



2025-2028

WORKFORCE INNOVATION AND OPPORTUNITY ACT REGIONAL AND LOCAL WORKFORCE SERVICES PLAN REGION 28

Submission Date: October 15, 2024

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CareerSource Hillsborough Pinellas Workforce Innovation and Opportunity Act (WIOA) Regional and Local Workforce Plan

Plan Submission

ONLINE FORM

Each Local Workforce Development Board (LWDB) must submit its local plan in coordination with the regional plan, as appropriate, required attachments and contact information for primary and secondary points of contact for each plan submitted via the state's established method for WIOA plan submissions. Hard copies of plans or attachments are not required. All local and regional plans must be submitted no later than 5:00 p.m. (EDT) on Wednesday, October 2, 2024.

Note: CareerSource Hillsborough Pinellas was granted approval to submit by October 15, 2024.

Please carefully review these instructions prior to submitting plans.

Prior to plan submission, please ensure:

- The LWDB members and chief local elected official(s) reviewed the plan.
- The LWDB chair and the chief local elected official signed the appropriate documents. For regional planning purposes, the chief local elected officials of all units of local government that make up the planning region must sign the regional plan to demonstrate that the request specific to the regional planning area is the consensus of all the units of local government involved.
- The name of the LWDBs are on the plan cover page.
- The plan submitted date as well as primary and secondary points of contact are on the cover page.
- The structure and numbering follow 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.
- The plan and all attachments are submitted in a searchable PDF format.²
- The plan is posted online for public comment and submitted in a format compliant with Section 508 of the Rehabilitation Act (29 U.S.C, Section 794) and is accessible to people with disabilities.
- Responses to all questions are informative and concise. Questions should not be altered or rephrased and the numbering should follow the plan instructions format.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

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 and regional plan:

- A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected officials (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B).
- B. Executed agreement between the chief local elected official(s) and the LWDB.
- C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official(s).
- D. Current by-laws established by the chief local elected official(s) to address criteria contained in 20 CFR 679.310(g) and Administrative Policy 110 –Local Workforce Development Area and Board Governance.
- E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.
- F. Organizational chart that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:
 - a. Regional Security Officer.
 - b. Chief Ethics Officer.
 - c. Custodian for purchased property and equipment.
 - d. Personnel Liaison.
 - e. Public Records Coordinator.
 - f. Equal Opportunity Officer.
 - g. Person who promotes opportunities for persons with disabilities.
- G. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.
- H. Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).
- I. Executed Infrastructure Funding Agreement with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).
- J. Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29

U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

- K. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.
- L. Planning Region Agreements between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.

Organizational Structure

1. Chief Local Elected Official(s)

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

The chief local elected official (CLEO) is a consortium of local officials from both counties, named the Hillsborough/Pinellas Workforce Development Consortium. The consortium consists of the following members:

Name: René Flowers
Title: Commissioner
Company: Pinellas County Government
Mailing Address: 315 Court Street, Clearwater, FL 33756
Phone: 727-464-3614
Email: rflowers@pinellas.gov

Name: Chris Latvala
Title: Commissioner
Company: Pinellas County Government
Mailing Address: 19 N. Neptune Avenue, Clearwater, FL 33765
Phone: 727-464-3278
Email: clatvala@pinellas.gov

Name: Gwendolyn Myers
Title: Commissioner
Company: Hillsborough County Government
Mailing Address: County Center 601 E. Kennedy Blvd., 2nd Floor, Tampa, FL 33602
Phone: 813-272-5720
Email: MyersG@hillsboroughcounty.org

Name: Joshua Wostal
Title: Commissioner
Company: Hillsborough County Government
Mailing Address: County Center 601 E Kennedy Blvd, 2nd Floor, Tampa, FL 33602
Phone: 813) 272-5735
Email: WostalJ@hillsboroughcounty.org

