to be submitted in partnership with the chief elected official. Regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state.

The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Therefore, the plan is developed through an inclusive approach to gather system stakeholder feedback including partners, providers, participants, and local businesses. Local elected officials, local workforce development board members, core program partners, and mandatory one-stop partners are an integral part of the process. Furthermore, the plan will be available electronically and in open meetings to ensure transparency to the public.

The plan will be effective July 1, 2020 – June 30, 2024 and includes:

- Organizational Structure
- Analysis of Need and Available Resources
- Local Workforce Development Area Vision and Strategic Goals
- Coordination of Services
- Description of the Local One-Stop System
- Description of Program Services

Substantive changes since the development of the 2016-2020 plan include:

- Procurement of One-Stop Operator and Career Services, Business Services and WIOA Adult and Dislocated Worker Program Services;
- Revised targeted industry sectors;
- Realignment of Business Services; and
- Focus on new initiatives, such as the Summer Jobs Program for youth.

The following steps are required prior to submission to CareerSource Florida:

- Upon approval by the CareerSource Tampa Bay Board of Directors, the plan will be forwarded to the Hillsborough County Board of County Commissioners for approval.
- A 30-day public comment process, which includes making the proposed local plan available to the public through electronic and other means, such as public hearings and local news media.

TIMELINE – CAREERSOURCE FLORIDA KEY DATES	ON OR BEFORE
Local Plans Due.....	March 16, 2020
WIOA Statewide Unified Plan Due.....	March 30, 2020
WIOA Statewide Unified Plan Approved	May 1, 2020
Local Plans Approved.....	June 4, 2020
WIOA Program Year 2020 Begins.....	July 1, 2020

Recommendation

CSTB staff recommends approval of the 2020-2024 Local Workforce Services Plan.

CareerSource Tampa Bay

Local Workforce Development Area 15

Tel 813-397-2024
Fax 855-484-6949

4902 Eisenhower Blvd., Suite 250
Tampa, FL 33634

www.careersourcetampabay.com
flanaganj@careersourcetb.com

Date Submitted: _____, 2020

Plan Contact: John Flanagan, CEO

¹ Local boards may upload plans with a cover page of their design. The cover page must have the following required elements: Name of board; board logo; local area number; complete contact information for the plan point of contact; website and email address; and, date submitted.

CONTENTS

INTRODUCTION	1
KEY DATES	2
PUBLIC COMMENT PROCESS	2
PLAN SUBMISSION TO CAREERSOURCE FLORIDA	3-5
FLORIDA’S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT	6
ORGANIZATIONAL STRUCTURE	6-14
ANALYSIS OF NEED AND AVAILABLE RESOURCES	14-34
WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS	34-42
COORDINATION OF SERVICES	42-53
DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM	53-64
DESCRIPTION OF PROGRAM SERVICES	64-99
ATTACHMENTS	100-X

INTRODUCTION

These guidelines provide direction for local plans submitted [under Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB) to develop and deliver to the state a comprehensive four-year plan. These plans must be submitted in partnership with the chief elected official. Regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state ([20 CFR, Unified and Combined Plans Under Title I of the Workforce Innovation and Opportunity Act, §676.135](#)).

The law emphasizes the importance of collaboration and transparency in the development and submission of local plans. Affected entities and the public must have an opportunity to provide input in the development of the plan. Local boards must make the plan available electronically and in open meetings to ensure transparency to the public.

Local workforce development boards provide leadership and should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Each plan addresses how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education.

Each plan is based on current and projected needs of the workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including those with disabilities. Local plans identify the education and skill needs of the workforce and the employment needs of the local area. Plans include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, and performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision. LWDBs provide a comprehensive view of the systemwide needs of the local workforce development area.

Local plans address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. Services described in local plans should lead to greater efficiencies, reduce duplication, and maximize financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence.

Local plans should align with CareerSource Florida's business and market-driven principles to be the global leader for talent. These principles include:

- Increasing the prosperity of workers and employers
- Reducing welfare dependency
- Meeting employer needs
- Enhancing productivity and competitiveness

KEY DATES

ON OR BEFORE

Key Dates Sent to Local Boards.....	October 11, 2019
Local Plan Guidelines Issued	November 1, 2019
Labor Market Analysis Sent to Local Boards.....	December 6, 2019
Local Plans Due	March 16, 2020
WIOA Statewide Unified Plan Due	March 30, 2020
WIOA Statewide Unified Plan Approved	May 1, 2020
Local Plans Approved	June 4, 2020
WIOA Program Year 2020 Begins	July 1, 2020

PUBLIC COMMENT PROCESS

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

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1)).
- (2)** Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).
- (3)** Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan (WIOA §108(d)(2)).
- (4)** Describe efforts to coordinate with other workforce partners to obtain input into the development of the plan.
- (5)** Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

PLAN SUBMISSION TO CAREERSOURCE FLORIDA

ONLINE FORM

CareerSource Florida, Inc., established an online form for WIOA local plan submissions, required attachments and contact information for primary and secondary points of contact for each local workforce development board. **Please note the local plan and all attachments must be submitted in a searchable PDF format.**²

The web address for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>

It is recommended that those submitting local plans carefully review these instructions and those posted online prior to submitting plans.

All local plans must be submitted no later than 5:00 p.m. (EST) on Monday, March 16, 2020.

Prior to plan submission, please ensure:

- **The local board reviewed the plan;**
- **The board chair and the chief elected official signed the appropriate documents;**
- **The name and number of the local board and are on the plan cover page;**
- **The plan submitted or point of contact is on the cover page;**
- **The structure and numbering follows the plan instructions format;**
- **A table of contents with page numbers is included and each page of the plan is numbered;**
- **Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater;**
- **Responses to all questions are informative and concise; and,**
- **The name of the local area, the page number and plan submission date are listed in the footer of the document.**

² A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader “search” functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

ATTACHMENTS

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

A. Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);

Agreements attached (auto renew):

- Division of Blind Services
- Vocational Rehab
- School Board of Hillsborough County (Carl Perkins and AEFLA)
- School Board of Hillsborough County (Farmworkers)
- Tampa Housing Authority (YouthBuild)

Pending:

- AARP
- Tampa Housing Authority (HUD)
- Job Corp
- Tampa Bay Academy of Hope – Re-Entry and YouthBuild

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

- Infrastructure agreements are in progress.

C. Executed Interlocal Agreements (in cases where there is more than one unit of general local government);

- The interlocal agreement is with Hillsborough County.

D. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any procedures on how roles are delineated to verify the firewalls are effective.

Attachment:

- Extension of Designation Request as Direct Services Provider – valid through 6/30/2020

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

Attachments:

- CSTB Board of Directors roster

- Meeting minutes, discussion and vote pending

F. Any comments submitted during the public comment period that represent disagreement with the local plan (Public Law 113-128, Section 108(d).

- Pending the public comment period.

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

- The interlocal agreement is with Hillsborough County.

H. A copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board;

Attachment:

- Interlocal Agreement between Hillsborough County and LWDB 15

I. A copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations;

Attachment:

- CSTB By-Laws Approved 6/16/2016
<https://www.careersourcetampabay.com/wp-content/uploads/2018/08/By-Law-CareerSource-Tampa-Bay-approved-June-16-2016.pdf>

NOTE: THERE IS NO REQUIREMENT TO SUBMIT HARD COPIES OF LOCAL PLANS OR ATTACHMENTS.

If you have any questions, please contact CareerSource Florida at:
FloridaWIOA@careersourceflorida.com

Once plans are received, the plan's official review by CareerSource Florida and the Department of Economic Opportunity (DEO) begins. All plans are reviewed for completeness and adherence to plan formatting requirements.

If there are questions or concerns local boards are notified. **The content of plans is reviewed by both DEO and CareerSource Florida staff with recommendations provided to the CareerSource Florida Board of Directors at its meeting scheduled for June 4, 2020.**

A recommendation for approval is made unless the staff review indicates: (1) there are deficiencies in local workforce investment activities that are not addressed, or (2) the plan is inconsistent with WIOA and its regulations, including required public comment provisions. It is recognized that this updated plan will include strategies and activities that are fully completed, as well as some that are still being developed and implemented.

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

The implementation of WIOA ensures Florida has a business-led, market-responsive, results-oriented, and integrated workforce development system. The system fosters customer service excellence, ensures continuous improvement, and demonstrates value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce, and economic development networks increases economic prosperity by maximizing the competitiveness of Florida businesses and the productivity of Florida's workforce.

Florida's strategic vision for WIOA implementation is realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.
- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.

ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

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

Name:	Lesley "Les" Miller
Title:	Chair
Company:	Hillsborough County Board of County Commissioners
Mailing Address:	601 E. Kennedy Blvd., Tampa, FL 33602
Phone:	813-272-5720
Email:	millerlj@hillsboroughcounty.org

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

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

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

Attachment – Interlocal Agreement between Hillsborough County and LWDB 15

- D. Attach a copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations. At a minimum the by-laws must include:
- i. The nomination process used by the chief elected official to elect the local board chair and local board members;
 - ii. The term limitations and how term appointments are staggered to ensure only a portion of memberships expire in each year;
 - iii. The process to notify the chief elected official of a board member vacancy ensuring a prompt nominee;
 - iv. The proxy and alternative designee process used when a board member is unable to attend a meeting and assigns a designee per requirements at §679.110(d)(4) of the proposed WIOA regulations;
 - v. The use of technology, such as phone and web-based meetings used to promote board member participation;
 - vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,
 - vii. Any other conditions governing appointments or membership on the local board.
-

Attachment – CSTB By-Laws Approved 6/16/2016

<https://www.careersourcetampabay.com/wp-content/uploads/2018/08/By-Law-CareerSource-Tampa-Bay-approved-June-16-2016.pdf>

- E. Describe how the chief elected official is involved in the development, review and approval of the local plan.
-

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

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

(2) Local Workforce Development Board (LWDB)

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

Sean Butler, Chief HR Resource Officer
A-Lign
4902 Eisenhower Blvd., Ste. 250
Tampa, FL 33634
813-431-6515
Seanmbutler@me.com

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

Benjamin Hom, Vice President of Human Resources and Chair-Elect
McKibbon Hospitality
5315 Avion Park Drive, Suite 170
Tampa, FL 33607
Phone: 813-984-3740
Email: Ben.Hom@McKibbon.com

Commissioner Sandy Murman, Second Vice Chair
Hillsborough Board of County Commissioner
601 E. Kennedy Blvd.
Tampa, FL 33602
Phone: 813-272-5470
Email: murmans@hillsboroughcounty.org

3. Describe how the LWDB was involved in the development, review, and approval of the local plan.

Tampa Bay Workforce Alliance, Inc. dba CareerSource Tampa Bay (CSTB) develops strategic plans including goals, objectives, and strategies for each committee (One-Stop and Workforce Solutions) and status report updates are provided to each committee on a quarterly basis in open, publicly noticed meetings. The committee plans are compiled into one organizational plan that is presented the Board of Directors. The LWDB has the opportunity to provide input, approve, and change these local plans each year as they are developed at both the committee and board level.

The local strategic plan is incorporated into this response where applicable. This plan was advertised to the public on [DATE] and CSTB members and associates of the region's economic development organizations, labor organizations, education providers, and core partners were notified of access to the plan via email and provided an opportunity to offer input. Prior to publication, CSTB held a conference call with the partners to provide an opportunity to share any updates on their information and engagement of the plan. The LWDB also conducts legal reviews of all agreements between the CEO and LWDB and these agreements are approved by the LWDB. Those agreements are included as attachments to this plan. This plan was provided to the full LWDB Board of Directors for their review and input prior to submission to the Hillsborough County Board of County Commissioners for approval, release for public comment, and subsequent submission to CareerSource Florida.

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

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

Tampa Bay Workforce Alliance, Inc. dba CareerSource Tampa Bay serves as the entity to receive and disburse grant funds. CSTB, Local Workforce Development Board (LWDB) 15, services Hillsborough County as one of 24 designated State of Florida workforce boards. The CSTB Board of Directors is comprised of volunteers and is represented by private sector business, education, economic development, organized labor, community-based organizations, veterans, and local government agencies. The Board conducts its business in accordance with federal and state law, an inter-local agreement with Hillsborough County, the by-laws of CSTB, and its approved policies.

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

CSTB serves as the administrative entity that staffs LWDB 15, which is incorporated in the state of Florida and has a 501(c)(3) designation from the IRS.

- C. Identify if a single entity is selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, and describe how the entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy [2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy](#).
-

CSTB is in the process of procuring through a Request for Proposal workforce service providers to conduct the daily operations of providing direct services for One-Stop Operator and Career Services, Business Services and WIOA Adult and Dislocated Worker Program Services. CSTB intends to continue providing direct services for the

WIOA Youth program, as most recently approved in the Extension of Designation Request as Direct Services Provider (valid through 6/30/2020, request will be resubmitted pending CareerSource Florida guidance).

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 responsibilities 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 responsibilities of budgeting and 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:

- i. All programs delivered by CSTB are formally monitored 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.
- ii. Programmatic monitoring includes:
 1. Staff training on the programmatic monitoring tools

2. Access tracking database with customized reports by program, by staff member by question;
3. Compilation and delivery of a monitoring report within thirty (30) calendar days of the end of the monitoring;
4. Development of a plan for corrective action(s) (if necessary); and
5. Implementation of corrective action(s) in a timely manner.

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

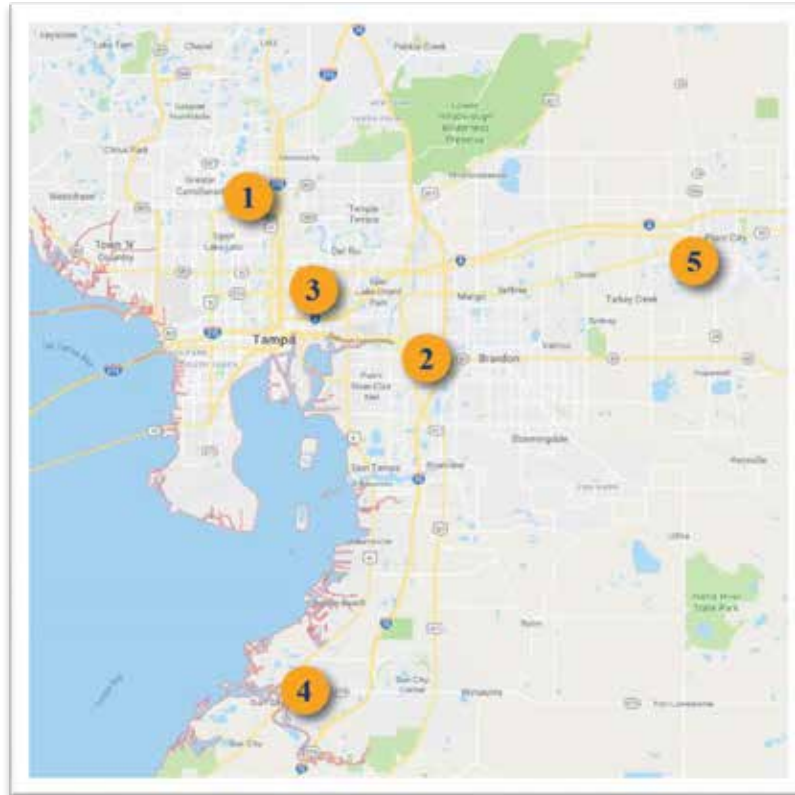
To ensure the separation of duties and a clear firewall, the CSTB Local Workforce Development Board and Chief Elected Officials have chosen to procure Career Services/One Stop Operator, WIOA Adult/Dislocated Workers Services and Business Services. In efforts to strengthen agency firewalls and administrative oversight processes, the LWDB and CEO believe this is the most effective method to ensure a clear provision of services and entirely avoid both a perceived and actual conflict of interest while ensuring internal controls are clearly separated and accountable. As noted above the Board will maintain its integrity and firewall provisions in accordance with DEO requirements, audit provisions and uniform circular requirements.

(4) One-Stop System

- A. Describe the local one-stop system (including the number, type and location of the comprehensive center(s)³, and other service delivery points).

Job seekers and businesses can access a broad range of specialized services and resources through any of the five CSTB one-stop locations.

³A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 ([TEGL 16-16](#)) and Training and Employment Guidance Letter No. 16-16, Change 1 ([TEGL 16-16, Change 1](#)). **Additionally, Memorandums of Understanding (MOU) and Infrastructure Funding Agreements (IFA) must be executed for all partners connected to the comprehensive centers.**



Full Service One-stop Center:

1. Tampa One-Stop Center (Square Feet 88,953)
9215 N. Florida Avenue, Suite 101, Tampa, FL 33612

Satellite Centers:

2. Brandon One-Stop Center (Square Feet 6,239)
9350 Bay Plaza Boulevard, Suite 121, Tampa, FL 33619
3. Career Prep Center (Square Feet 15,000)
2605 N. 43rd Street, Tampa, FL 33605
4. Ruskin One-Stop Center (Square Feet 1,117)
201 14th Avenue, SE, Ruskin, FL 33570
5. Plant City Center (Square Feet 294)
307 N Michigan Ave, Plant City, FL 33563

The Tampa One-Stop is a full service One-Stop center providing resource room access, WIOA (Adult, DW and Youth), WTP (TANF), WP, MSFW, TAA, Veterans, SNAP, TTW-Disability Navigator, RESEA, and Business Services.

The Brandon, Ruskin, Career Prep Center, and Plant City offices are satellite One-Stop centers providing resource room access, WIOA (Adult, DW and Youth), WTP (TANF), WP, Veterans, SNAP, RESEA and Business Services. The Brandon office

serves a significant number of MSFWs. In addition, the Career Prep Center offers short-term, career-ready programs in partnership with local education providers.

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 with contracted service providers to develop and implement alternative service delivery methods, such as virtual services or additional access points.

- B. Identify the days and times when service delivery offices are open to customers. Customers must have access to programs, services and activities during regular business days at a comprehensive one-stop center.
-

All offices are open, Monday through Friday, from 8:00am – 5:00pm. Extended hours are available based on location and customer need.

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

The entity currently contracted to serve as the one-stop operator is Kaiser Group, Inc. dba Dynamic Works. The LWDB is procuring services for the One Stop Operator as part of a request for proposal for Career Services/One Stop Operator.

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

CSTB currently provides direct services as approved by CareerSource Florida but will shift to a primarily outsourced services model on July 1, 2020. Currently, CSTB is procuring through a Request for Proposal for Workforce Services including One Stop Operator and Career Services, WIOA Adult & Dislocated Worker Services and Business Services. Through this transparent process, the CSTB will ensure high quality services are delivered to the job seekers and employers throughout Hillsborough County. CSTB will continue to provide a multi funded comprehensive mix of WTP, SNAP and WIOA Youth services.