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

The Hillsborough County Board of County Commissioners and Pinellas County Board of County Commissioners designate a commissioner to serve on the Board of Directors as well as the Executive and Finance Committees. The local workforce development board (LWDB) develops strategic plans including goals, objectives, and strategies for each committee and status reports are provided to each committee on a quarterly basis. The committee's plans are compiled into one organizational plan that is presented to the Board of Directors. The Chief Elected Official (CEO) can 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 Hillsborough/Pinellas Workforce Development Consortium. Those agreements are included as attachments to this plan. This plan will also be provided to the CEO for review and input prior to release for public comment and will be brought before the CEO for approval prior to submission to CareerSource Florida.

c. If the chief local elected official is a consortium, identify the members of the consortium and which member(s) has authority to sign on behalf of the consortium.

Hillsborough County Commissioner Gwendolyn Myers has signature authority on behalf of the consortium.

2. Local Workforce Development Board

a. Identify the chairperson of the LWDB by name, title, term of appointment, mailing address, phone number and email address. Identify the business entity and industry the chairperson represents.

Name: Barclay Harless
Title: Senior Vice President/Relationship Development Manager
Company: Valley National Bank
Mailing Address: 1840 4th Street N, St. Petersburg, FL 33702
Phone: 727-252-4778
Email: bharless@valley.com

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

Name: Vacant

Title:

Company:

Mailing Address:

Phone:

Email:

- c. *LWDB member roster which includes name, title, term of appointment mailing address, phone number and email address. Identify the business that the board member represents.*

See Attachment: 2024-2025 CareerSource Hillsborough Pinellas Board of Directors

- d. *Describe how the LWDB members, including those described in Public Law 113-128 § 107(b)(2), were involved in the development, review, and approval of the local plan.*

The Tampa Bay Workforce Alliance, Inc. dba CareerSource Hillsborough Pinellas (CSHP) Board of Directors was involved in the development of the local plan based on their input of the previously approved strategic and local plans for CareerSource Tampa Bay and CareerSource Pinellas. The Board composition includes representatives from businesses, labor organizations, community-based organizations, and other stakeholders as defined in Public Law 113-128, Section 107(b)(2). Due to the local workforce development board consolidation that was made effective on July 1, 2024, the Board has been reconstructed and will have future input on the development of the Board's strategic plan. The Board of Directors was provided with the opportunity for involvement in the development of the local plan through the public comment period; consideration of any comments from the public; partner and stakeholder meetings; and the final review, discussion and approval of the plan during the September 2024 Board of Directors meeting.

This plan was presented to the CSHP Board of Directors and approved on September 19, 2024.

- e. *Describe how the LWDB convened or obtained input from local workforce development system stakeholders including LWDB committee members, combined state plan partners, education, industry and representatives of disability populations and those with barriers to employment to assist in the development of the local plan.*

This plan was advertised to the public August 21, 2024 – September 4, 2024. CSHP 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. This encompasses representatives from Vocational Rehabilitation, Department of Juvenile Justice (DJJ), Homeless Emergency Project (HEP), and Pinellas Opportunity Council (POC) all of whom directly serve individuals facing various barriers to employment, such as disabilities, justice system involvement and skills gaps. Prior to publication, CSHP held two virtual meetings 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/Pinellas Workforce Development Consortium for approval and subsequent submission to CareerSource Florida.

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

- a. *Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official. WIOA § 107(d)(12)(B)(1)(iii); 20 CFR 679.420 and 20 CFR 560(6)(14)*

Tampa Bay Workforce Alliance, Inc. dba CareerSource Hillsborough Pinellas (CSHP) serves as the entity to receive and disburse grant funds. CSHP, Local Workforce Development Board (LWDB) 28, services Hillsborough and Pinellas Counties as one of the designated State of Florida workforce boards. The CSHP 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 and Pinellas Counties, the by-laws of CSHP, and its approved policies.

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

CSHP serves as the administrative entity that staffs LWDB 28 (which is incorporated in the state of Florida and has a 501(c)(3) designation from the IRS) and the fiscal entity whose function includes, but is not limited to, receiving and disbursing workforce development funds and ensuring sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, the Workforce Innovation and Opportunity Act (WIOA) and corresponding federal regulations and state policies.

4. One-Stop Operator and One-Stop Career Centers

- a. *Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator. Include the effective date and end date of the current agreement in place between the LWDB and the one-stop operator. (20 CFR 678.605)*

CSHP utilizes a separate one-stop operator for each county. The current one-stop operator agreement for the Hillsborough County service delivery area is with Educational Data Systems, Inc. (EDSI) and is effective July 1, 2024 – June 30, 2025. The current one-stop operator agreement for the Pinellas County service delivery area is with Dynamic Workforce Solutions (DWS) and is effective July 1, 2024 – June 30, 2025.

CSHP will competitively procure a one-stop operator(s) to service the entire region to be effective July 1, 2025.

- b. Describe the steps taken to ensure a competitive process for selection of the one-stop operator(s) (WIOA §121(d)(2)(A) and 20 CFR 678.605).*

To ensure a competitive process for selecting the one-stop operator once every four years, CSHP maintains a procurement process which provides for full and open competition via competitive request for proposal (RFP). Included but not limited in the procurement process are a period during which the RFP is open to all for a sufficient window of time for bidders to respond, an adequate budgeted funding level in the RFP to ensure the responsibilities in the Statement of Work can be performed, and a pre-qualified list of potential bidders that is current and includes enough qualified sources to ensure open and free competition but does not preclude bidders from qualifying during the solicitation period.

- c. If the LWDB serves as the one-stop operator, provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and provide the approved duration. (Administrative Policy 093 – One-Stop Operator Procurement).*

Not applicable.

- d. Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator. (20 CFR 678.620)*

The primary responsibility of the One-Stop Operator (OSO) is to facilitate and supervise the enhancement of high-quality workforce services, ensuring they are efficiently and effectively provided to the public. This is achieved by fully integrating and coordinating partners from the One-Stop Career Center, CSHP programs, and service delivery partners along with their respective resources to enable seamless service delivery. The OSO also ensures that the Career Center and satellites centers meet and uphold credentialing standards.

OSO responsibilities include but are not limited to:

1. Functional integration of all workforce investment activities of the centers to ensure that they meet the needs of employers and career seekers by enhancing communication, coordination, collaboration, and engagement.
2. Promoting benefits of education, training and upskills to job seekers and community through centralized outreach.
3. Establish and/or maintain linkages between all one-stop partners designated by CSHP to improve communication, referral, service delivery, and tracking performance of the partners.
4. Creating strong feedback loops among the partners and CSHP so successes or issues are brought to light immediately for resolution or celebration.
5. Coordinate and hold meetings with all one-stop partners designated by CSHP and publish minutes for each partner meeting.
6. Managing CSHP's partnership efforts with the State of Florida required partners, such as Division of Blind Services (DBS) and Division of Vocational Rehabilitation (VR) Services.
7. Maintain a list of partners and the referral process and increase the number of partners.

8. Managing, tracking, evaluating and overseeing CSHP's Employer and Customer Satisfaction initiatives for job seekers and employers using an accepted CSHP methodology.
9. Recommending methods of continuous improvement to CSHP's executive leadership.
 - e. *Provide the location (address) and type of each access point, indicating whether it is a comprehensive center, affiliate site or specialized center, as described in Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.*

Full Service One-Stop Centers

1. Gulf-to-Bay: 2312 Gulf-to-Bay Boulevard, Clearwater, FL 33765
2. South County: 3420 8th Avenue South, St. Petersburg, FL 33711
3. Tampa Center: 9215 N Florida Ave, Suite 101, Tampa, FL 33612

Satellite Centers

1. Brandon Center: 6302 E Dr Martin Luther King Jr. Blvd., Suite 120, Tampa, FL 33619
 2. Plant City Center: 307 N Michigan Ave, Plant City, FL 33563
 3. Ruskin Center: 201 14th Avenue Southeast, Ruskin, FL 33570
 4. Tarpon Springs Center: St. Petersburg College Campus, 682 E. Klosterman Road, Tarpon Springs, FL 34689
- f. *Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday. (Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements)*

Full-service one-stop centers are open Monday through Friday from 8:00 AM to 5:00 PM. All other satellite centers are open Monday through Friday from 8:00 AM to 5:00 PM, except for the Ruskin and Plant City Centers which are closed daily for lunch from 12:00 – 1:00 PM.