- E. Identify and describe what career services are provided by the selected one-stop operator and what career services, if any, are contracted out to service providers.
-

CSTB is procuring through a Request for Proposal for Workforce Services three main program functional areas including One Stop Operator and Career Services, WIOA Adult & Dislocated Worker Services and Business Services.

CSTB has been approved to provide direct career services as defined by the WIOA, section 134(c)(2) for all programs but is choosing to procure services in the areas noted above. Career Services include the following:

- Establish and/or maintain linkages between all One-Stop partners designated by CSTB to improve communication, referral, service delivery, and tracking of performance of the partners;

- Coordinate and hold at least quarterly meetings with all Mandatory and Co-located One-Stop partners designated by CSTB;
- Assist CSTB in the identification of appropriate clauses for all Memorandum of Understanding (MOU) with all One-Stop partners designate by CSTB as it relates to sharing of information, reporting of performance, and tracking of customers;
- Establish a MOU database to easily track organizational involvement and expiration dates of the MOU;
- Manage CSTB's partnership efforts with the State of Florida required partners such as Blind and Vocational Rehabilitation Services;
- Facilitate and encourage participating One-Stop partners to use the principles of universal design in their operation to ensure customers access;
- Disclose any potential conflicts of interest arising from the relationship of the One-Stop Operator with particular training service providers or other service providers;
- Establish practices that encourage the One-Stop partners to provide services to individuals with barriers to employment, including individuals with disabilities, who may require longer-term services, such as intensive employment training, and education services;
- Comply with federal regulations and procurement policies relating to the calculation use of profits;
- Work with CSTB and applicable state agencies to create a strategic plan to integrate the intake, case management, and reporting of the One-Stop partners;
- Manage, track, and oversee CSTB's Customer Satisfaction initiatives;
- Manage online One-Stop Partner portal; and
- Other special tasks/projects as identified by CSTB management team.

- F. Pursuant to the [CareerSource Florida Administrative Policy 093 - One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meet the certification requirements.

Per the CareerSource Florida Administrative Policy for One-Stop Certification, CareerSource Tampa Bay attests that the full services one-stop center located at 9215 N. Florida Ave, Tampa, FL 33612 meets the comprehensive one-stop certification requirements.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

- A. Information on existing and emerging in-demand industry sectors and occupations; and
 - B. The employment needs of employers in those industry sectors and occupations (WIOA §108(b)(1)(A)).
-

Economic Overview

LWDB 15 represents Hillsborough County, part of the fast-growing Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (MSA), which encompasses the surrounding counties of Hernando, Pasco and Pinellas. A key economic region in the third most populous state, Tampa Bay's 2019 estimated population of more than 3 million is represented by a diverse pool of residents and skilled workers.

With an estimated 2019 population of over 1.4 million, Hillsborough County's metro area is the fourth most populous county in Florida, estimated to have grown by nearly 17 percent since 2010 according to the U.S. Census Bureau. Hillsborough County's population growth is projected to outpace MSA, state and national growth through 2025, supporting rapid regional development. Recent research conducted by Hillsborough Economic Development Council (EDC) indicates the strength of the Tampa area as an attractive site for talent, with greatest number of STEM jobs available, highest paid average wages and lowest cost of living among major Florida metros.

Hillsborough County's labor force has grown significantly in the past decade with a gain of 160,100 residents employed (27 percent increase) between 2009 and 2019 (US Department of Labor, Bureau of Labor Statistics). Furthermore, Hillsborough County experienced the lowest unemployment rate in more than 20 years (2.7 percent) in November 2019.

Tampa's reputation as a top talent market has grown over the last ten years, as companies ranging from Fortune 500 organizations such as USAA, Mosaic, Bristol-Myers Squibb, and Amgen to fast-growing newcomers such as BlueGrace Logistics, Drift, and TransferWise have chosen to locate or expand here (Hillsborough EDC). Recent national recognition such as ranking in the top 20 of both Inc.'s Surge Cities and Computing Technology Industry Association's Tech Towns further fuel the region's growth and emerging impact in key industry sectors such as information technology.

Further research by Hillsborough County EDC indicates Hillsborough County's average annual wage of \$54,278 is the highest among all Florida counties, according to Enterprise Florida's State of Florida 2018 Average Annual County Wage Data Report. Hillsborough County's average annual wages frequently lead those in Tampa-St. Petersburg-Clearwater MSA and statewide. Recently, Hillsborough County's average annual wages have surpassed every other county in the state for the first time in a decade. These higher wages, combined with Tampa's lower cost of living, are key factors that are driving talent to the region. Hillsborough County also had the state's second highest population gain in 2017-2018 and ranked third in the nation for net migration year over year in that same time period. According to Hillsborough EDC estimates, this high migration roughly equates to 143 people moving to metro area every day or an average of 43,000 people every year.

- As of 2019 the region's population increased by 11.1 percent since 2014, growing by 145,984. Population is expected to increase by 7.1 percent between 2019 and 2024, adding 103,713.
- From 2014 to 2019, jobs increased by 11.2 percent in Hillsborough County, FL from 681,032 to 757,531. This change outpaced the national growth rate of 6.9 percent by 4.3 percent. As the number of jobs increased, the labor force participation rate decreased slightly from 64.3 percent to 63.1 percent between 2014 and 2019.
- The median household income in 2017 was \$53,700, \$3,900 below the national median household income of \$57,700.
- The top three industries in 2019 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Local Government, Excluding Education and Hospitals.

The table below compares the county, MSA, state, and nation in regards to the projected population growth over the next five years.

Table 1.1: 2020-2025 Population Change Estimates

Area	2020 Population	2025 Population	Change	% Change
Hillsborough County, FL	1,488,080	1,580,823	92,743	6%
Tampa-St. Petersburg-Clearwater, FL MSA	3,238,245	3,411,910	173,665	5%
State	21,920,128	23,037,133	1,117,005	5%
Nation	331,377,000	338,857,923	7,480,923	2%

Source: EMSI, 1/2020 dataset

Industry Overview

The largest industries in Hillsborough County are listed below, with Professional, Scientific and Technical Services and Finance and Insurance reported well above the national average.

Figure 1.1: Hillsborough County – Largest Industries



Source: EMSI, 1/2020 Dataset

The two largest occupations for the region, Office and Administrative Support and Sales, are also reported higher than the national average.

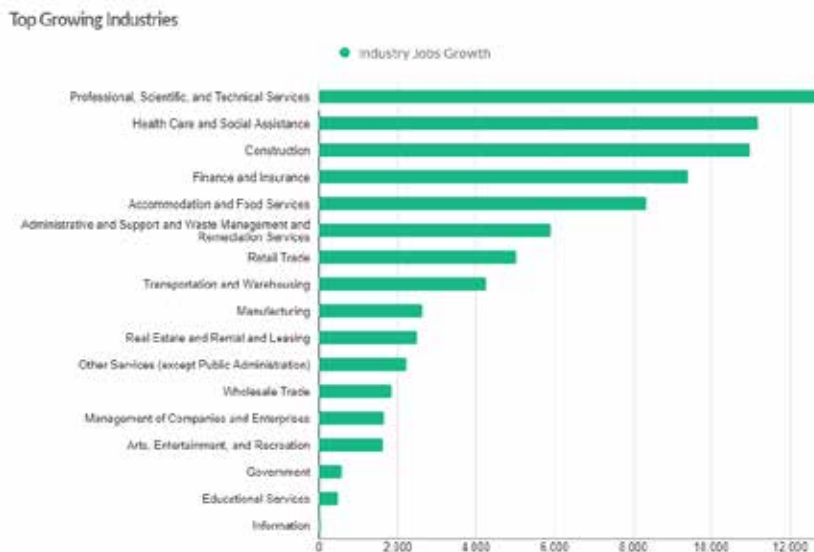
Figure 1.2: Hillsborough County – Largest Occupations



Source: EMSI, 1/2020 Dataset

The top growing industries require workers with high technical skills, with Professional, Scientific, and Technical Services and Health Care and Social Assistance representing the top rising industries by number of jobs.

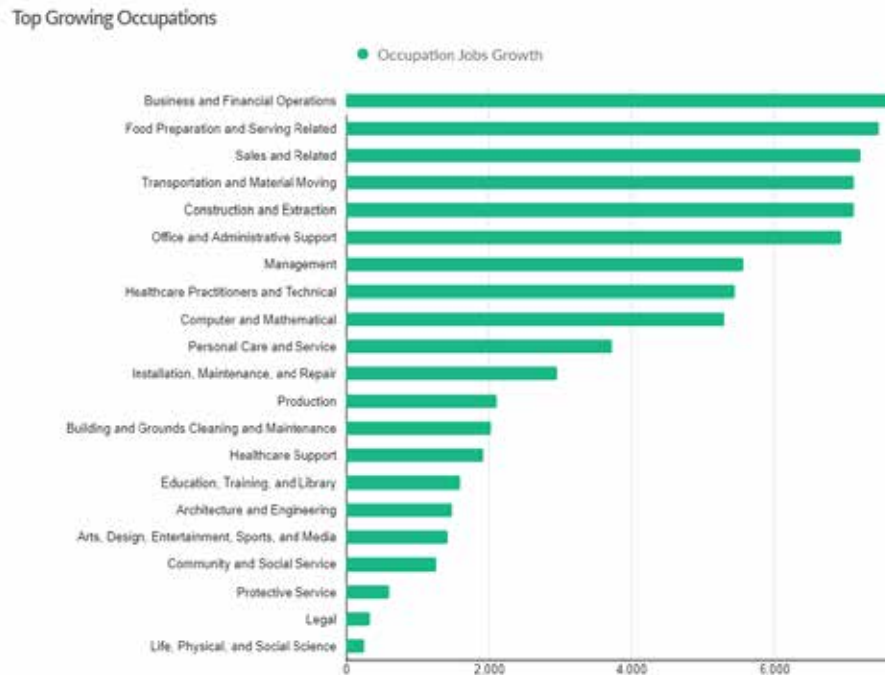
Figure 1.3: Hillsborough County – Top Growing Industries



Source: EMSI, 1/2020 Dataset

Reflective of the region’s diverse economy and position as a popular tourism destination, jobs growth by occupation includes high to lower skilled positions, with Business and Financial Operations, Food Preparation and Serving Related, and Sales and Related positions representing the top increasing occupations.

Figure 1.4: Hillsborough County – Top Growing Occupations



Source: EMSI, 1/2020 Dataset

CSTB’s approved industry sectors and corresponding North American Industry Classification System (NAICS) codes for 2016-2020 are:

1. Finance and Insurance (52)
2. Professional, Scientific, and Technical Services (54)
3. Health Care and Social Assistance (62)
4. Manufacturing (31, 32, and 33)

Based on analysis of emerging labor market data and to ensure better alignment as we expand our sector strategies initiatives, CSTB is requesting the following targeted sectors and corresponding NAICS codes for 2020-2024:

1. Transportation and Trades (42, 11, 48-49)
2. Manufacturing and Logistics (31-33)
3. Hospitality, Tourism and Retail (71-72,44-45)
4. Finance and Professional Services (52-61,92)
5. Information Technology (51)
6. Healthcare and Life Sciences (62)

These expanded sectors will allow CSTB to better serve our businesses in Hillsborough County and become more knowledgeable in these active and growing industry sectors.

Further outlook to 2027 shows double-digit growth regarding CSTB's targeted sectors and the top 15 fastest growing industries.

Table 1.2: Hillsborough County – Fastest Growing Industries 2019-2027
FASTEST-GROWING INDUSTRIES

WORKFORCE DEVELOPMENT AREA 15 - HILLSBOROUGH COUNTY

Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2019	2027	Growth	
1	488	Support Activities for Transportation	4,370	5,242	872	20.0
2	624	Social Assistance	10,988	13,164	2,176	19.8
3	562	Waste Management and Remediation Service	2,705	3,186	481	17.8
4	621	Ambulatory Health Care Services	37,276	43,776	6,500	17.4
5	611	Educational Services	12,750	14,944	2,194	17.2
6	541	Professional, Scientific, and Technical Services	71,527	83,485	11,958	16.7
7	623	Nursing and Residential Care Facilities	11,106	12,822	1,716	15.5
8	493	Warehousing and Storage	1,614	1,862	248	15.4
9	492	Couriers and Messengers	3,128	3,604	476	15.2
10	551	Management of Companies and Enterprises	11,869	13,666	1,797	15.1
11	920	State Government	21,189	24,339	3,150	14.9
12	238	Specialty Trade Contractors	26,872	30,575	3,703	13.8
13	339	Miscellaneous Manufacturing	2,313	2,614	301	13.0
14	524	Insurance Carriers and Related Activities	33,805	38,030	4,225	12.5
15	321	Wood Product Manufacturing	1,048	1,177	129	12.3
16	711	Performing Arts, Spectator Sports, and Related Industries	4,307	4,806	499	11.6
17	622	Hospitals	30,827	34,347	3,520	11.4
18	722	Food Services and Drinking Places	56,685	62,102	5,417	9.6
19	312	Beverage and Tobacco Product Manufacturing	2,147	2,350	203	9.5
20	331	Primary Metal Manufacturing	1,073	1,168	95	8.9

Source: Florida Department of Economic Opportunity (DEO) [2019-2027 Statewide and Regional Employment Projections Data](#)

The industries gaining the most new jobs reflects rapid growth in skilled occupations across industry sectors, aligning with CSTB's targeted sectors.

Table 1.3: Hillsborough County – Industries Gaining the Most New Jobs 2019-2027
INDUSTRIES GAINING THE MOST NEW JOBS

WORKFORCE DEVELOPMENT AREA 15 - HILLSBOROUGH COUNTY

Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2019	2027	Growth	
1	541	Professional, Scientific, and Technical Services	71,527	83,485	11,958	16.7
2	621	Ambulatory Health Care Services	37,276	43,776	6,500	17.4
3	722	Food Services and Drinking Places	56,685	62,102	5,417	9.6
4	524	Insurance Carriers and Related Activities	33,805	38,030	4,225	12.5
5	238	Specialty Trade Contractors	26,872	30,575	3,703	13.8
6	622	Hospitals	30,827	34,347	3,520	11.4
7	920	State Government	21,189	24,339	3,150	14.9
8	611	Educational Services	12,750	14,944	2,194	17.2
9	624	Social Assistance	10,988	13,164	2,176	19.8
10	551	Management of Companies and Enterprises	11,869	13,666	1,797	15.1
11	561	Administrative and Support Services	58,904	60,695	1,791	3.0
12	623	Nursing and Residential Care Facilities	11,106	12,822	1,716	15.5
13	522	Credit Intermediation and Related Activities	25,821	27,176	1,355	5.2
14	452	General Merchandise Stores	13,503	14,468	965	7.1
15	713	Amusement, Gambling, and Recreation Industries	10,594	11,490	896	8.5
16	488	Support Activities for Transportation	4,370	5,242	872	20.0
17	531	Real Estate	10,615	11,413	798	7.5
18	813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	9,784	10,559	775	7.9
19	910	Federal Government	15,605	16,328	723	4.6
20	812	Personal and Laundry Services	8,929	9,584	655	7.3

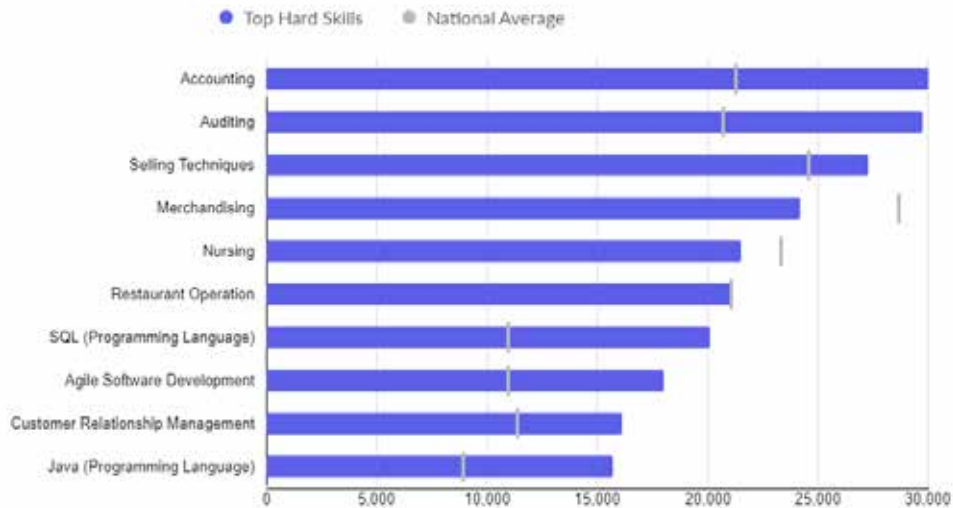
Source: Florida Department of Economic Opportunity (DEO) [2019-2027 Statewide and Regional Employment Projections Data](#)

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

CSTB conducted an analysis of the knowledge, skills and abilities needed to meet the employment needs of the employers in the region (see data below), including employment needs in the in-demand industry sectors and occupations. Aside from identifying qualified job applicants with the specific skills sets needed to perform the job, employers noted communication, organization, team contributions, leadership, professionalism, critical thinking, decision making, customer relations, self-directed and continuous learning and basic skills as particular importance.

An analysis of top in-demand skills shows the demand in Hillsborough County among all industries is above the national average in key competencies such as financial, IT, and customer relations and sales.

Figure 2.1: Hillsborough County – In-Demand Skills



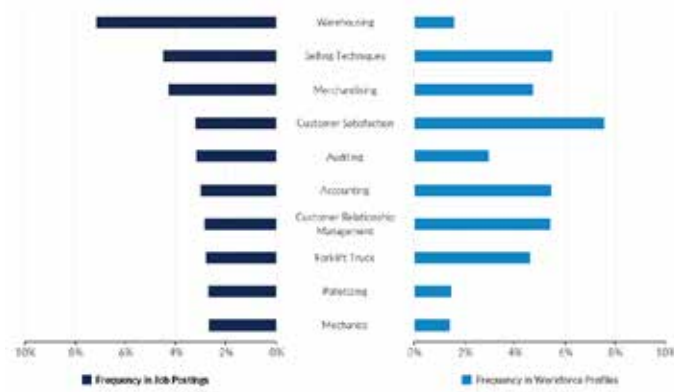
Source: EMSI, 1/2020 Dataset

The targeted sectors for 2020-2024 are:

1. Transportation and Trades
2. Manufacturing and Logistics
3. Hospitality, Tourism and Retail
4. Finance and Professional Services
5. Information Technology
6. Healthcare and Life Sciences

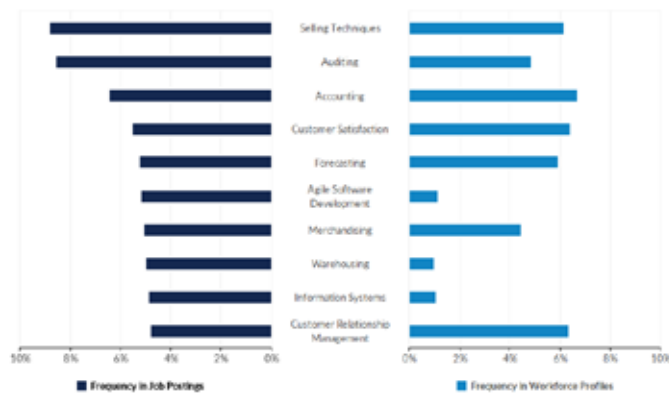
The top hard skills as appearing in job posting data are included by industry in the tables below.

Figure 2.2: Transportation and Trades – Top Hard Skills



Source: EMSI, 12/2018-12/2019 Job Posting Analytics

Figure 2.3: Manufacturing and Logistics – Top Hard Skills



Source: EMSI, 12/2018-12/2019 Job Posting Analytics

Figure 2.4: Hospitality, Tourism and Retail – Top Hard Skills



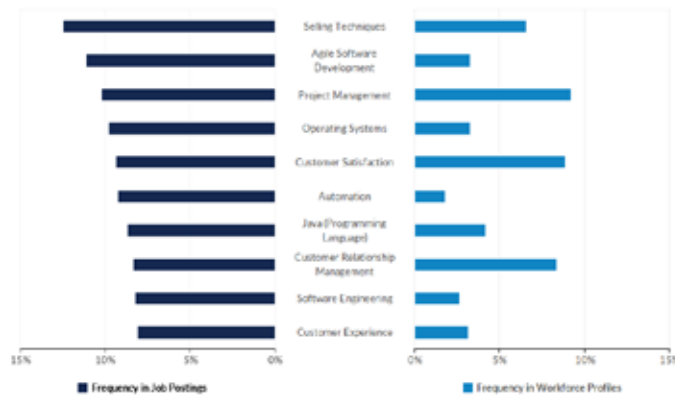
Source: EMSI, 12/2018-12/2019 Job Posting Analytics

Figure 2.5: Finance and Professional Services – Top Hard Skills



Source: EMSI, 12/2018-12/2019 Job Posting Analytics

Figure 2.6: Information Technology – Top Hard Skills



Source: EMSI, 12/2018-12/2019 Job Posting Analytics

Figure 2.7: Healthcare and Life Sciences – Top Hard Skills



Source: EMSI, 12/2018-12/2019 Job Posting Analytics

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

CSTB will ensure these identified job skills and knowledge are prioritized in all activities related to the programs and activities of the CSTB. This includes, but not limited to, the evaluation of the providers procured through the Request for Proposals for Career Services/One Stop Operator, WIOA Adult and Dislocated Worker Services, and Business Services.

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

LWDB 15 represents an estimated 1,463,561 individuals in Hillsborough County, with an estimated working age population of 1,188,477 (81 percent) in 2019, per EMSI. The labor force consists of approximately 749,605 workers, of which 724,229 are employed (97 percent). The unemployment rate for the region was 2.7 percent in November 2019 (the latest date figures were available) according to Florida Department of Economic Opportunity (DEO), marking the lowest rate in 20 years. This rate corresponds with the State of Florida and is lower than the national rate of 3.3 percent (DEO).

The below chart summarizes LWDB labor force data in comparison with the MSA, state and nation (not seasonally adjusted).

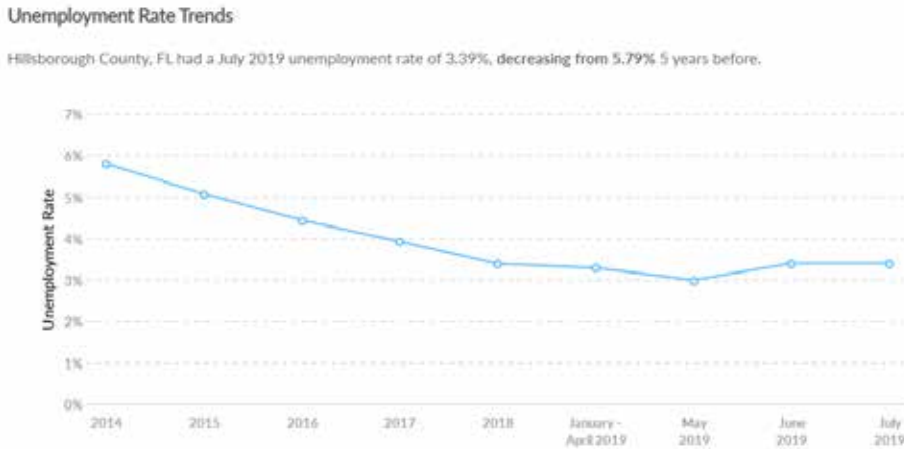
Table 3.1: Labor Force Comparison - 11/2018-11/2019

	November 2019				November 2018			
	Labor Force	Employment	Unemployment		Labor Force	Employment	Unemployment	
			Level	Rate			Level	Rate
Workforce Region 15	750,856	730,945	19,911	2.7%	738,613	715,771	22,842	3.1%
Tampa-St. Petersburg-Clearwater, FL MSA	1,562,597	1,519,830	42,767	2.7%	1,536,852	1,487,837	49,015	3.2%
Florida	10,479,000	10,191,000	288,000	2.7%	10,293,000	9,957,000	336,000	3.3%
United States	164,386,000	158,945,000	5,441,000	3.3%	162,665,000	157,015,000	5,650,000	3.5%

Source: Florida Department of Economic Opportunity (DEO) [Local Area Unemployment Statistics](#)

Further longitudinal measurement shows the region has experienced a downward trend in unemployment during the previous five years.

Figure 3.1: Unemployment Rate Trends 2014-2019



Source: EMSI, 1/2020 Dataset

In 2019, Hillsborough County’s median household and per capita income was estimated below the national median, with a poverty rate higher than the national rate, per the U.S. Census.

Table 3.2: Income and Poverty Comparison - 2019

	Median Household Income	Per Capita Income (last 12 months)	Poverty Rate
Hillsborough County	\$56,137	\$31,173	14.7%
Florida	\$53,267	\$30,197	13.6%
United States	\$60,293	\$32,691	11.8%

Source: U.S. Census [2019 Quick Facts](#)

High neighborhood poverty rates in the Tampa-St. Petersburg-Clearwater MSA, defined as the share of the poor population who lives in a neighborhood with a poverty rate of more than 20 percent, are estimated at 50.7 percent, according to a Brookings Institute analysis of 2010-2014 economic data.⁴ In efforts to combat challenges for residents in accessing services, CSTB center locations are strategically positioned geographically in areas that provide access for individuals to reach the centers by public transportation and through virtual services.

According to the U.S. Census, Hillsborough County’s 2019 estimated population of nearly 1.5 million is represented by 74 percent white, 18 percent African American, .5 percent American Indian or Alaskan Native, 4 percent Asian, and .1 percent Native Hawaiian or Pacific Islander. An estimated 3 percent report two or more races and 29 percent are Hispanic or Latino.

Concerning educational attainment, 19.7 percent of Hillsborough County, FL residents possess a Bachelor’s Degree (0.9 percent above the national average), and 9.4 percent hold

⁴ Brookings Institute. (2016). *U.S. concentrated poverty in the wake of the Great Recession*. Retrieved from <https://www.brookings.edu/research/u-s-concentrated-poverty-in-the-wake-of-the-great-recession/>.

an Associate's Degree (1.3 percent above the national average). Furthermore, 11.2 percent hold a graduate degree or higher, 19.4 percent possess some college education 27.6 percent attained a high school diploma, and 12.6 percent attained less than a High School Diploma, according to EMSI.

Characteristics of regional strength include a robust millennial workforce (ages 25-39), strong racial diversity, and a highly-skilled veteran population, with rates higher than the national average, according to EMSI. Lower than national average violent and property crime rates add to the region's appeal as a place to live and work.

CSTB provides resources to programs that help individuals with barriers return to the workforce, such as assistance with federal bonding, housing and transportation, child care resources, and other supportive services. CSTB also partners with numerous mandatory and optional agencies, many of which are co-located in one or more center locations, to provide referrals and access to services that support individuals to obtain and retain employment, in addition to financial stability and economic mobility.

Youth and young adults face unique barriers to employment, in addition to the need for relevant career exploration opportunities. An estimated 185,008 young adults between the ages of 16-24 reside in Hillsborough County, comprising nearly 13 percent of the total estimated population in 2019 per the U.S. Census Bureau. Youth unemployment rates are nearly double the overall unemployment rate and the employment rates of ages 16-19 (24 percent) and 20-24 (63 percent) in Tampa Bay are reflective of the national downward trend of fewer young adults in the labor force, as reported by the Brookings Institution. Furthermore, nearly 45,000 are disconnected youth ages 16-24 who are not school or the workforce and have attained less than an associate degree, positioning them for an increased risk of subsequent poverty and unemployment. Without a supportive environment, the most vulnerable youth and young adults - such as those from low-income families, current and former foster care youth, pregnant and parenting, and other at-risk populations - often encounter significant challenges in developing the necessary skills to enter the workforce.

The trend of declining workforce participation rates of youth and young adults ages 16-24 nationwide over the past couple decades is projected to continue, with USDOL 2022 estimates at 50 percent, largely attributed to increasing school attendance. Without intervention, these compounded barriers for disadvantaged young adults lacking the financial means and/or skill levels to pursue training, and without connection to education and or the workforce, are set up for lifelong barriers to employment and self-sufficiency. Our youth employment program, the Summer Jobs Connection (SJC), connects youth with the resources, appropriate work-based learning, and opportunity to overcome systemic barriers to attain long-term, sustainable employment and economic self-sufficiency. In addition to paid work experience, participants receive critical work readiness skills training, financial literacy workshops, and mentoring from employer partners. CSTB has a number of initiatives to serve this population and will continue to partner with Hillsborough County School District and youth education and community partners to prepare high school students and graduates to enter the world of work.

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

CSTB offers workforce services to both businesses and individuals in the region. The services available to individuals include a wide array of career services, including educational scholarships in the form of individual training accounts (ITAs), occupational skills and work-based training, career exploration, career resources, employability skills training, networking opportunities, and onsite recruitment events. The one-stop centers provide resource room access, WIOA (Adult, DW and Youth), WTP (TANF), Veterans, SNAP, TTW – Disability Navigator and RESEA. CSTB is constantly engaging continuous improvement efforts to integrate additional partners into the workforce system and ensure their resources are most current to the needs of employers, both public and private. For example, CSTB partners with the School District of Hillsborough County to offer GED, ESOL and TABE testing on site at CSTB’s comprehensive center.

In addition, CSTB has significant services available to businesses including but not limited to in-house recruitment events and job fairs; work-based learning such as Paid Work Experience (PWE), On-the-Job Training (OJT), and Incumbent Worker Training (IWT); Labor Market Information (LMI), job postings, business seminars, and outplacement services. To assist with meeting local employer needs, we have identified six in-demand industry sectors:

1. Transportation and Trades,
2. Manufacturing and Logistics
3. Hospitality, Tourism and Retail
4. Finance and Professional Services
5. Information Technology
6. Healthcare and Life Sciences

These industries were targeted because the region has assets to build upon, strong and positive market trends, the ability to create jobs and diversify the economy and the potential for growth and development.

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

In addition, digital literacy is critical to almost any job in the region. The jobs in the region are requiring more workers to be equipped with the latest computer skills. These skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is changing and evolving provides a key skill deficiency among the unemployed and underemployed population. CSTB continues to offer ongoing training skills development for individuals to meet employers’ demands. Digital literacy services include computer training offered through employability skills workshops, Microsoft Office certification training, and Workplace Skills for the 21st Century training. CSTB is constantly monitoring current workforce services to ensure they are meeting and exceeding the needs of participants who are working towards their goal of obtaining employment and employers in need of qualified applicants, including examining methods to expand virtual services.

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 partners 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 services in order to meet the demands of our customers, such as the focus of virtual services in the future.

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

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

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

WIOA authorizes career services for adults and dislocated workers (DW). There are three types of career services available within CSTB's one-stop delivery system: basic career services, individualized career services, and follow-up services. These services may be provided in any order and in no required sequence, providing CSTB staff and their providers the flexibility to target services to the needs of the customer.

Basic Career Services

Basic Career Services will be available to all individuals seeking services in the CSTB one-stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the CSTB Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Initial assessment of veterans to identify significant barriers to employment and provide referrals when necessary for intensive case management services;
- Ensure that Priority of Service for any veterans seeking one stop services are informed of their federal and state rights and abilities within all workforce programs;
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career guidance;
- Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA);
- Provision of information on nontraditional employment (as defined in sec.3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other community and workforce development programs within Tampa Bay regional planning area;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local in-demand occupations and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Basic Career Service staff will be stationed onsite at various satellite partnership organizations to promote and assist with information regarding all workforce and one stop services to specific populations;
- Basic Career Service staff will assist VR&E referred veterans by providing individualized labor market information;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services and assistance, including child care, child support, medical or child health assistance available through the state's Medicaid program and Florida's KidCare Program, benefits under SNAP, assistance through the earned income tax credit, housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD), assistance under a state program for TANF, assistance with federal bonding, as well as other supportive services and transportation provided through that program;

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim; the provision is available online; and specialized assistance is available through Florida's call center by staff trained in UI claims, filing, and/or the acceptance of information necessary to file a claim.

Individualized Career Services

If a one-stop center's staff determines that individualized career services are appropriate for an individual to obtain or retain employment, these services are then made available to the individual through CSTB center resources, center staff or partners. Staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate, or referral to WIOA Adult/Dislocated Worker program for assessment and ongoing services if needed.

These services include:

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

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

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

Outreach and Marketing

CSTB's outreach objectives include maintaining tools that enhance outreach to job seekers, effectively promoting the website and Employ Florida (EF) to increase the number of customers utilizing our services. CSTB's outreach goals include promoting three main campaigns throughout the year and developing objectives and strategies to complement the following goals:

- Overall Branding Campaign Goal
 - Effectively market and brand services and programs to employers, job seekers and the overall community.
 - Utilize an integrated social media strategy to communicate with employer and job seeker audiences
 - Expand the functionality of websites to offer more comprehensive information to employers and job seekers.
 - Work on promoting brand in local media including newspaper, radio television, and over the top (via streaming devices such as YouTube, social media, etc.)
 - Customer word of mouth or relaying their positive experience or services received through the one-stop system.

- Program Support Campaign Goal
 - Increase internal communication among staff members
 - Marketing outreach will be performed by programs in coordination with the marketing department for expertise in the following areas:
 - Overall Brand (Reviewing flyers with CSTB logo's, signage, etc.)
 - Digital Marketing/Outreach
 - Social Media Marketing/Outreach
 - Public Relations

- Grant Funded Campaigns Goal
 - Coordinate closely with programs awarded local, state and federal and develop appropriate marketing campaigns.

CSTB's programs and initiatives aim to address the skill needs of local employers and close the existing skills gaps of the local incumbent, under-employed and unemployed population: local Incumbent Worker Training (IWT), On-the-Job Training (OJT), Paid Work Experience (PWE) programs, and sector strategies and industry forums.

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

The OJT program provides local employers with qualified job seekers. The company is required to provide OJT services in a full-time salary or hourly position in one of the positions listed on the Regional Targeted Occupational List (RTOL). The company is encouraged to retain the employee if the employee is meeting the minimum performance standards required for the position. Based on approved policies, the program may pay a percentage of the employee's full-time salary or hourly rate for up to six months. The training duration is determined through a skills gap analysis and an evaluation of the candidates current skills are compared with the skills required for that position.

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

1. Transportation and Trades
2. Manufacturing and Logistics
3. Hospitality, Tourism and Retail
4. Finance and Professional Services
5. Information Technology
6. Healthcare and Life Sciences

CSTB's Business Services team identifies the skill needs of local employers. The utilization of strategically planned forums assists in identifying skill needs. CSTB has a designated team of well trained professionals (comprised of both direct services and contracted staff) that address the needs of the entire region. Comprised of both direct services and contracted staff, the Business Services team works together to provide the most comprehensive and highest quality of service delivery. The region is divided into designated areas based on employer/industry, which enables the recruiters to become experts in particular industries.

The Veteran Services Unit, consisting of skilled and dedicated Local Veterans' Employment Representatives (LVERs), assist in contacting and engaging federal contractors and employers that have been identified as veteran-friendly in their hiring practices. The veteran will be assessed through the one-stop system to have significant barriers to employment under DEO directive and those veterans most in need of intensive case management will be referred to the CSTB Disabled Veterans' Outreach Program (DVOP) team. DVOP staff will attempt to establish initial appointment with Chapter 31 veterans that are referred to one stop center for workforce services. Any veterans determined to not have a significant barrier are referred to and served through the CSTB Career Services team. The veteran affairs work study program provides assistance to military veterans and eligible persons seeking service at the one stop center. DVOP staff will establish MOUs with various outpost and outreach locations where veterans who have significant barriers to employment and training and will provide case management service onsite at various locations. CSTB places great emphasis on customer choice so staff discusses all the options with the employer and the veteran including self-service through the EF system or working directly with a recruiter to meet their staffing needs. LVERs conduct seminars for employers conduct job search workshops and establish job search groups. They also facilitate training to all AJC staff regarding the veteran staff's roles, responsibilities and assurance of priority of service

Follow-up Services

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

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

1. Be based on a formal assessment instruments such as Test of Adult Basic Education (TABE), Wonderlic, or other comprehensive assessment systems;
2. Identify other barriers to successful employment and retention; and
3. Result in recommendations for further services, and be the basis for the completion of the Career Plan.

One of the key strengths of CSTB is its relationship with local partners. These partner organizations are led by people with a vision and an understanding that flexibility is the key to meeting the training needs of a changing economy. CSTB continues to strengthen its relationships with local educational institutions, economic development organizations and employers. We are focused on providing the workforce with sector strategies that are regional and industry-focused, designed to build a skilled workforce that meets the needs of employers while simultaneously building and defining career paths for individuals.

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

CSTB provides both formal and informal assessments to youth. Interest profile assessments are offered to assist youth in identifying career interests and occupational areas. The basic skills assessment is conducted utilizing Wonderlic. In addition, we offer a comprehensive assessment of both interest and aptitude utilizing CareerScope. Tools utilized to assist with career exploration and determine appropriate services include My Next Move, TABE, Wonderlic, CareerScope, and FuturePlans.