- g. *For each access point, identify how the local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals). (Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements)*

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

The Tampa, Brandon and Plant City locations provide Migrant and Seasonal Farmworker (MSFW) program services. The Brandon and Plant City office are considered MSFW Significant Centers for the Tampa area.

The Brandon, Plant City, and Ruskin offices are satellite one-stop centers providing resource room access, WIOA (Adult, DW and Youth), WTP (TANF), WP, Veterans, SNAP, RESEA and Business Services. Pinellas County Tarpon Springs location is a satellite one-stop center providing resource room access, WP, and Veteran Services. The centers also provide quality referrals and internet access to all other services, such as TANF, SNAP RESEA, WIOA (Adult, Dislocated Worker, and Youth), and Business Services available at full-service one-stop centers.

To increase the ability to reach customers who may have barriers such as transportation and/or childcare issues that prevent them from fully participating at a center, CSHP works with contracted service providers to develop and implement alternative service delivery methods, such as virtual services or additional community access points. CSHP also provides virtual services through resources such as Alison and Florida Ready to Work.

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

Per the CareerSource Florida Administrative Policy for One-Stop Certification, CareerSource Hillsborough Pinellas attests that the following full service one-stop centers meet the comprehensive one-stop certification requirements.

1. Gulf to Bay: 2312 Gulf-to-Bay Boulevard, Clearwater, FL 33765
2. South County: 3420 8th Avenue South, St. Petersburg, FL 33711
3. Tampa Center: 9215 N Florida Ave, Suite 101, Tampa, FL 33612

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

CSHP has developed multiple special initiatives to enhance one-stop system services and connect job seekers to opportunities.

- 1. Career Clarity Pod:** Designed to increase exposure to various industries, CSHP developed a Career Clarity Pod to provide customers with increased access to labor market information (LMI), sector strategists, recruiters, and career exploration activities, including Virtual Reality technology integrated workshops. It provides career options unique to each individual and focuses on identification of career pathways, enhancing individual employment marketability, connection to employers, and career opportunities. When a customer exits the Career Clarity Pod, the goal is to be more career-focused and ready to seek training and employment within their desired profession.

- 2. Career Pathways Portal:** The Career Pathways Portal is a user-friendly tool to explore career options and pathways for high-demand sectors in Hillsborough County. It allows users to quickly navigate top career sectors and tracks to view information and videos about specific occupations. The information provided includes entry-level to expert-level salaries, local job demand, diversity make-up, top posting industries and companies in Hillsborough County, job duties, required skills, and more. Selecting an occupation of interest displays a list of approved training programs for the relevant career track, including local earn-and-learn programs. Users can even generate a Career Advancement Plan that lists their career and training selections of interest with contact information for follow-up.

The portal can be accessed here: [Career Pathways Portal](#).

- 3. Fresh Start Clothing Closet:** In partnership with Volunteer Florida, this resource at the Tampa center provides CSHP staff and partners with the means to offer free emergency clothing to program applicants and participants. This initiative is part of CSHP's commitment to provide broad support to customers facing various challenges, which was made possible by donations from Volunteer Florida's Suits for Sessions and other local donors.

The Fresh Start clothing closet offers free, gently used clothing items for customers who utilize career center services, such as employment services, training, and more. Customers can access the clothing closet by demonstrating a need while working with a CSTB team member and can select up to five (5) items per visit. Fresh Start is not meant to replace partners, Dress for Success Tampa Bay or The CDC Men's Closet, but offers all types of clothing if a customer needs immediate assistance.