CSTB provides direct services to youth through both in-school and out-of-school youth programs. Services delivered to youth include but are not limited to:

1. Tutoring, study skills training, instruction, and evidence based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalency (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
2. Alternative secondary school services, or dropout recovery services, as appropriate.
3. Paid and unpaid work experiences that have as a component academic and occupational education may include: a. summer employment opportunities b. Opportunities available throughout the school year c. pre-apprenticeship programs d. internships and job shadows e. On-the-job training opportunities
4. Occupational skills training which includes priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
5. Education offered concurrently with an in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
6. Leadership development opportunities, including community service and peer centered activities encouraging responsibility and other positive social and civic behaviors.

7. Support Services are services that enable an individual to participate in WIOA activities.
8. Adult Mentoring
9. Follow-up services for not less than 12 months after the completion of participation.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referrals to counseling, as appropriate to the needs of the individual youth.
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
14. Activities that help youth prepare for and transition to post-secondary education and training.

Now entering its second year, CSTB's successful Summer Job Connection (SJC) Program provides meaningful paid part-time work experience opportunities to eligible low-income Hillsborough County youth ages 16-24. Made possible through the generosity of community and employer partnerships, youth are provided six weeks of learning-rich, subsidized work experience, offering them an opportunity to obtain real-world work experiences, critical skills, independent judgment, and career exploration. Offering youth an opportunity to participate in activities that are age appropriate, this program encourages youth to take responsibility for their learning, become oriented to the workforce, and learn about new job experiences. Opportunity youth (young adults who are neither in school nor working) are particularly vulnerable to the changing labor market and this program provides an entry point into the local workforce. The entire community benefits from the SJC program, driving the local economy and preparing our youth to enter the workforce. Additionally, the program targets key industries to show our future workforce career opportunities in their community. Employers also will have an opportunity to mentor and recruit potential employees with no cost to them. By offering youth career exploration opportunities, meaningful skills, the value of work ethic and earning a paycheck, we are building the future talent pipeline for employers through real-world exposure.

CSTB also partners with local Job Corps and YouthBuild programs, who actively recruit students with disabilities and have resources to provide accommodations, as needed.

Job Corps

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

The Job Corps program design includes the following features:

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

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

YouthBuild

Globally, over 200 million youth are working poor and earning less than \$2.00 a day. All are in urgent need of pathways to education, jobs, entrepreneurship, and other opportunities leading to productive livelihoods and community leadership. YouthBuild programs provide those pathways. All over the world they unleash the positive energy of low-income young people to rebuild their communities and their lives, breaking the cycle of poverty with a commitment to work, education, family, and community. At YouthBuild programs in the United States and across the globe, low-income young people learn construction skills through building affordable housing for homeless and low-income people in their neighborhoods and other community assets such as schools, playgrounds, and community centers.

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

These programs represent successful models for engaging youth into workforce development programs that emphasize job skills, education, employability skills, and social skills.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

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

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

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

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

1. Provide job seekers with expanded access to employment and training services.

2. Provide effective workforce programs aligned with demand industry sectors.
3. Effectively manage key workforce development performance.
4. Provide employers with a skilled workforce.
5. Develop effective employer based workforce programs.
6. Effectively market and brand services and programs.

Furthermore, 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.

The CSTB Board is in the process of reviewing and updating the agency's strategic plan, to be in place by July 1, 2020.

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

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

CSTB plans to accomplish this goal by implementing the following objectives:

- Convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs;
- Use a variety of techniques to solicit input from our core program organizations, other key partners, and the business community to assist in the development of content for our local plan;
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entities' key staff will be invited to participate in these strategic meetings and work with CSTB to determine what changes, if any, are needed based on this input from local employers;
- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities'

key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CSTB to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors;

- Continue to urge Vocational Rehabilitation and Adult Education to co-locate within CSTB centers whenever possible and feasible as well as explore aligning resource and cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives;
- Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
- Develop and execute updated MOU with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers; and
- Advocate for and support an integrated information system at the state and local level that would allow entities that carry out the core programs to better coordinate service delivery for joint customers and cross program referral.

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

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

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

The CSTB Board:

- Debates strategic alternatives and adjusts strategies based on changing conditions.
- Monitors the implementation of strategies established and performance achieved.
- Routinely and periodically evaluates its budget, resource allocations, cost sharing and expenditures.
- Maintains a strong focus on performance, results and measures of success.
- Agendas includes financial, strategic, governance, operational and other key workforce issues that provide the structural framework for the board's oversight.
- Solicits and considers input from the community and customers.
- Maintains a governance structure/framework that is responsive to its stakeholders.
- Requires clarity regarding its role, responsibilities and focus.
- Practices pro-active governance, especially related to board member recruitment and reappointment.
- Oversees the quality of leadership and management.
- Maintains and adheres to a board leadership succession plan.

- Maintains a constant communication with key stakeholders on the organization's achievements and plans.

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

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

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

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

- Bring together core program entities' staff, key partner staff and the business community to integrate services and supports, "blend" and "braid" funds, and leverage resources across multiple service delivery systems to improve services to individuals with disabilities and other protected groups.
- Create systemic change in service delivery design and relevant programs by establishing partnerships, processes, policies, alternate assessments, and programs that better connect education, training, workforce, and supportive services to improve employment outcomes of individuals with disabilities and other protected groups in existing career pathways programs.
- Promote more active engagement with the business sector to identify the skills and support that workers with disabilities and other protected groups need and to better communicate these needs to the core programs' staff, other key partners, education and training providers, job seekers, and state decision-makers.
- Provide specialized services through the employment of a Disability Program Navigator (DPN) who can assist job seekers with disabilities access services, activities, and programs offered at the centers, provide information to SSI and SSDI recipients on work incentives offered by the Social Security Administration and assist with navigating other community resources.
- Continue to offer services as an Employment Network to assist individuals with disabilities return to work through the Ticket to Work program.
- Continue to provide physical and programmatic accessibility to employment and training services for individuals with disabilities, offering adaptive equipment at an Americans with Disabilities (ADA) compliant workstation at each of our centers.
- Access the physical and programmatic accessibility of all our centers and training vendors' facilities.
- Work with our core program partner, Vocational Rehabilitation, to provide youth with disabilities extensive pre-employment transition services so they can successfully obtain competitive integrated employment.
- Improve the employment outcomes of individuals with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability

benefits, by refining and expanding services available through our local centers to connect them to existing successful career pathways programs.

- Provide more and diversified job-driven training opportunities for individuals with disabilities and other protected groups, including work-based training approaches such as On-the-Job Training (OJT), summer Science Technology Engineering and Mathematics (STEM) programs, Registered Apprenticeships, internships, and paid work experience (PWE).
- Increase the number of individuals with disabilities and other protected groups who earn credentials, including high school diplomas, industry-recognized certificates, and two- and four-year postsecondary degrees, that enable them to compete for employment along a career pathway in targeted industries and other high-demand and emerging occupations.

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

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

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

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

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

CSTB’s goals to collaborate across core partners, other partners and other LWDBs support efficiencies across programs by sharing resources and promoting common objectives. This

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

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

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

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

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

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

LWDB 15	
Measures	PY 2019-2020 Performance Goals
Adults:	
Employed 2nd Qtr After Exit	90.20
Median Wage 2nd Quarter After Exit	\$6,850
Employed 4th Qtr After Exit	83.50
Credential Attainment Rate	65.00
Dislocated Workers:	
Employed 2nd Qtr After Exit	84.20
Median Wage 2nd Quarter After Exit	\$6,850
Employed 4th Qtr After Exit	79.20
Credential Attainment Rate	68.20
Youth:	
Employed 2nd Qtr After Exit	75.50
Employed 4th Qtr After Exit	69.20
Credential Attainment Rate	75.50
Wagner Peyser:	
Employed 2nd Qtr After Exit	68.20
Median Wage 2nd Quarter After Exit	\$4,850
Employed 4th Qtr After Exit	65.20

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

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

CSTB will regularly review and report to the LWDB and the contracted service providers the performance information as determined and negotiated in the contracts. This performance will be regularly evaluated and performance awards, if negotiated as part of the contract performance requirements, will be dependent upon the successful outcomes achieved and exceeded.

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

CSTB will utilize the income threshold outlined in the United Way ALICE (Asset Limited, Income Constrained Employed) Florida Report issued in 2018 (<https://www.unitedforalice.org/florida>) to define the local criteria for "self-sufficiency" for employed adults. To produce the United Way ALICE Report for Florida, a team of researchers collaborated with a Research Advisory Committee, composed of 26 representatives from across Florida, who advised and contributed to the report. Stephanie Hoopes, Ph.D., is the lead researcher and director of the United Way ALICE Project. Before joining United Way full time in 2015, Dr. Hoopes taught at Rutgers University and Columbia University. Dr. Hoopes has a doctorate from the London School of Economics, a master's degree from the University of North Carolina at Chapel Hill, and a bachelor's degree from Wellesley College.

The total number of Florida households that cannot afford basic needs increased 10 percent from 2010 to 2016. This report focuses on trends in Florida that led to more families becoming unable to make ends meet. Key findings include:

- Households continue to struggle: Of Florida's 7,574,766 households, 14 percent lived in poverty in 2016 and another 32 percent were ALICE. Combined, 46 percent (3,480,886 households) had income below the ALICE Threshold, an increase of 10 percent since 2010.
- Basic cost of living is still on the rise: The cost of basic household expenses increased steadily in Florida to \$55,164 for a family of four (two adults with one infant and one preschooler) and \$20,712 for a single adult. These bare-minimum budgets are significantly higher than the 2016 FPL of \$24,300 for a family and \$11,880 for a single adult. The cost of the family budget increased by 20 percent from 2010 to 2016.
- Changes in the workforce: Although unemployment rates are falling, ALICE workers are still struggling. Low-wage jobs dominate the employment landscape, with 67 percent of all jobs paying less than \$20 per hour. At the same time, an increase in contract jobs and on-demand jobs is leading to less financial stability. Gaps in wages

are growing wider and vary depending on the size and location of employers as well as on the gender, education, race, and ethnicity of workers.

Of Florida's 7,574,766 households, 1,056,316 earn below the Federal Poverty Level (14 percent) and another 2,424,570 (32 percent) are ALICE. These numbers are staggering: In total combined, 3,480,886 households in Florida – fully 46 percent live below the ALICE threshold and are struggling to support themselves. A survival budget in Hillsborough County for a family of four is based on an annual salary of \$58,044 (\$29.02 per hour). CSTB is adopting a self-sufficiency threshold of \$58,044 (\$29.02 per hour).

2016 Point-in-Time Data

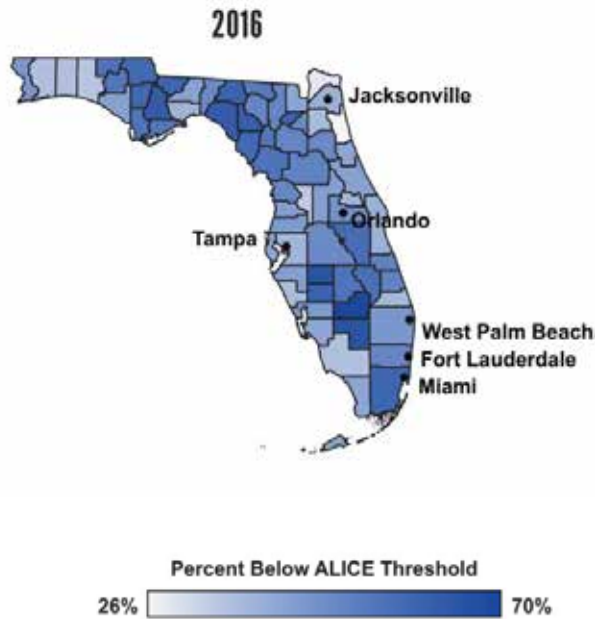
Population: 1,376,238 • **Number of Households:** 514,487

Median Household Income: \$54,588 (state average: \$50,860)

Unemployment Rate: 5.8% (state average: 6.0%)

ALICE Households: 25% (state average: 32%) • **Households in Poverty:** 14% (state average: 14%)

ALICE by County



CSTB is adopting a self-sufficiency threshold of \$58,044 (\$29.02 per hour) for employed adults. This self-sufficiency rate may be adjusted as the CSTB CEO directs based on the updated United Way ALICE Report is published and may be waived when the CEO or designee determines that there is an industry, employer or job seeker need which can be substantiated.

Dislocated Workers: There is no income threshold or limit that the individual or family must meet in order to receive services as a dislocated worker. Dislocated workers who have become re-employed in a maintenance or stop-gap job (a job with a lower rate of pay than the job of dislocation or if they are working substantially under the skill level of their previous occupation) may receive training if training is determined necessary in order to obtain or retain employment that leads to economic self-sufficiency.

COORDINATION OF SERVICES

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

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

Core Programs managed through direct services include:

- WIOA Youth services; and
- TANF programs authorized under Social Security Act Title IV, Part A.

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

- WIOA Adult and Dislocated Worker services
- RESEA providing employment services to DEO's state Unemployment Compensation program
- Trade Adjustment Assistance Act (TAA) programs
- Department of Veteran's Affairs, VR&E - Veteran's Employment program
- Information and local navigation assistance to DEO's state Unemployment Compensation program
- Labor Exchange services provided under WP staff
- Title IV program services through the Department of Vocational Rehabilitation (referral and Memorandum of Understanding)
- Offender reentry services through the Hillsborough County Ex-offender Re-entry Coalition (referral and Hillsborough Memorandum of Understanding)
- Department of Juvenile Justice (referral and MOU)
- Senior Community Service Employment program (referral and MOU)
- Adult Education and Literacy programs under Title II, local County Schools Adult and Education (referral and MOU)
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 (re-authorized in 2018 as the Strengthening Career and Technical Education for the 21st Century (Perkins V)

Act) through multiple training partners and apprenticeship programs (referral and formal Vendor agreements)

- Hillsborough County Social Services (referral and MOU)
- Division of Blind Services (referral and MOU)
- YouthBuild (referral and MOU)
- Multiple Housing Agency Authorities across Hillsborough County (referral and MOU)
- Tampa Housing Authority (referral and MOU)

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

- 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)
- CSTB Summer Job Connection program, a summer youth employment program

Co-located partner services:

- Abilities/Service Source
- Dress for Success
- Early Learning Coalition
- Gulf Coast Jewish Family and Community Services - TANF program employment and training services to the non-custodian parent through the Non-Custodial Parent Employment and Training Program (NCPEP contract provider)
- Housing Education Alliance
- Job Corps

Other partner community organizations that offer services through referrals:

- Abe Brown Ministries
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Eckerd Connects
- ECHO
- Enterprising Latinas, Inc. – CSTB staff is co-located onsite one day per week
- Farmworker Career Development Program
- Metropolitan Ministries
- Pearlena's Resource Empowerment Center
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind

Service integration focuses on serving all customers seamlessly included targeted populations by providing a full range of services staffed by cross trained teams fluent with the purpose, scope and requirements of each program. When it is determined that individualized career services are appropriate for an individual to obtain or retain employment, these services are provided via CSTB center resources, center staff or partners. Frontline staff is highly familiar with the functions, basic eligibility requirements and the services of each program and can appropriately assist customers to access CSTB programs and services, make knowledgeable referrals to partner programs as needed and as appropriate given the authorized scope of the program. CSTB and its partners work to organize and

integrate services by function rather than specific program when permitted under each program's guidelines and as appropriate. The CSTB team strives to coordinate staff and partner communication, capacity building, and training efforts.

Coordination and reduce duplication of services is supported through EF, the integrated state management system, directly tracking labor exchange for all CSTB programs, job seekers services, employer services, education and training services under WIOA, TAA, Veterans, RESEA and Migrant and Seasonal Farmworker (MSFW) services. CSTB staff and partner staff where program authorizing statute permits maintain and monitor the delivery of individualized career services in the EF system. Where programs such as TANF, SNAP and NCPEP are tracked in an alternate state management information system, the One-Stop Service Tracking System (OSST), or the UI Project Connect management information system, system interfaces or batch uploads support exchange of information to maintain coordination across programs or center staff has access to multiple systems.

Coordination is maintained and enhanced through a trained and equipped one-stop center and partner staff. Staff training is an ongoing learning process providing knowledge, skills and motivation to provide superior services to include individualized career services to job seekers inclusive of the LWDB priority populations in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise and efficiency as well to enrich the customer experience. Cross-training drives a solid understanding of each program, an opportunity to share staff expertise and support to all staff in order to better serve all customers. It is also important to ensure staff are aware how their particular function supports and contributes to the overall vision of the local board as well as key to seamless delivery of individualized services. During PY 20-21, CSTB will be establishing a corporate university to focus on staff development training within workforce development. The training will including key HR related training topics, workforce development programmatic training, leadership/management training, customer service training and much more. Our goal is to provide CSTB staff, partners and contractors will quality training to increase overall productivity, ensure compliance and remain competitive. CSTB strives to develop and maintain operational policies and procedures to support staff training and fluency with CSTB standards, local practices and program integration resulting in improved coordination without duplication of services.

These services may change based upon community needs, changes in resources, economic conditions and other factors. CSTB will strive to have the most complete integration of services to best serve Hillsborough County residents and businesses.

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

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

planning efforts. Examples of coordinated efforts include the following:

- CSTB has had agreements with the local EDCs for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, EDC training, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs. These agreements will continue to be refined on an annual basis. The partnerships with the local EDC including the area's Small Business Development Centers and other county funded programs will enhance the promotion of entrepreneurial training and microenterprise services.
- CSTB will continue to co-host in coordination with local EDCs Industry Consortiums based on targeted industry sectors that provide small businesses with training to maintain and expand. The Industry Sector Consortiums are held in an effort to understand the needs of the business community. CSTB plans to meet with various industry sectors at throughout the year. Industry Sector Consortiums are the vehicles through which industry members voice their human resource needs and where regional solutions for workers and businesses can be determined. The Consortiums will allow a regional, industry-focused approach to build a skilled workforce aligning resources and addressing the talent needs of employers. These consortiums are led by businesses within a critical industry cluster. The goal is to work collaboratively with CSTB, educational partners, economic development and community organizations and find ways to improve the workforce in these critical industry sectors. This information is useful for the provision of a skilled workforce that meets the needs of local business while aligning services that have value to the business community, along with providing our educational partners a direct dialogue with specific industry needs with regards to workforce. An emphasis is placed on promoting workforce activities such as LMI, job placement services, apprenticeship, internships, on-the-job training, summer youth employment, and IWT programs.
- CSTB in collaboration with CareerSource Pasco-Hernando, Pasco County Economic Development, Pinellas County Economic Development, the Tampa Bay Partnership, Tampa Hillsborough EDC and the Florida High Tech Corridor performed Skills Gap Analyses in the following industries: information technology, manufacturing, and financial and shared services. Tampa Bay Skills Gap Analyses were undertaken to quantify the current and future demand for skill sets, so that a pipeline of talent could be developed for the area's most challenging to hire skill sets. Research included focus groups, interviews and surveys. The analyses sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps. Updates to these analyses will continue.
- CSTB will continue to participate in the Florida Economic Development Council and local chambers of commerce as part of our efforts to remain abreast of emerging industries, emerging jobs and the workforce needed to fill new and future jobs.
- Collaboration has been established with the Tampa Bay Partnership, the regional organization focused on stimulating economic growth and economic development in the Tampa Bay area via corporate relocation and business expansion. The diverse economy has matured into one of the leading job generators in this country while the enviable quality of life continues to attract wealth and investment. The Tampa Bay Partnership is recognized as the convener of leaders on regional economic development issues.
- Additionally, CSTB works directly with business associations to identify the workforce needs of the businesses, job seekers and workers in the local area. Business associations increase the awareness of the region and its services in the community. Ongoing

communication is critical to the success of the partnerships. Ongoing meetings to discuss business needs and satisfaction of employers ensure the region has an inside look at the workforce from an economic development perspective. These include local Chambers of Commerce, in which we are working with specific education and policy committees to have this critical dialogue.

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

While the workforce system's core functions remain focused on employment, WIOA's legislative intent was to significantly impact state policies to increase the number of postsecondary credentials in comparison to the number that occurs when workforce and postsecondary systems working independently.

CSTB has an extensive history of effective alignment between workforce programs and public secondary and post-secondary institutions, such as community and technical colleges. CSTB continues to work collaboratively with the local secondary and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

Two of CSTB's strategic goals are as follows:

1. CSTB will place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and jobs seekers through sector partnerships related to in-demand industry sectors and occupations; and
2. CSTB will work with our core partner programs to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels complete the education and training they need to attain industry recognized credentials and as a strategy to meet the skills requirements of businesses of in-demand industries or occupations. In order to achieve these strategic goals our relationship with educational providers in the region is paramount.

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

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

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

Additional coordination efforts are evident through the following strategies:

- Designing and implementing practices that actively engage industry sectors and use economic and LMI, sector strategies, career pathways, Registered Apprenticeships and competency models to help drive skill-based initiatives;
- Creating career pathways that lead to industry-recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success;
- Training and equipping Career Center staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers;
- Cross-training center staff to increase staff capacity, expertise and efficiency. This allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers;
- Inviting educational partners and their staff to our annual staff development training to learn more about WIOA and workforce development programs, as well as present an update or overview of their programs and services to CSTB staff;
- Participating in outreach events including: college nights, open houses and job fairs onsite at educational providers;
- Conducting annual training provider meetings that address relevant WIOA eligibility criteria changes, service delivery process and an overview of all workforce programs and services;
- Conducting annual training provider fair, an event open to the general public that allows our educational partners to promote their programs and services to job seekers and CSTB staff;
- Participating on post-secondary educational advisory boards;
- Coordination with the Farmworkers Career Development Program (FCDP) Adult Education division, both state and local level, to discuss coordination of program services and development of common referral forms; and

- Exploring opportunities for ongoing data sharing to maximize performance outcomes under WIOA.

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

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

CSTB utilizes technology to manage its coordination and delivery of transportation support services and other supported services. Through the state management information systems, EF and OSST, the need for and program issuance of transportation services and other supported services is supported, tracked and record retention maintained. Additionally, the support service card system maintains inventory of support service cards and issuance history. An electronic document management system (EDMS), retains the participant electronic records giving global access to center staff supporting coordination across programs and locations.

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

Additionally, CSTB staff participates in the regional Metropolitan Planning Organizations Transportation Disadvantaged Coordinating Board. This ensures that workforce development representation is present to address the needs and issues facing our customers. It also provides us with the opportunity to provide input on budget issues facing public transportation needs in our community as well as service delivery. Information on the Transportation Disadvantaged services and eligibility criteria is shared with our staff.

- (5) Coordination of Wagner-Peyser Services:** Describe plans and strategies for, and assurances concerning maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services (WIOA §108(b)(12)).
-

CSTB, in partnership with the DEO, provides employment services through the one-stop system under the WP Act. Funding for state employees is provided through the DEO as well as oversight of human resources and policy guidance in the delivery of WP employment services. CSTB management hires and terminates employment either through direct employment or through a Request for Proposal process under approval of the DEO, develops and trains state employees and supervises all day-to-day functions along with the delivery of

WP services within the CSTB one-stop system in coordination with all other programs and services.

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

CSTB has developed and maintained operational policies and procedures for the delivery of programs and program services to include WP employment services under the WP Act. Staff training and development is seamless across board, partner and state staff. Staff supervision is also seamless across board and state staff. All CSTB staff, including DEO staff, manages and tracks delivery of services through a single integrated state management system, EF, which captures staff-assisted, self-services through labor exchange. One central management information system strongly supports coordination and reduces duplication of services. CSTB's central electronic document management system supports participant record retention, promotes coordination of services and reduces duplication of services. The AARP volunteers are co-located in the Tampa, Brandon and Ruskin locations and assists customers in resource room with basic functional service as needed

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

CSTB has had long standing, effective relationship with Adult Education in our region. The School District of Hillsborough County Adult Education is a co-located, mandatory partner that facilitates educational services, providing basic literacy and adult general education services to address the goals and objectives of both state and national priorities. Its material resources and professional staff are committed to maintain the partnership between all one-stop centers and the district's Title II Adult Education Program.

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

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

- 1) Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;
- 2) Assisting adults who are parents or family members to obtain the education and skills that

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

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

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

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

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

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

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

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

CSTB has existing partnerships with providers of adult education and literacy. We currently refer clients to adult education for literacy, diploma attainment and General Equivalency Diploma (GED) preparation and ESOL programs, as appropriate. ESOL programs are

located onsite and we also partner with the FCDP to provide services. Any applications submitted to the Board will be reviewed consistent with the requirements of Title II, Section 232, including:

- (1) a description of how funds awarded under this title will be spent consistent with the requirements of this title;
- (2) a description of any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- (3) a description of how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;
- (4) a description of how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;
- (5) a description of how the eligible provider will fulfill one-stop partner responsibilities as described in section 121(b)(1)(A), as appropriate;
- (6) a description of how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and
- (7) information that addresses the considerations described under section 231(e), as applicable.

- (7) **Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help individuals become self-sufficient.

LWDBs coordinate workforce investment activities to help reduce welfare dependency by ensuring workers, including TANF and SNAP recipients, are skilled and able to obtain and retain employment while earning a living wage. To meet this objective, job seekers participate in activities such as career exploration, educational attainment, credentialing, skills training for in-demand occupations, job search and job search training, as well as WIOA and TAA services. These services help meet the job seekers' needs and CareerSource Florida's goal of reducing welfare dependency. CSTB accomplishes this by enhancing alignment and market responsiveness of workforce, welfare, education and economic development systems through improved service integration. This alignment reduces welfare dependency and increases opportunities for self-sufficiency, high-skill and living-wage careers and lifelong learners. We believe these strategies, along with personal accountability empowers individuals to achieve self-sufficiency.

On January 1, 2016, the State of Florida implemented the mandatory Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) program to help Able-Bodies Adults without Dependents (ABAWDs) gain skills, training, and/or work experience that will increase their ability to move directly into employment. Department of Children and Families (DCF) works closely with the Florida Department of Economic Opportunity (DEO) to ensure a strong working relationship and communication between the two agencies. DCF is the agency responsible for administering the SNAP E&T program. DCF and DEO entered into a Memorandum of Understanding (MOU) and as part of that agreement, DCF continues to identify ABAWDs and refers these individuals to DEO for mandatory participation in the local SNAP E&T program. The delivery of local SNAP E&T services for Hillsborough County is

provided by CSTB. SNAP E&T Career Coaches and staff are co-located within CSTB centers where ABAWDs can be served and referred to other workforce program services.

Mandatory SNAP E&T program ABAWDs are informed of their referral to the program through a Notice of Mandatory Participation (NOMP) letter. The NOMP letter is mailed by DEO on behalf of CSTB. The letter provides detailed instructions and action steps the ABAWD must take in order to maintain compliance with the SNAP E&T program as a condition to continue to receive their SNAP benefits.

ABAWDs are mandated to complete an 80 hours per month work requirement in order to maintain eligibility to receive food assistance. These activities are designed to provide SNAP recipients with the necessary skills that will lead them to self-sufficient employment and reduce dependency. SNAP E&T components that are available to ABAWDs include the following activities:

- Job search
- Job search training
- Work experience
- Education and training
- Services offered through the Workforce Innovation and Opportunity Act (WIOA) and Trade Adjustment Assistance (TAA).

Florida's Welfare Transition program is designed to provide Temporary Cash Assistance recipients with training, education, support services, and skills needed to gain unsubsidized employment. Work eligible TCA recipients are referred to the WT program and are provided with an assessment of their skills, work history, and employability skills. They may also be assessed for hidden disabilities, domestic issues, and mental health and substance abuse issues. Participants are then engaged in work activities that will enhance their work skills via job training at work sites or additional education. These activities are designed to help program participants gain skills and obtain employment needed to increase the likelihood of self-sufficiency. Work eligible program participants are required to participate in a certain number of work activity hours per week, but no more than 40 to continue to receive TCA.

It is encouraged for SNAP E&T/WT and WIOA co-enrollment to provide ABAWDs with an opportunity to become competitive in the workforce while receiving services and meeting their hourly work requirements.

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

Division of Vocational Rehabilitation

CSTB partners with the Division of Vocational Rehabilitation through Memorandum of Understanding. The purpose of the MOU is to facilitate cooperative workforce training,

employment and economic development efforts to be taken by each to assure an effective One-Stop delivery system. Efforts of cooperation, collaboration and coordination include providing referrals, providing an area within the CSTB One-Stop for collaborative meetings, preparing and reviewing monthly performance reports that quantify successful employments, providing logistical and IT support for the two entities to be fully integrated and meeting periodically to discuss the effectiveness and success of the partnership.

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

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

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

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

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

The six core WIOA programs are outlined below:

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

WIOA Title I	Youth Employment & Training	WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.
	Adult Employment & Training	WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient.
	DW Employment & Training	WIOA DW program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.
WIOA Title II	Basic Education for Adults	Adult Education and Literacy services include: Adult Education; literacy, workplace, family literacy, and English language acquisition activities; and integrated English literacy and civics education, workplace preparation activities, and integrated education and training.
WIOA Title III	WP Employment Services	Wagner-Peyser Employment Services, often referred to as basic labor exchange services provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
WIOA Title IV	Vocational Rehabilitation Services	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

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

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

HUD Employment and Training Programs	<ul style="list-style-type: none"> • Board and planning representation • Workforce Services Agreement and coordination of referral between entities • Co-location of staff onsite at the One-Stop Career Centers • Financial literacy workshops and seminars • Individual counseling services on home buying, credit repair, etc. • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials flyers etc.
Job Corps	<ul style="list-style-type: none"> • Board and planning representation • Workforce Services Agreement and coordination of referral between entities • Co-location of staff onsite at the One-Stop Career Center • Adult Education and OST • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials, flyers etc.
LVER and DVOP	<ul style="list-style-type: none"> • Functional supervision to be provided by contracted service provider
National Farmworker Jobs Program	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at the One-Stop Career Centers • Training services provided and limited supportive services • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials, flyers etc.
Reentry Employment Opportunities Program	<ul style="list-style-type: none"> • Provides the reentry program using evidenced informed practices to assist returning citizens age 25 and over in transitioning back into the community by obtaining industry recognized credentials leading to sustainable employment. • Identifies those demand employment sectors in the community and created vocational training strategies for men and women previously incarcerated and released within 180 days or currently under supervision to improve workforce outcomes. • Provides vocational skills training as well as case management, mentoring, life skills training, job placement assistance, mental and substance abuse services where necessary, and follow-up services to participants.
Senior Community Service Employment Program	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at the One-Stop Career Centers • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials flyers etc.
TANF	<ul style="list-style-type: none"> • CSTB provides direct services as approved by CS Florida
TAA Programs	<ul style="list-style-type: none"> • Functional supervision to be provided by contracted service provider
Unemployment Compensation Programs	<ul style="list-style-type: none"> • CSTB information and local navigation assistance to DEO's centralized State Unemployment Compensation program.
YouthBuild	<ul style="list-style-type: none"> • In partnership with a grant recipient or as part of a federal award. • YouthBuild ensures that Hillsborough's youth between the ages of 16 and 24 who are high school dropouts, adjudicated youth, youth aging out of foster care, youth with disabilities, homeless youth, and other disconnected youth populations have a program that includes an academic component which assists youth who are often significantly

	<p>behind in basic skill development to obtain a high school diploma or state high school equivalency credential. The program also includes occupational skills training that prepares at-risk youth to gain placement into career pathways and/or further education or training, and also supports the goal of increasing affordable housing within communities by teaching youth construction skills learned by building or significantly renovating homes for sale or rent to low-income families or transitional housing for homeless families or individuals.</p>
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B. Identify any additional partners included in the local one-stop delivery system.

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

- 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)
- CSTB Summer Job Connection program, a summer youth employment program

Co-located partner services:

- Abilities/Service Source
- Dress for Success
- Early Learning Coalition
- Gulf Coast Jewish Family and Community Services - TANF program employment and training services to the non-custodian parent through the Non-Custodial Parent Employment and Training Program (NCPEP contract provider)
- Housing Education Alliance
- Job Corps

Other partner community organizations that offer services through referrals:

- Abe Brown Ministries
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Eckerd Connects
- ECHO
- Enterprising Latinas, Inc. – CSTB staff is co-located onsite one day per week
- Farmworker Career Development Program
- Metropolitan Ministries
- Pearlana's Resource Empowerment Center
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind

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.

- C. The local workforce development board, with the agreement of the chief elected official, shall develop and enter into a Memorandum of Understanding (MOU) between the local board and the one-stop partners.

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

- DOE Division of Blind Services
- DOE Division of Vocational Rehabilitation
- AARP Foundation - Senior Community Service Employment Program (SCSEP)
- Hillsborough County School Board - Career and Technical Education (CTE)/ Carl D. Perkins, Adult Education and Family Literacy Act (AEFLA) Program and Seasonal Farmworker Program
- Tampa Housing Authority - Department of Housing and Urban Development (HUD) and YouthBuild
- Job Corps
- Hillsborough County Social Services - Community Services Block Grant Act
- Tampa Bay Academy of Hope – Reentry Employment Opportunities Program and YouthBuild Program

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

The Workforce Innovation Opportunity Act (WIOA) describes a comprehensive American Job Center (AJC), as in 20 CFR 678.305, 34 CFR 361.305, and 34 CFR 463.305, as a physical location where job seekers and employers can access the programs, services, and activities of all required one-stop partners (section 121(b)(1)(B) of WIOA), along with any additional partners as determined by the Local WDB. The one-stop delivery system must include at least one comprehensive brick-and-mortar center in each local area. In addition, WIOA requires the AJC to utilize technology to achieve integration and expand service offerings. WIOA also encourages the efficient use of accessible information technology to include virtual services to expand the customer base and effectively deliver self-services.

It's imperative that CSTB align our service delivery model to ensure a robust virtual presence to meet job seeker needs. Many job seekers access services through EmployFlorida (EF) solely and never step foot into a brick-and-mortar CSTB Career Center. For these individuals, the online services offered are very limited. By expanding our online services and establishing a virtual one stop services platform, CSTB will yield higher performance outcomes.

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.
- Customized administrative dashboard reporting to track outcomes.

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

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

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

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

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

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

- Continue to promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- Place a priority on and budget funds for demonstrated effective work-based strategies that meet employers' workforce needs, including OJT, local incumbent worker training, Registered Apprenticeships, and PWE.
- Through allowable use of local funds, CSTB will incentivize local employers with programs such as OJT and local incumbent worker training to meet their workforce needs and offer opportunities for job seekers and workers to learn new skills.
- CSTB and Job Corps will continue to provide referrals to one another to support the success of eligible youth participants.
- Partner with Job Corps to establish community networks with employers to improve services to and outcomes for participants.
- Continue to include Registered Apprenticeship programs on our ETP list for the WIOA Adult and DW programs as long as they remain registered and achieve the minimum standard of performance outcomes.
- Continue to include a representative of a Registered Apprenticeship program as a member of the Board, thus ensuring that a key employer voice contributes to strategic planning activities for the workforce system.

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

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

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

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

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

CSTB and its partner programs and entities that are jointly responsible for workforce and economic development, education, and other workforce programs already collaborate to create a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. This region's career centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. The local workforce board promotes accessibility for all job seekers to our career centers and program services and is fully compliant with accessibility requirements for individuals with disabilities within our centers.

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

Principle	Design	Description
Equitable Use	Useful for people with diverse abilities.	a. The same means of use is provided for all users: identical whenever possible; equivalent when not. b. We avoid segregating or stigmatizing any users. c. Provisions for privacy, security, and safety are made equally available to all users.
Flexibility in Use	Accommodates a wide range of individual preferences and abilities.	a. We provide choice in methods of use. b. We provide adaptability to the user's pace
Simple and Intuitive Use	Easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.	a. We eliminate unnecessary complexity. b. We try to always meet user expectations. c. We accommodate a wide range of literacy and language skills.
Perceptible Information	Communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information. b. We maximize "legibility" of essential information. c. We make it easy to give instructions or directions
Tolerance for Error	Minimizes hazards and the adverse consequences of accidental or unintended actions.	a. We arrange facility furniture, equipment and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded. b. We provide fail safe features.
Low Physical Effort	Can be used efficiently and comfortably and with a minimum of fatigue.	a. Allow user to use reasonable operating forces. b. Minimize repetitive actions. c. Minimize sustained physical effort.
Size and Space for Approach and Use	Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.	a. We always attempt to provide a clear line of sight to important elements for any seated or standing user. b. We make reach to all components comfortable for any seated or standing user. c. We provide adequate space for the use of assistive devices or personal assistance.

- C. Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B)).
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The LWDB facilitates access to services through our website and one-stop facilities located throughout the county. To the extent possible, one-stops are strategically located to provide physical access to job seekers and employers. We have worked very closely with our IT services provider to develop online videos and forms for job seekers, program applicants and participants as well as employers to access to from external locations. These online services include but are not limited to program orientation, applications for training services, forms required by law for participation, job search assistance videos, internship website, virtual job fairs and basic job exchange activities through EF.

CSTB is procuring through a Request for Proposal for Workforce Services three main program functional areas including One Stop Operator and Career Services, WIOA Adult & Dislocated Worker Services and Business Services. To ensure the services are effectively delivered and provide access to remote areas, all contracts will have a provision ensuring services are provided in this manner. CSTB will monitor and evaluate the success of this effort.