- 4. Good Jobs and Equity:** As a Results for America-funded Good Jobs and Equity Project grantee, CSHP recognizes the dramatic impact possible when individuals have an opportunity for equitable, high-quality employment. In partnership with Results for America and the Families and Workers Fund, CSHP developed a job quality framework that helps job seekers identify opportunities that best fit their needs and helps employers recruit and retain top talent. Four pillars guide our framework: Pay and Benefits, Career Training and Advancement, Workplace Culture and Environment, and Employee and Family Support.

Resources for individuals include guidance on assessing opportunities for job quality and identifying employers who meet these criteria. Employer resources include an Employer Toolkit with assessments, events, webinars, workshops, updated job order form to include additional data on quality frameworks, surveys, and a Good Jobs Dashboard scorecard regarding alignment and measurement with the Good Jobs principles.

The goal for this project is to create a sustainable, impactful, no cost focus on quality jobs within the WIOA system.

Additional information can be found here: [Good Jobs in Tampa Bay Research and Framework](#).

5. **Youth Center:** The Tampa center Youth Department offers multiple unique services and resources for the In-School Youth (ISY)/ Out-of-School Youth (OSY) and TANF-eligible youth populations, such as charging stations, a homework lab, clothing closet, children's area for young parents, and various other resources to support young adults.
6. **Workforce Asset Database:** CSHP retained Lightcast to identify and evaluate the available resources that touch workforce development in Hillsborough County in the form of a workforce asset database while considering the relationship and effects these assets may have on the labor market. With the help of CSHP and partners like the Crisis Center of Tampa Bay and United Way, Lightcast conducted an extensive analysis of the assets in Hillsborough County to identify ways that CSHP could address potential misalignments to better serve the county's populations. By evaluating the available resources in Tampa Bay in the form of an asset database, CSHP has developed a searchable database tool for jobseekers, partners and employers to locate services that support their career journey and ultimate success.

5. Provider of Workforce Services

- a. *Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system. (Administrative Policy 083 Direct Provider of Workforce Services)*

CSHP is the direct provider of workforce services that include Career Services, Business Services and WIOA Adult, Dislocated Worker and Youth Programs. CSHP was authorized to be designated as a direct provider of workforce services retroactively starting July 1, 2024 through June 30, 2026 at the September 11, 2024 CareerSource Florida Board of Directors meeting.

- b. *Provide the effective date and end date that workforce services will be provided, as defined in the current executed agreement between the LWDB and the provider of workforce services.*

Workforce services are not contracted to a provider.

- c. *Identify and describe which career services are provided by the selected one-stop operator, if any.*

The role of the one-stop operator, as defined by CSHP, does not include career services.

- d. *Identify and describe which career services are provided by the designated provider of workforce services (except training services).*

CSHP Career Center staff are the direct providers of basic and individualized career services that primarily include:

- Provision of local labor market information to include job vacancies, demand occupations, wages, job skills needed, and opportunities for advancement.
- Provision of information on:
 - Eligible training providers' programs to include performance and costs (per program).

- Eligible providers of youth workforce services and activities.
- Providers of adult education.
- Providers of career and technical education activities at the postsecondary level.
- Career and technical education activities that are available to school dropouts.
- Providers of vocational rehabilitation services.
- How the local area is performing on performance accountability measures.
- Availability of supportive services or assistance and referral, as appropriate.
- Filing claims for unemployment compensation (Reemployment Assistance).
- If determined to be appropriate to obtain or retain employment, the provision of:
 - Comprehensive and specialized assessments of skills levels and service needs which may include diagnostic testing and in-depth interviewing and evaluation.
- Development of individual employment plan.
- Group counseling.
- Individual counseling.
- Career planning.
- Short term pre-vocational services.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.
- Follow-up services.

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

As a newly formed two-county local workforce development area effective July 1, 2024, CSHP must formally request designation as a new local workforce development board. CSHP has made a formal request to Florida Commerce to be designated as a direct provider of workforce services (other than training services). The CSHP Board and Chief Elected Official have agreed to CSHP's designation as a direct service provider. After the 30-day public comment period closed end of business August 14, 2024, CSHP emailed its Request to Serve as a Direct Provider of Workforce Services to the Florida Department of Commerce for review and recommendation to the CareerSource Florida Board of Directors, who approved the request at their September 11, 2024, board meeting.