- (3) Integration of Services:** Describe how one-stop career centers implemented and transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop career center partners (WIOA §108(b)(21)).
-

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

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

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

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

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

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

CSTB utilizes an electronic data management system (EDMS) which supports programs and manages all of our center traffic and participant records. Customers entering the career centers sign in through a kiosk system located in our lobbies. Veterans and program participants are identified by this system and programmatic staff receives automated notifications. Customers are able to choose what category of assistance, including partner programs, they need to access upon entering the building. Center traffic reports are shared with all of our CSTB staff, One-Stop Committee members and core partner programs.

CSTB utilizes Net Promoter Score (NPS) to measure customer experience. NPS is a proven metric that has transformed the business world and now provides the core measurement for customer experience management programs worldwide. Our system also has an online customer satisfaction survey that captures the customers overall level of satisfaction with the quality of services, services offered and staff interaction. The service also identifies the specific CSTB or career center program, service or partner program the customer has accessed. Quarterly reports are analyzed to benchmark our survey responses and data is utilized for ongoing continuous improvement. These reports are made available to CSTB staff, One-Stop Committee members and core partner programs.

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

CSTB also utilizes an online application process for some programs. CSTB offers an in person information session for job seekers to learn more about the provision of WIOA services offered. This allows job seekers to learn about the programs and services available through WIOA to determine if the programs and services being offered best meet their needs. The orientation contains detailed information on the following topics: priority of service, eligibility and suitability, program responsibilities and obligations, steps to apply online, and the available assessments to help them make an informed choice. Job seekers are also provided information on the Approved Training Providers List and encouraged to do their own research to make an informed decision when choosing their school of choice. Customers are advised of the required documentation to substantiate WIOA programmatic eligibility for Adult and DW programs.

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

CSTB is procuring through a Request for Proposal for Workforce Services three main program functional areas including One Stop Operator and Career Services, WIOA Adult & Dislocated Worker Services and Business Services. All LWDB procurement policies were developed for compliance with all applicable federal and state laws and regulations. This public, transparent process will ensure full and open competition for all services. The responses will be evaluated

and completed and contracted entities in place effective July 1, 2020. This will be completed as necessary, no more than once per year. These procurement actions anticipate multi-year awards with annual renewal based upon adequate performance.

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

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

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

CSTB measures its performance of customer service through our utilization of Net Promoter Score (NPS) and Secret Shoppers to gather the key information needed to obtain an understanding of the level of customer service that is being provided to CSTB center customers. CSTB initiated the NPS Customer Satisfaction Surveys in July 2019, and surveys are now conducted on a monthly basis. These surveys provide CSTB with qualitative analyses that allow for a review of region/center details to identify trends, which is reviewed routinely by CSTB senior leadership and the One Stop Committee. CSTB uses the framework of these services for performance management that addresses all key areas of an organization and is compatible with other performance improvement initiatives, such as Continuous Improvement Performance. In addition, CSTB conducts routine staff observations to assess the implementation of existing policies and procedures.

DESCRIPTION OF PROGRAM SERVICES

- (1) System Description:** Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).
-

CSTB is the publicly funded workforce system within Hillsborough County. CSTB is a quality-focused, employer-driven, customer-centered organization and its mission is to meet the workforce needs of the regional economy. CSTB works to increase access to and

opportunities for the employment, training, and support that individuals need to succeed and advance in the labor market inclusive of those with barriers to employment. CSTB strives to align workforce development, education and economic development within regional economic development strategies which meet the needs of local, regional and state employers and provides a high-quality workforce development system.

CSTB provides both contracted and direct services as approved by CareerSource Florida and outsources services across the mandated core programs defined under the WIOA. CSTB is procuring through a Request for Proposal for Workforce Services three main program functional areas including One Stop Operator and Career Services, WIOA Adult & Dislocated Worker Services and Business Services.

With oversight, supervision and accountability falling under the local workforce board, the delivery of core services and alignment in the provision of each core program is fluent and seamless. In addition, CSTB partners with other core program providers through strong, sustained relationships where core programs do not fall under the direct oversight of CSTB and the one-stop system.

Core Programs managed through direct services include:

- WIOA Youth services; and
- TANF programs authorized under Social Security Act Title IV, Part A.

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

- WIOA Adult and Dislocated Worker services
- RESEA providing employment services to DEO's state Unemployment Compensation program
- Trade Adjustment Assistance Act (TAA) programs
- Department of Veteran's Affairs, VR&E - Veteran's Employment program
- Information and local navigation assistance to DEO's state Unemployment Compensation program
- Labor Exchange services provided under WP staff
- Title IV program services through the Department of Vocational Rehabilitation (referral and Memorandum of Understanding)
- Offender reentry services through the Hillsborough County Ex-offender Re-entry Coalition (referral and Hillsborough Memorandum of Understanding)
- Department of Juvenile Justice (referral and MOU)
- Senior Community Service Employment program (referral and MOU)
- Adult Education and Literacy programs under Title II, local County Schools Adult and Education (referral and MOU)
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 (re-authorized in 2018 as the Strengthening Career and Technical Education for the 21st Century (Perkins V) Act) through multiple training partners and apprenticeship programs (referral and formal Vendor agreements)
- Hillsborough County Social Services (referral and MOU)
- Division of Blind Services (referral and MOU)
- YouthBuild (referral and MOU)
- Multiple Housing Agency Authorities across Hillsborough County (referral and MOU)

- Tampa Housing Authority (referral and MOU)

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

- 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)
- CSTB Summer Job Connection program, a summer youth employment program

Co-located partner services:

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

Other partner community organizations that offer services through referrals:

- Abe Brown Ministries
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Eckerd Connects
- ECHO
- Enterprising Latinas, Inc. – CSTB staff is co-located onsite one day per week
- Farmworker Career Development Program
- Metropolitan Ministries
- Pearlana's Resource Empowerment Center
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind

The core programs are focused on alignment of service strategies and on reducing duplication and confusion among employers and jobseekers regarding their workforce needs. Partners delivering core programs such as Adult and Literacy, Career and Technical Education, Division of Blind Services and Department of Vocational Rehabilitation are represented within the CSTB board's key long-range planning and realignment as mandated under WIOA. Board and partner planning addressed an analysis of the current workforce, employment and unemployment, labor market trends and the educational and skill levels of the workforce inclusive of individuals with barriers to employment.

All core programs are represented through the one-stop center, either on a full-time basis with the core programs noted above or the one-stop center resides with a community college or technical college located within the local area. Partnership with some adult literacy entities, some community colleges and Vocational Rehabilitation is on a referral basis within easily accessible geographic location. In the case of Vocational Rehabilitation, onsite services are done on a part time basis directly through the one-stop center with referrals streamlined between the agencies.

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

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

All sub-grants and contracts will be procured in conformity with CSTB's procurement policies and procedures. The LWDB has established procurement policies and procedures in compliance with federal and state laws and regulations. These policies and procedures are reviewed by CSTB's independent Certified Public Accountants in the conduct of the organization's annual financial statement and single audit and by the DEO during the conduct of DEO's fiscal monitoring.

For those sub-grants and contracts that meet the requirements for formal procurement, a Request for Proposal (RFP) or Request for Qualification (RFQ) will be issued. The competitive process used by CSTB to award sub-grants and contracts for WIOA funded activities adheres to CSTB's procurement policy and guidance provided by 2-CFR-200 (Super-Circular). For a formal procurement, the competitive process begins with board approval of the RFP or RFQ, followed by a public issuance of the RFP or RFQ, notification of the RFP or RFQ to interested parties and a legal public notification in order to ensure as many proposals as possible are received. A minimum of three proposals is required. Proposals are received and reviewed by an internal committee comprised of director-level staff or a committee of board members. Submissions are reviewed and scored, procedure is taken to ensure any responding companies are not a debarred or suspended party or that any conflicts of interests exist, and a tentative selection is made. The selection is then presented to the CEO and later to the Board of Directors for final approval. The contract is drafted between CSTB and the winning bidder that includes all requirements of Appendix II of 2-CFR 200, Contact Provision for Non-Federal Entity Contracts Under Federal Awards.

(3) Expanding Access to Employment: Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).

After collaboration and consultation among workforce development program leaders and their teams, the local board has developed a comprehensive plan for expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the board will facilitate the

development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credentials. Key strategic priorities are the organized principles that the workforce plan is structured around and include increased business engagement with clear value stream, workers' reception of integrated services that lead to employment and careers, increased technology and accessibility, and next-generation performance accountability systems.

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

The LWDB has been a leader in developing rigorous accountability measures for workforce development programs in the Tampa Bay area. The annual workforce program evaluation shows training results, including how much they earned, the skills they obtained, and if they were satisfied with their program, among other measures. We will continue to review improvements and research new generation performance indicators in order to ensure that the region moves forward and that the workforce development system further integrates.

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

Focus on workers facing barriers: With the plan's heightened emphasis on program alignment, many agencies and their stakeholders voiced concern that this would result in reduced services for their clients. Each community urged that customer receive increased services, not less.

System-Wide Partnerships: A culture of cooperation and partnership is needed to achieve positive results in a complex workforce system. Aligning goals across all service providers and customers is essential in continuing to build and enhance this culture of partnership. Through shared goals, we can achieve the seamless system envisioned in this plan.

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

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

(4) Key Industry Sectors: Identify how the LWDB aligns resources that support and meet training and employment needs of key industry sectors in the local area. Describe strategic or

other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(c)(1)(A)(v)).

The data indicates that within the next five years the 15 fastest growing industries by number of jobs within Hillsborough County are as follows:

Description	2020 Jobs	2025 Jobs	2020 - 2025 Change	2020 - 2025 % Change	Avg. Earnings Per Job
Health Care and Social Assistance	89,106	97,830	8,724	10%	\$64,552
Government	87,255	87,582	327	0%	\$74,740
Retail Trade	79,501	80,830	1,329	2%	\$39,338
Professional, Scientific, and Technical Services	70,615	77,050	6,435	9%	\$95,165
Accommodation and Food Services	65,105	69,973	4,868	7%	\$24,048
Finance and Insurance	63,623	69,016	5,393	8%	\$95,264
Administrative and Support and Waste Management and Remediation Services	61,389	63,213	1,824	3%	\$43,890
Construction	49,413	53,337	3,924	8%	\$61,756
Other Services (except Public Administration)	32,393	33,806	1,413	4%	\$31,858
Wholesale Trade	31,153	31,054	(99)	(0%)	\$83,154
Manufacturing	29,085	29,340	255	1%	\$73,472
Transportation and Warehousing	22,406	23,897	1,491	7%	\$60,048
Real Estate and Rental and Leasing	17,929	19,322	1,393	8%	\$63,553
Arts, Entertainment, and Recreation	17,235	17,798	563	3%	\$49,514
Information	16,566	16,027	(539)	(3%)	\$101,087

Source: EMSI, Top Growing Industries, 1/2020 Dataset

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

1. Transportation and Trades
2. Manufacturing and Logistics
3. Hospitality, Tourism and Retail
4. Finance and Professional Services
5. Information Technology
6. Healthcare and Life Sciences

For more information on specific occupations within these sectors see the 2019-2020 Regional Demand Occupations List.

Annually, the Workforce Solutions Committee composed primarily of business leaders, reviews the Targeted Occupations List for the region and makes recommendations for specific occupations and industries to focus on. Each quarter the region's Workforce Solutions Committee reviews the performance of approved training providers in order to monitor performance and job placement. [CSTB Policy #019-0001](#), revision effective 2/2019, outlines additional performance standards to determine if gainful employment within the chosen field of study/program is occurring. Programs with an institution that are identified as being unsuccessful in resulting in employment within the defined occupation/industry may be subject to enrollment suspension. Upon conclusion of these analyses, and taking into

account state and local labor market and demographic data, CSTB establishes annual performance criteria that training providers and their approved programs must meet to remain on the approved local ETPL, which are published on CSTB's website.

The CSTB Individual Training Account (ITA) policy caps training at \$5000 annually over a year training period. Types of training related services may include tuition, books, lab fees, registration fees, school supplies or tools needed for training program.

We work with our business, economic development and education partners to ensure that we are balancing the need to follow the targeted occupations list. Since we operate as a demand driven system, we know that it is critical to align the timing of training individuals into key sectors to the availability of jobs for the graduates. Depending upon the needs of the employer or prospect, we work closely to identify a training source, the local talent readily accessible through the Employ Florida, (including those with transferable skills) and collaborate with local partners to develop a plan for providing the workforce needed. We work in partnership with CareerSource Florida as well to make sure that prospects are aware of all incentives at the state level, including training incentives.

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

(6)

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

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

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

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

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

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

Furthermore, CSTB's business services strategy has shifted to focus on business engagement and attraction, structured by 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

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

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

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.

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

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

Initiatives with which we have participated are the CareerSource Florida Community-Based Training and Sector Strategies Grants, and a manufacturing sector initiative where we worked with Hillsborough Community College, the regional manufacturing council and manufacturing businesses to identify training candidates, provide training and placement of the participants into manufacturing jobs.

Now in the final year, the USDOL TechHire Partnership grant provides targeted training for in-demand healthcare occupations such as Nursing, Phlebotomy and Medical Clinical Lab Technician/Technologist, in addition to in-demand IT occupations.

We have excellent relationships with business partners across a number of industry sectors. We participate with our chambers of commerce, regional and local economic development organizations, regional manufacturers' council, the

defense contractors' roundtable group as well as ad hoc committees formed to focus on specific industry issues.

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

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

In addition, working with all of our partner agencies, especially key employers, we have undertaken the following tactics to address the workforce needs of the aforementioned targeted industry sectors by collecting and analyzing real-time industry data, including skills needed through sector surveys, business seminars, focus groups, and business summits from employers, education, labor organizations and economic development organization to address current and emerging skill gaps of targeted sectors. We align Incumbent Worker Training grants with employers of targeted industry sectors, associate OJT and PWE programs with employers of targeted industry sectors, deliver apprenticeship, internship and youth summer employment programs, and align competitively-awarded federal, state and privately-funded grants with specialize services to employers. In an effort to connect job seekers to transform services for job seekers we provide labor market information on skill sets needed and potential wages, we align targeted occupational skills training with industry sectors.

F. Describe how the local area measures, improves and sustains sector strategies.

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

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

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

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

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

CareerSource Florida's policy places the responsibility of developing an annual Regional Targeted Occupation List (RTOL) with the LWDB with the goal to:

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

To develop its own RTOL, CSTB may utilize the following, but is not limited to:

- Use the statewide and regional Demand Occupations Lists published by DEO, Bureau of Workforce Statistics and Economic Research as a starting point,
- Solicit the input of business and industry representatives in their area regarding the need to add occupations to or remove occupations from these lists,
- Use additional labor market resources available to assist with developing local RTOL,
- Add additional occupations to their lists beyond what is on DEO Bureau of Workforce Statistics and Economic Research list, as needed, based on local demand, and
- Consult with CSTB Board members to gauge their input on demand occupational areas and identify new and emerging occupations for inclusion.

CSTB develops and uses their RTOL to identify occupations for which eligible adults and dislocated workers may receive training assistance under WIOA. WIOA funded training includes occupational skills training through individual training account, and work based learning. CSTB may update their RTOL when occupations are deleted or added and upon the demand of local employers.

On an annual basis, CSTB conducts a thorough analysis of the new Region 15 updated Regional Demand Occupations List for Hillsborough County against the prior version of the RTOL. New occupational areas that have been added areas that have been dropped are identified and LMI information is provided to the board to support need. The RTOL is color-coded to easily identify new programs and programs DEO has recommended for removal. The analysis is reviewed by the Workforce Solutions Committee, then by the Executive Committee and then by the Board of Directors. Board member recommendations along with employers and training providers are considered for expansion of the RTOL. In some cases additional LMI information may be warranted.

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

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

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

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

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

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

- Occupations may be included on the RTOL if postsecondary training is a normal and usual requirement to obtain an entry level job in that occupation.
- Training shall not be restricted to only vocational certificate or AS degree programs; occupations requiring training beyond those levels will be considered if all other criteria such as wage and demand are met.
- Whenever possible, multi-region occupational demand and workforce needs will be taken into consideration.
- Annually the Board will establish a minimum level of projected annual openings by occupation (demand) for that occupation to be considered for inclusion on the RTOL.
- Whenever possible, the Board shall also take into consideration the projected gap between supply and demand to ensure an occupation is not included on the RTOL when that occupation has significant openings but also has an over-abundance of training completers in that occupation that exceeds the projected demand.
- Annually the Board will establish a minimum threshold of entry wage earnings for an occupation to be considered for inclusion on the RTOL.
- The Board shall take into consideration situations where input is available and reliable but current data does not support the projected demand for trained

individuals in occupations being created by new employers moving to the area or current employers expanding operations in the area.

- The Board shall take into consideration situations where data is available and indicates a demand for training in certain occupations however input from reliable sources (industry leaders, economic development organizations, etc.) indicate that the workforce demand is in decline and will remain in decline for at least one year.

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

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

The region has a designated team of well-trained business liaison and sector strategist professionals that meet with employers within this local area. The region is divided into designated teams based on sectors in order to serve all employers, including small and industry in-demand employers within the region. Veteran services staff work together with this team to provide the most comprehensive and highest quality of service for the employer.

Employers are frequently visited for the purpose of obtaining job orders and job development for a specific individuals, inclusive of veterans. Employer packets containing brochures and information on listing job orders, training programs, and WIOA training are provided to employers. Options of self-service through the EF system or working directly with CSTB staff is discussed to best meet each employers staffing needs. All visits are followed up by phone calls or emails. CSTB hosts and facilitates job fairs and in house recruitments for employers to engage talent, and also further a relationship with CSTB business and career services staff.

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

Another strategy to facilitate engagement of employers, including small business and in-demand industry sectors, is the region's Business Associations Program. Under this program, partnerships are established with local business associations and chambers of commerce.

The Tampa Bay Business & Education Summit is an event that facilitates engagement of all size employers. This event brings together more than 250 business and educational leaders in one setting to focus on regional, specific industry needs. A summary report to measure data on key indicators is used as a baseline to monitor trends for the Tampa Bay region will be developed annually. The region is committed to creating a high skilled and competitive workforce to meet the demands of businesses in order to keep our region competitive.

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

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

- Access to a database of thousands of professionals,
- Assessments and testing,
- Business and economic demographics,
- Business seminars,
- Career fairs,
- Easy and convenient job postings,
- Employee training grants,
- Featured employer partnership,
- Grants for new and expanding businesses,
- In house recruitments and scheduled job fairs,
- LMI,
- Local and national recruiting,
- OJT grants,
- Internship and candidate matching,
- PWE program,
- Networking,
- On-site interviews,
- Pre-screening candidates for available positions,
- Professional outsourcing services, and
- Specialized recruitment events.

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

- C. Better coordinate workforce development programs and economic development; and,
-

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

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

The region will continue to proactively promote outplacement services to employers through advertising and networking. If employers are in need of assistance due to downsizing, the local area stands ready to assist in cases where a formal Worker Adjustment and Retraining Notification notice is received or any type or size of potential layoff. The Reemployment and Emergency Assistance Coordination (REACT) Team provides onsite and offsite rapid response to coordinate services for employers and/or workers affected by temporary or permanent layoff. Recruitment teams will immediately contact other employers to assess their hiring needs and supply resumes of impacted workers. In the event that the dislocation is as a result of outsourcing, the local REACT Coordinator will attempt to educate the

business' senior management on the positive factors for filing a petition for TAA with the U.S.DOL. The local TAA Coordinator will assist the business with filing of the petition if necessary. If the petition is subsequently approved, the TAA Coordinator will conduct TAA specific information sessions with all potentially eligible workers.

CSTB is procuring through a Request for Proposal for Workforce Services three main program functional areas including One Stop Operator and Career Services, WIOA Adult & Dislocated Worker Services and Business Services. As part of the procurement for Business Services, these services will be coordinated and integrated to ensure the success of Business Services to best serve employers through the services provided by unemployment insurance programs, with REACT also falling under Career Services umbrella. These programs are proven effective methods of ensuring employer cooperation and support.

Additional linkages between the one-stop delivery system and UI programs are the connection to WIOA OST, OJT and PWE programs. These programs provide the opportunity for staff to identify those receiving unemployment who are in need of additional skills the opportunity gain those skills and be connected to employers participating in these programs. Job seekers will obtain skills necessary to be successful in today's job market.

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

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

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

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

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

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

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

CSTB's Priority of Service covers WIOA, Youth, TAA, WP programs, reemployment services and referrals. Eligible veteran employed workers visiting the One-Stop center may take advantage of WP program services with priority level of service. Non-veterans and non-eligible spouses who meet the mandatory target criteria must receive the second level of priority.

Priority of Service does not cover WTP and SNAP programs. These programs are funded through the state's TANF block grant and the SNAP Employment and Training program (Food Stamp Employment and Training Program), funded through U.S. Department of Agriculture grants. Participants in these programs are mandated participants and will have no priority of service, all participants must be served within set timeframes.

WIOA Priority:

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

Priority does not apply to the WIOA DW population.

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

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

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

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

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

CSTB provides diversified job-driven training opportunities for individuals, including pre-vocational training, occupational skills training, work-based training, On-the-Job training, summer STEM programs, Registered Apprenticeships, and internships. All occupational skills training programs must lead to a recognized post-secondary credential and/or industry-recognized credential aligned with in-demand industry sectors or occupations. Work-based training options also require the development of a training plan and correlate to demand occupations in Hillsborough County.

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

CSTB has prioritized and budgeted funds for demonstrated effective work-based strategies that meet employers' workforce needs including OJT, local incumbent worker training, Registered Apprenticeships and PWE.

The CSTB Board has implemented procedures to direct all DW and Adult WIOA ITA dollars to occupations within the targeted industry sectors. CSTB also monitors performance of training vendors and OJT employers and has established initial threshold criteria and outcome performance metrics that must be met in order to remain a training provider and OJT employer.

Career pathways, customized training, employer-based training including OJT, IWT, PWE, apprenticeship and internships will still apply to all targeted occupations within any industry sector.

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

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services.
- Candidate is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

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

CSTB provides training services through an approved training provider. All approved training providers go through an application process and must meet the minimum standards established by CareerSource Florida.

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

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

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

Our local CSTB Approved Training Provider List and RTOL are posted on our website. The RTOL was developed after extensive research in our local, regional and statewide labor and job market. Additionally, our CSTB Board of Directors, consisting of local business experts, reviews and approves this RTOL annually or as needed. Customers interested in pursuing training services are encouraged to review these tools to explore the training programs listed prior to selecting a training program in a growth and demand occupation and whose performance and cost meets their expectations and needs. Customers are also provided with additional labor market information on their prospective occupations through EMSI Labor Market Analytics.

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

WIOA emphasizes customer choice in training provider selection to enable the training participant to make a responsible and informed decision about where best to receive training. The CSTB team must ensure the following tools are available to help participants make their choice:

- Labor market information (LMI) regarding training programs;
- CSTB current/Approved Training Providers List (ATPL); and
- R15 current/Approved Regional Demand Occupations List (RTOL)

WIOA/WTP Career Coaches must review the Approved Training Provider list with the training customer and discuss options, review performance data of each of the training vendors, discuss entry level wages based on LMI. WIOA/WTP Career Coaches should also encourage the customer to conduct their own research of the training vendors, review websites, call and conduct site visits to meet with a representative to learn more about the training program.

Even if the customer presents CSTB with having already selected the training program/training vendor the WIOA/WTP Career Coach must still provide them with the full array of services available by discussing the ATPL and advising the customer of all options, allowing them to conduct the necessary research and then make their final selection. Customers need to understand that once they have made their final selection that CSTB will not be authorized to make training program changes/vendor changes unless there are extenuating circumstances.

This process ensures transparency and supports informed customer choice in the evaluation and selection of training providers and programs.

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

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

In addition, CSTB ensures that there are sufficient numbers and types of providers for career and training services. These include eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of Adult Education and Literacy activities. CSTB's goal is to serve the local area in a manner that maximizes consumer choice as well as provides opportunities that lead to competitive integrated employment for individuals with disabilities.

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

- A. Describe any ITA limitations established by the board;
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It shall be the policy of the Board to effectively and efficiently manage the ITA system to ensure that the participants' needs are met through the issuance of training vouchers. This policy follows the priorities of the Board; training vendors and programs are approved by the Board for inclusion on the regional training provider list and RTOL.

ITAs are used in the delivery of most training services. The ITA system allows participants the opportunity to choose the training provider that best meets their needs. The CareerSource one-stop system must ensure customers are provided with quality indicators and performance information on providers of training services. Customers must also receive effective career services, case management, and career planning with the ITA used as the primary payment mechanism for training services. ITAs can also support placing participants into registered apprenticeship programs.

CSTB Team members are to utilize the following ITA guidelines when authorizing training services and vouchers or payments of training needs:

- Customers must meet WIOA eligibility and suitability criteria.
- Training customers may receive training assistance under ITA services for short term training, defined as up to one year.
- Training customers may receive training assistance under ITA services up to a lifetime cap of \$5,000.00 per individual.
 - A waiver may be sought and obtained if justification is documented and approved by CSTB's CEO or his designee. The waiver request must be written and approved prior to exceeding ITA guidelines herein.
- WIOA does not pay for prerequisite and developmental classes (i.e. Refresher courses or prep courses designed to prepare students for college-level courses).
- WIOA does not pay for Soft Skills Training, such as:
 - Development of learning skills
 - Communication skills
 - Interviewing skills
 - Professional conduct, etc.

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

If a customer selects a training program above the ITA cap they must be able to demonstrate how they will be able to cover the remaining balance of training before an ITA will be considered. All customers are required to apply for the other financial aid resources, including the Pell Grant if they meet eligibility criteria.

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

The CSTB Board has implemented procedures to direct all DW and Adult WIOA ITA dollars to occupations within the targeted industry sectors. Training for WIOA Youth and the WTP will follow the expanded RTOL.

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

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

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

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

WIOA/WT programs will not automatically support enrollment into occupational skills training as this must be based on need/justification for services. Every customer inquiring about WIOA training services may truly not be in need of training services and may be a more viable candidate for WIOA Basic Career Services, WIOA Individual Career Services, and/or WIOA Work-Based Learning. Training will be offered to suitable, eligible candidates based on the necessity deemed through their initial assessment and career plan development with their career coach. ITA training funding is limited based on our annual budget constraints within programmatic departments and will be offered when appropriate and contingent upon funding availability.

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

1. Select a training program and a training provider that is listed on the RTOL or the state's ETP;
2. Be determined to be appropriate for and able to complete the chosen OST program through an assessment;
3. Meet suitability guidelines established by the Board;
4. Have verification of job search efforts and have been unable to obtain or retain employment with his or her current skill set;
5. Successfully pass a background check if requesting to enroll in a training program that requires State or Federal licensure/certification;
6. Complete all the WIOA requirements;
7. Score at or above the recommended competency level as published by Florida's Department of Education for the selected training program or develop a plan for

remediation in addition to post-secondary training if within two grade levels of the recommended competency.

- a. Test results within the past year will be accepted.
 - b. Potential exceptions include if the applicant:
 - i. Is self-enrolled and has been enrolled with satisfactory progress;
 - ii. Has taken a Computerized Placement Test (CPT) or Post-secondary Education Readiness Test (PERT) assessment required by a community college for entrance and has been granted admittance with no remedial classes required as a result of that CPT/PERT test; or
 - iii. Has taken a Career Counselor assessment which has determined that educational success is within the applicant's skills, abilities and experience;
8. Make a commitment to seek employment in a training related job after completing training;
 9. Complete and submit an application for other financial assistance (i.e. Pell Grant) when available and appropriate;
 10. Demonstrate, through a documented financial analysis, the ability to support himself or herself financially for the length of training.
- B. Describe any exceptions to the use of ITA
-

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

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

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

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

CSTB recognizes the importance of coordinating workforce and economic development activities in order to focus on long-term economic growth. Part of our plan for long-term

economic growth is the referral mechanisms and coordination strategies established to enhance entrepreneurial training and microenterprise services.

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

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

Entity	Services Provided	Coordinated Efforts
<p>Entrepreneur Collaborative Center (ECC)</p>	<p>The Entrepreneur Collaborative Center (ECC) was established by the Hillsborough County Economic Development Department in 2014 to provide entrepreneurs easy access to business service providers, resources, mentorship, and specialty training. Services are provided for each businesses' unique stage of development and business category: pre-venture, start-up, micro-enterprise, small-to-mid-size enterprise, community-based, targeted industry, technology and innovation, and more.</p> <p>The ECC is centrally located in historic Ybor City. The facility often hosts low- and no-cost entrepreneurial support opportunities and events.</p> <p>The ECC offers:</p> <ul style="list-style-type: none"> • One-stop shop for entrepreneurial resources and information, collaboration, and mentoring • Host to more than 2,300 programs and 34,000 participants since opening in December 2014 • Supported by more than 80 business and community partners • State-of-the-art technology and collaborative space for local non-profits and agencies to host networking and engagement events • Home of the FSBDC at Hillsborough County 	<p>*CSTB collaborates with the economic development department of Hillsborough County, of which the ECC is an extension of and receives most of their funding from this department.</p> <p>*CSTB advises the many small businesses of this center with industry information, training offerings, and recruitment assistance when needed.</p>

	<ul style="list-style-type: none"> • Host site for 1 Million Cups Tampa startup presentations and networking 	
Tampa Bay (TB) WaVE	<p>TB WaVE, Inc. is a 'by entrepreneurs, for entrepreneurs' 501(c)(3) nonprofit helping entrepreneurs turn ideas into growing tech businesses in Tampa Bay. They currently support over 150 tech startups and over 250 entrepreneurs and other talented "techies" in the Tampa Bay area.</p> <p>Tampa Bay WaVE is unveiling 100+ workshops over the next year. These workshops are designed specifically to help individuals navigate the treacherous entrepreneurial waters.</p>	<p>*TB WaVE board members have been speakers and judges for the Startup Quest program.</p> <p>*CSTB staff refers Startup Quest participants to apply for consideration if they appear to have a solid business idea. TB WaVE is for entrepreneurs who have a business or product that is further along than the "concept/plan" stage.</p> <p>*TB WaVE refers individuals to CSTB staff if a need is identified that our services can address.</p>
USF Research Foundation	<p>*Tampa Bay Technology Incubator (TBTI) supports technology research as a catalyst for economic development and advocates the creation and development of facilities for high-technology companies and related support functions.</p> <p>*Student Innovation Incubator helps individuals turn their dream into a reality. Surrounded by like-minded student entrepreneurs, the incubator is more than just office space; it is the first step to becoming a successful entrepreneur.</p> <p>*Seed Capital Accelerator Program (Seed Accelerator) for Tampa Bay Technology Incubator (TBTI) affiliated companies was designed to support and provide funds to new and existing TBTI affiliated startups that were formed based on the licensing of USF technologies. The objective of the Seed Accelerator program is to help companies reach specific goals in a year or less, allowing startups to reach critical development milestones and get to market quicker. TBTI and Patents & Licensing will provide support and</p>	<p>*USF Connect was a great partner to CSTB's Tampa Bay's Startup Quest program by providing support on the technologies the teams used and intellectual property guidance. Several participants have pursued licensing IP from USF.</p> <p>*CSTB staff refers individuals to these opportunities.</p> <p>* USF refers individuals to CSTB staff if a need is identified that our services can address.</p>

	<p>training along the way and supervise funded tasks.</p> <p>The funding provided to companies will be based upon agreed project objectives being met and may be used to build prototypes, obtain materials, pay salaries, contract for services and assistance outside the university, or cover other expenses as approved.</p>	
SBDC at USF	<p>SBDC at USF serves as the Tampa point of contact for the advancement of an entrepreneurial environment, thus, creating a positive foundation for the development and growth of existing and emerging businesses in the area. The network's focus on the critical needs of businesses drives its direction and performance expectations. The USF program is has an experienced economic development network serving locals.</p> <p>The SBDC at USF has a variety of free or low cost classes, services, and resources.</p>	<p>*CSTB staff refers individuals to their services.</p> <p>*SBDC refers individuals to CSTB staff if a need is identified that our services can address.</p>
SCORE Tampa	<p>SCORE is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship. SCORE provides business mentoring for individuals just starting a business; SCORE mentors can provide the practical action plan, education and tools needed to open doors and establish a customer base.</p> <p>Programs: *Local Workshops *Online Workshops *Business Mentoring</p>	<p>*CSTB staff refers individuals to their services.</p> <p>*SCORE refers individuals to CSTB staff if a need is identified that our services can address.</p>
USF Entrepreneurship Training Program	<p>The USF Center for Entrepreneurship is a nationally-ranked, multidisciplinary, campus-wide center focusing on entrepreneurial education, training and research. By using innovative, interdisciplinary approaches, the center provides opportunities for graduate</p>	<p>* CSTB staff refers individuals to these training opportunities.</p> <p>* USF refers individuals to CSTB staff if a need is identified that our services can address.</p>

	students in the fields of business, engineering, health sciences and sustainability through the Master of Science in Entrepreneurship, several graduate dual degree programs and the Certificate in Entrepreneurship. The Center for Entrepreneurship is nationally ranked by the Princeton Review as one of the top entrepreneurship graduate programs in the country since 2007.	
Hillsborough Community College (HCC) Entrepreneurship Training Program	HCC's business and entrepreneurship certificate assists individuals in determining if a business idea is viable, writing a comprehensive business plan, and acquiring the management skills needed for success. The certificate includes nine courses, all of which bring the real world into the classroom. The teaching and learning modes involve business simulation, internships, individual research, presentations, and field experience.	<p>* CSTB staff refers individuals to these training opportunities.</p> <p>* HCC refers individuals to CSTB staff if a need is identified that our services can address.</p>
UT Entrepreneurship Center	<p>The John P. Lowth Entrepreneurship Center in the Sykes College of Business teaches skills that are critical for today's entrepreneur. Learning to identify opportunities, prepare executable business plans and hone skills through a combination of classroom study and applied learning makes UT's program unique.</p> <p>Programs:</p> <ul style="list-style-type: none"> *MBA concentration in Entrepreneurship *Bachelor's Entrepreneurship degree *Individual coursework in Entrepreneurship 	<p>* CSTB staff plans to establish more enhanced cross-referral coordinated efforts with this partner.</p>

(14) Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Economic Opportunity and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities.

Apprenticeship Programs are funded through WIOA and are designed to assist in the development of talent pipeline supply in industry sectors. CSTB is committed to promoting all apprenticeship opportunities, especially local apprenticeship programs as a career pathway for job seekers and as a job-driven strategy for employers and industries in our centers. There are three distinct approaches for apprenticeship training that may be used by CSTB to meet job seeker and employer needs: Pre-Apprenticeship, Registered Apprenticeship and the Industry-Recognized Apprenticeship Program models. Pre-Apprenticeship provides instruction and/or training to increase math, literacy and other vocation and pre-vocational skills need to enter a Registered Apprenticeship program. Registered Apprenticeship is a national training system the combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation. Registered apprenticeships are recognized on the ETPL. Industry-Recognized Apprenticeship models allows for expansion of apprenticeship opportunities into different targeted industry sectors where apprenticeships are already effective and substantially widespread.

CSTB also assists apprenticeship programs with the placement of apprentices not currently engaged with a participating employer by providing referrals of job seekers to employers seeking an apprentice. Resources are made available to support participants of apprenticeship programs in the form of ITAs, OJT contracts for new hires, and supportive services to include training materials such as books and tools.

CSTB may use any allowable activities to support apprenticeships and pre-apprenticeships to supply the talent pipeline needed in our local area. CSTB may fund registered apprenticeships through customized training, On-the-Job training (OJT), and Incumbent Worker Training (IWT). A participant's eligibility for WIOA must be properly established and documented prior to the commitment of funds. Students who are enrolled in Florida Department of Education approved apprenticeship programs, as defined in s. 446.021, are exempt from the payment of tuition and fees.

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

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

CSTB will endeavor to integrate Registered Apprenticeships programs as part of the ETPL per the WIOA legislation and increase Registered Apprenticeship activity through Business Services, prioritizing work-based learning that utilizes Registered Apprenticeship. CSTB will also identify and coordinate with youth programs and pre-apprenticeships to ensure that career pathways include Registered Apprenticeship.

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

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

IWT training addresses skill gaps of the incumbent workers, impacts company stability and enhances the employees’ continued employability. IWT specific training helps the incumbent workers retain a job with changing skill requirements or upgrades their skills qualifying them for a different job with the employer. OJT continues to provide a bridge between employers and workers, offering a timely and cost effective solution to meet the needs of both. OJT is an effective option for upgrading skills and ultimately retaining employment. PWT allows for low skill youth to obtain a meaningful work experience, which may provide a conduit for them to enter and stay in the workforce long term.

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

OJT addresses critical workforce needs, enhances skills of eligible participants and aids eligible employers in attaining qualified, skilled workforce with competencies needed to meet employer’s needs. OJT is an “earn and learn” employment model where eligible participants may upgrade, retool and increase employability skills. OJT is most appropriate for adults and dislocated workers in need of new employer-based skills, and individuals with barriers to employment including, but not limited to, unemployed workers, underemployed workers, and out-of-school-youth. Individuals must meet WIOA eligibility criteria to participate in OJT programs.

Demand for Occupation in Local Labor Market

OJT must be for training in occupations that are in demand in the local area and listed on the regional Targeted Occupational List (TOL). OJTs that occur in small businesses where the OJT training covers a relatively broad range of functions that draw from several occupations are generally considered as a unique occupation for labor market demand purposes. With these unique occupations, the fact that an opening exists for the occupation at the business presupposes the existence of a demand for the occupation. Any OJTs for positions not on the TOL must be approved by the CEO, COO or designee.

All OJTs must be for occupations that are in demand in the local area and are appropriate for the program.

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

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

The following chart provides a summary of techniques used to determine the effectiveness of the training delivered by eligible service providers to prepare participants to enter in high demand industries. This information also helps us to determine the type of training and support needed and also ensures training providers are preparing participants to enter into job in high demand industries.

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

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

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

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

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

The LWDB youth will have the opportunity to participate in training and work experience in-demand industries through programs such as CSTB's Paid Work Experience (PWE) program. These occupations within CSTB's targeted industries are high-growth fields locally with strong career pathways and industry-recognized credentials. The LWDB youth program provides access to training opportunities to align youth interests and aptitudes with employer needs.

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

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

Now entering its second year, CSTB's successful Summer Job Connection (SJC) Program provides meaningful paid part-time work experience opportunities to eligible low-income Hillsborough County youth ages 16-24. Made possible through the generosity of community and employer partnerships, youth are provided six weeks of learning-rich, subsidized work

experience, offering them an opportunity to obtain real-world work experiences, critical skills, independent judgment, and career exploration. Offering youth an opportunity to participate in activities that are age appropriate, this program encourages youth to take responsibility for their learning, become oriented to the workforce, and learn about new job experiences. Opportunity youth (young adults who are neither in school nor working) are particularly vulnerable to the changing labor market and this program provides an entry point into the local workforce.

We have incorporated into the local youth program design the 14 program elements of WIOA:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
 - a. Included in the framework, enrolled youth will have the opportunity to attend GED prep classes and/or obtain a high school diploma. The LWDB has experienced great success with using online high school diploma programs in lieu of GED which has become much more difficult to attain. We work closely with our Adult Education partners to provide GED instructors and have labs set up in selected One-Stop centers specifically for these activities. Tutoring and mentoring will be provided through the instructors, online vendors, volunteers, and interns.
2. Alternative secondary school services, or dropout recovery services, as appropriate
 - a. The LWDB addresses these issues to some extent; however, these activities are under the purview of the Adult Education programs administered by the local school districts. The LWDB staff have established MOUs to address general partnership framework and have also developed strong ties at the frontline service level by having Adult Education co-located in our one-stops, having LWDB staff outreach to Adult Education and GED classes throughout the region and providing one-stop services such as employability skills training and job search or placement activities at various Adult Education locations.
3. Paid or unpaid work experiences that have a component of academic and occupational education (not less than 20 percent of funds shall be used for this)
 - a. Work experiences are planned and structured learning experiences which take place at a work site for a limited period of time. Work experience sites may be in the private, for-profit sector; the non-profit sector; or the public sector. Work experiences are designed to enable youth to gain exposure to the world of work and its requirements as well as providing opportunities for career exploration. Work experiences should help youth acquire the personal attributes, knowledge, and skills needed to obtain and retain a job and advance in employment. Work experiences may be subsidized or unsubsidized and may include the following elements:
 - i. Instruction in employability skills or generic workplace skills
 - ii. Exposure to various aspects of an industry / occupation
 - iii. Progressively more complex tasks
 - iv. Internships and job shadowing
 - v. Summer youth employment program(s)
 - vi. Integration of basic academic skills into work activities
 - vii. Supported work, work adjustment, and other transition activities
 - viii. Entrepreneurship
 - ix. Service learning
 - x. Paid and unpaid community service
 - xi. Other elements designed to achieve the goals of work experience

- b. Our youth employment programs, such as the Summer Jobs Connection (SJC), focus efforts to connect youth with the resources, appropriate work-based learning, and opportunity to overcome systemic barriers to attain long-term, sustainable employment and economic self-sufficiency. In addition to paid work experience, participants receive work readiness soft skills training, financial literacy workshops, and mentoring from employer partners.
 - c. Pre-apprenticeship programs
 - i. The LWDB will explore pre-apprenticeship opportunities through our provider RFP process.
 - d. Internships and job shadowing
 - i. The LWDB has developed and maintained ongoing activities related to internship programs, currently reviewing the functionality of CareerEDGE in the future for automating our job matching process and candidate resume reviews for Summer Job Connection. Depending on funding and community priorities, LWDB may continue this through the life of this plan.
 - e. OJT opportunities
 - i. Many youth lack experience and OJT/PWE is a great way to establish employment opportunities, improve partnerships with employers and provide our job seekers with a better chance of being retained by offsetting some of the initial training cost of a new employee.
4. Occupational Skills Training (OST) shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area
 - a. The LWDB's have selected industry sectors to focus training and employment activities and the LWDB's targeted occupations list is reflective of this decision. Youth enrolled in the LWDB's programs will have access to post-secondary training that will lead to industry recognized credentials. The LWDB has over 30 public and private schools approved locally to provide training.
 5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
 - a. The LWDB has established programs in selected One-Stop centers that will concurrently offer education, technical training, and/or OJT/PWE. The LWDB will continue to work internally to design additional programs and externally with technical schools and community colleges to design programs that offer concurrent activities that will lead to employment in targeted occupations.
 6. Leadership development opportunities which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate
 - a. PWE and SJC offers youth exposure to a variety of leadership development opportunities. CSTB also utilizes Workplace Skills for 21st Century, an online system offered to youth, in addition to referrals to community and faith based organizations. Through partnership with Junior Achievement and the local Job Corp centers, we have the ability to enhance existing programs through programs already in use.
 7. Supportive services
 - a. Supportive services may be made available to all LWDB youth participants. Primarily these services consist of transportation, clothing and employment-related supplies. The LWDB has developed relationships with homeless shelters and other community, faith-based, and government funded programs to provide assistance when applicable. Partners include Goodwill, county government, Dress for Success, city government, transit authorities, and early learning coalitions.

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months
 - a. PWE and SJC offers youth exposure to adult mentoring through employer host worksite supervisors. For all other services, mentoring is provided by their WIOA Youth Career Counselor during program participation and post-program services. CSTB is also exploring online programs that provide mentoring services to youth as well.
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate
 - a. LWDB policies and procedures require post-exit follow up services for at least once per quarter and more frequently if determined necessary. The career coach assigned to the individual when enrolled maintains responsibility for seeing youth through until follow up is completed. The career coach serves as a mentor to the program participant, as well.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
 - a. LWDB counselors are responsible for comprehensive career service counseling and identifying the need for additional types of counseling. Individuals needing counseling for other barriers are referred to our partner agencies who are experts at working with individuals with alcohol and drug abuse issues.
11. Financial literacy education
 - a. LWDB partners with numerous financial institutions, Junior Achievement, Regions Bank, Fifth Third, SunCoast Credit Union, United Way of Suncoast, and community-based organizations as well as internal staff who are trained in financial literacy. Individuals needing counseling for other barriers are referred to our partner agencies who are experts at working with individuals with their financial literacy needs. On a monthly basis, CSTB also provides a financial literacy workshop onsite at our comprehensive center in partnership with Regions Bank through their Next Step program. The workshops are open to adult and youth customers and provide a variety of educational resources, tools, and information to our customers. The financial literacy workshops cover a variety of 13 different financial wellness topics. Through this partnership, CSTB has been able to expand its financial literacy courses to the youth in Hillsborough County by offering another program through Regions Bank called "Reality Check." This program will provide youth with a real life scenario of a budget, family size, and occupation for them to learn how to smartly budget their bank accounts or earnings. This in-depth activity allows youth to have a more complex understanding of the importance of every dollar they earn.
12. Entrepreneurial skills training
 - a. LWDB is partnering with local government funded programs to develop user friendly guides to starting your own business. Partners such as Tampa Bay Wave, Hillsborough Community College (HCC) Entrepreneurship Training Program, UT Entrepreneurship Center, USF Entrepreneurship Training Program, Junior Achievement, and chambers of commerce offer programs for referrals.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area (career awareness, career counseling, and career exploration).
 - a. LWDB career counselors have numerous tools to use including RTOLs, the DOL website, State of Florida, EF, access to EMSI reports of targeted occupations and others to provide information about in-demand occupations within strategic

industry sectors. Also partnering with education foundation to utilize a program designed for career exploration/awareness.

14. Activities that help youth prepare for and transition to post-secondary education and training.

- a. All of the activities discussed in the program design and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners such as employers, local school districts, community colleges, private schools, Junior Achievement, education foundations, government funded programs and other community-based and faith-based organizations provide a system of support for youth to succeed in their career and their personal lives.

A. Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”

Describe how the local board defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 C.F.R. §681.290).

CSTB defines a youth as basic skills deficient if they are unable to read, write, or compute and solve math problems at a 9th grade level. These skills are assessed by utilizing either the Wonderlic basic skills assessment or the Test of Adult Basic Education (TABE). Additionally, a youth can be determined eligible if they lack the English language skills necessary to function on the job or in society. Reasonable accommodations will be made to ensure youth with disabilities can participate in the assessment process.

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

B. Define “requires additional assistance.”

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

CSTB’s definition of Youth Requiring Additional Assistance is outlined in the [CSTB Policy #019-C0031](#), effective 9/19/2019.

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

Secondary School

- 2 or more years behind in reading, math, science from their current grade level
- Frequent moves between schools
- Retained 1 or more times in school during the last 5 years
- Received 2 or more disciplinary actions in the previous school semester
- Truancy or excessive absences(as defined by state law)
- School discipline problem – (placed on probation, suspended from school or expelled from school one or more times during the past two years)

Educational

- GPA below 3.0
- Enrolled in a drop-out prevention program
- Parents or siblings dropped out of school
- Individual has completed educational program, but lacks the appropriate license for that occupation -- (due to failure of license exam, lack of finances, lack of financial assistance due to no fault of the youth or ineligible for financial assistance)

Work Readiness/ Employability Skills

- Needs assistance completing a resume, lacks interviewing skills, unaware of the local job market, lack preparedness to seek employment

Employment Challenges

- Has never held a job.
- Employment history of no more than six months with a single employer.
- Has been fired from a job within the past 6 months prior to program application.
- Has never held a full-time job for more than 13 consecutive weeks.
- Has a family history of chronic unemployment, including long-term public assistance.
- Has been unemployed six months out of the last two years.
- Little or no successful work experience, a long and unsuccessful work search, little if any exposure to successfully employed adults.
- High school graduate who has not held a full-time regular job for more than three consecutive months.
- Limited or no English proficiency

Family Issues

- Dysfunctional family- 1 or more DCF cases occurring in their home, or under 21 living on their own with limited to no family support
- Spends at least 50% of their time as a caregiver to a non-paternal or sibling child under the age of 18
- Child of incarcerated parent(s)- Has a parent that is currently incarcerated/incarcerated more 1/3 of the youth's life if under the age of 21
- Family has lived at or below the poverty line for 2 or more generations
Emancipated youth

Living Arrangements

- Residing in subsidized housing, an empowerment zone, unsafe environment/ high crime area



Action Item # 2 CEO Merit Increase

Background:

On January 16, 2020, the Board of Directors of CareerSource Tampa Bay (the Board) discussed the annual performance of John Flanagan, CEO. The discussion included the performance evaluation that was completed by the Board Chair as well as observed job performance over the preceding year. The board was unanimous in providing a merit increase that is in-line with the market.

Recommendation:

The Board Chair recommends adjusting John Flanagan's salary to \$185,000 to align with CEO Benchmark Salary Review conducted as part of the Compensation Study.



Information Item # 1

CEO Performance Review

Please see following pages for the CEO's Performance Review

360 Evaluation – Senior Leadership – Self Evaluation

Introduction: This document is meant to serve as part of your professional evaluation for the year 2019. This evaluation takes provides feedback from a 360 degree perspective. Input from your direct staff and you are equal in matters of importance to your supervisor's input, as they identify key workplace performance indicators, as well as your individual evaluation of your performance over the past year. Thank you for your participation in this process.

Name of Employee: _____ John Flanagan _____

Title : _____ Chief Executive Officer _____

Date: __12/23/2019_____

Rating Scale

- 1 Unacceptable – Performance is substandard and work requires a high degree of supervision, correction and direction. Needs improvement to continue position and/or employment. Immediate action required.
- 2 Needs improvement - Performance is below expectations and work requires guidance and monitoring.
- 3 Meets standard - Performance is consistently acceptable and meets expectations. Good performance allowing core position requirements to be successfully fulfilled.
- 4 Exceeds standard- Performance is above expected level or requirement. Exceeds satisfactory in some core functions or has shown aptitude outside of core area. Consistently generates results above those expected of the position. Contributes in a superior manner to innovations both technical and functional.
- 5 Outstanding - Far exceeds the normal expectations for the criteria. Truly outstanding performance that results in

extraordinary and exceptional accomplishments with significant contributions to objectives of CSTB.

n/a Have not experienced or observed

Valuing Behaviors

Seeks input from all team members	1 2 3 4 5 n/a
Measures results instead of individual styles	1 2 3 4 5 n/a
Maintains a balance between "people" issues and "business" issues	1 2 3 4 5 n/a
Shows genuine concern for team members	1 2 3 4 5 n/a
Treats people fairly, without showing favoritism	1 2 3 4 5 n/a
Protects confidentiality	1 2 3 4 5 n/a
Recognizes and rewards individual contributions in a manner meaningful to the team through motivational interviewing techniques and the philosophy of servant leadership	1 2 3 4 5 n/a

Interdependent Behaviors

Supports a team environment by recognizing and rewarding collaboration, cooperation and activities contributing to others' success	1 2 3 4 5 n/a
Recognizes and rewards team-supportive actions and behaviors	1 2 3 4 5 n/a
<i>*John needs to work on moving away from the "peanut butter approach", or applying similar tactics related to leadership development of his leadership team, and focus more individually on each team member and their specific development needs</i>	
Doesn't criticize those who are not present	1 2 3 4 5 n/a

Considers the impact of actions and decisions on other departments before implementing 1 2 3 4 5 n/a

Recognizes and supports the work of other departments 1 2 3 4 5 n/a

Communication Behaviors

Encourages others to express different ideas and perspectives 1 2 3 4 5 n/a

Is open to other perspectives and is willing to change his or her position when presented with compelling information 1 2 3 4 5 n/a

Is open to negative and/or constructive feedback 1 2 3 4 5 n/a

Keeps me informed on the status of my work and updates in the organization 1 2 3 4 5 n/a

Gives open and constructive feedback 1 2 3 4 5 n/a

Effectively deals with conflict 1 2 3 4 5 n/a

Involves team in decision-making when appropriate 1 2 3 4 5 n/a

Sets a clear goals and objectives for our department, and how those goals feed up to the global goals and objectives of CSTB 1 2 3 4 5 n/a

Valuing Diversity Behaviors

Ensures that department activities are inclusive by verifying scheduling needs 1 2 3 4 5 n/a

Seeks input/feedback from diverse individuals and groups, including internal and external customers 1 2 3 4 5 n/a

Treats everyone with respect and fairness 1 2 3 4 5 n/a

Leadership Behaviors

Encourages and embraces change by challenging the status quo	1 2 3 4 5 n/a
Provides cross-functional development opportunities for team members	1 2 3 4 5 n/a
Encourages and supports team involvement in training and development activities and events	1 2 3 4 5 n/a
Encourages and supports team involvement in community activities and events	1 2 3 4 5 n/a
Encourages and supports team involvement in company activities and events	1 2 3 4 5 n/a
Uses actions and behaviors that are consistent with his or her words	1 2 3 4 5 n/a
Is trustworthy	1 2 3 4 5 n/a
Is a role model for continuous improvement	1 2 3 4 5 n/a
Uses a coaching management style, rather than an authoritarian boss management style	1 2 3 4 5 n/a
Supports the team and helps achieve results	1 2 3 4 5 n/a
Supports a customer service approach for both internal and external customers	1 2 3 4 5 n/a
Deals with issues that need to be addressed	1 2 3 4 5 n/a
Provides a clear sense of purpose and direction, roles and responsibilities, for the senior leadership team	1 2 3 4 5 n/a
Job Knowledge	
Has knowledge of area(s) overseeing	1 2 3 4 5 n/a

Provides guidance and clear instructions when needed 1 2 3 4 **5** n/a

Ability to assist with issues and challenges 1 2 3 **4** 5 n/a

Professional Growth and Performance

1. What professional development opportunities would you like to participate in over the next year?

I would like to continue my Certified Economic Developer Certification through the International Economic Development Council. It is a worthy certification, and brings value to the organization as it will better align and prepare CSTB to be valued members of the Economic Development Community. Given that talent is the highest priority from a site selector standpoint, it is important for CSTB, its CEO, and members of the leadership team to have a universally recognized credential that allows for inclusion into ED discussions on a local, state, and national level, given the Tampa Bay market for competition.

2. What are some key goals you would set for yourself in the coming year?

- ✓ Increase business participation into the CSTB system, adding 750 new business contacts into the system of record by December 31, 2020
- ✓ Release WIOA Youth Services RFP by no later than December 15, 2020 with an effective implementation date of July 1, 2021.
- ✓ Find at least 5% additional operational efficiencies through the following steps:
 - Successful transition of the Career and Prep Center to Hillsborough Community College, and CSTB maintaining presence as a partner;
 - Adding 3 non mandatory partners to financial MOU's at the North Florida Center

- ✓ Increase discretionary revenue to align with strategic directives, and giving CSTB the ability to expand services to more customers in Hillsborough County, regardless of eligibility.
- ✓ Facilitate and implement 3 year strategic plan for CSTB

Summary of Expectations (Completed by CSTB Chair and Board):

John is expected to create and balance a budget that aligns with strategic priorities aligned with the vision of the CSTB Board of Directors, Hillsborough County, and partner agencies to ensure the development of a robust workforce development system. This will include aligning agency administrative and leadership needs to the new structure of CSTB, to ensure efficient vendor oversight relationships.

It is also expected that John will diversify, and grow sources of revenue that allow CSTB to serve a broader range of customers, job seekers and businesses. The Board of Directors at CSTB expects that John will increase these revenues significantly, year over year.

Key Performance Initiatives (KPI) (Completed by CSTB Chair and Board):

- 1) Increase business participation into the CareerSource Tampa Bay System, adding 1,000 additional businesses to Employ Florida by January 21, 2021;**
- 2) Facilitate, create, and work with CSTB Board of Directors, partners and stakeholders to implement a 3 year strategic plan by July 1, 2020**
- 3) Diversify revenue, increasing unrestricted revenue by 25% each year, capturing at least \$1,000,000 of revenue to align with strategic directives set by the CSTB Board of Directors of serving a broader constituency.**



CareerSource Tampa Bay
4902 Eisenhower Blvd., Suite 250 | Tampa, FL 33634
CareerSourceTampaBay.com

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