6. Youth Service Provider

a. Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services (Administrative Policy 120 Youth Service Provider Selection).

CSHP is a direct service provider for the Title 1 Individualized career and training services for the WIOA Youth program in Hillsborough and Pinellas Counties. A portion of the funding of these

WIOA Youth services is contracted in Pinellas County to SailFuture Academy. SailFuture Academy was procured following the established local procurement process. The term was effective July 1, 2023, for one year with the option to renew the agreement for three (3) additional, one-year terms.

- b. Provide the effective date and end date that youth services will be provided, as defined in the current executed agreement between the LWDB and the provider of youth services.*

The current contracted Youth Provider for Pinellas County is SailFuture Academy, with the first renewal effective July 1, 2024 – June 30, 2025.

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

The competitive process began with public issuance of the RFP, notification of interested parties, and a legal public notification to ensure as many proposals as possible were received. Proposals were received and reviewed by an internal committee comprised of director-level staff. Submissions were reviewed, and procedures were taken to ensure a responding company was not on the debarred or suspended party list (Executive Orders 12549 and 12689), discriminatory vendor list (Florida Statute section 287.134) or that any conflicts of interest exist (real or apparent). Upon evaluation, a tentative selection was made, and the chosen vendor and proposal were presented to the Board of Directors for final approval. The contract that is drafted between CSHP and the winning bidder includes all requirements of 2-CFR 200.

- d. Describe the roles and responsibilities the LWDB has identified and assigned to the youth service provider.*

SailFuture Academy is the primary youth service provider in Pinellas County and delivers a continuum of age-appropriate activities to WIOA-eligible, out of school (OSY) youth between the ages of 16 and 24, and to newly enrolled in school youth (ISY). SailFuture Academy builds and maintains partnerships with foster care and Department of Juvenile Justice (DJJ) providers in Pinellas County. Along with complying with the 14 youth program elements required under WIOA, SailFuture Academy provides youth participants with youth orientation, varied assessments to include individualized comprehensive assessments, basic skills assessments, assessments of education background and occupational skills, and work readiness assessments. Additionally, SailFuture Academy reviews and addresses youth participants' needs and barriers, and provides work readiness and job placement services, educational and training services, and placement and follow up services.

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

The LWDB program emphasizes collaboration across youth-serving programs and provides an opportunity for the 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 have a multiplicative effect on successful outcomes for youth, employers, and the broader workforce system.

CSHP youth programs emphasize community involvement through paid and non-paid work experience to build knowledge of real-world employment environments. Participation in this provides a sense of purpose and transformation for youth participants while it teaches important soft skills, such as teamwork, personal accountability, and problem solving. The work site experience, coupled with earning an industry-recognized certificate, increases opportunities for post-program employment. The program addresses the challenges faced by unemployed high school dropouts by giving them an opportunity to gain education and occupational skills that will prepare them for good jobs with good wages. In addition, many of these youth will progress to post-secondary education.

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

CSHP incorporates the 14 program elements of WIOA into our local youth program design, which is incorporated by the Pinellas Youth contracted provider, SailFuture Academy:

- 1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies.**
 - a. CSHP utilizes the public schools and Adult Education entities that offer tutoring, study skills and dropout prevention services which include transition and supplemental services. Supplemental services include equipment, software, supplies, and referrals to day-academic and credit recovery programs.
 - b. Included in the framework design is the ability for enrolled youth to attend GED prep classes and/or obtain a high school diploma. The LWDB has experienced great success with using online high school diploma programs in lieu of GED attainment, which has become much more difficult to attain. Online high school diploma programs are offered through the career centers, and attendant staff are on hand to assist, tutor and support the youth's success.
- 2. Alternative secondary school services, or dropout recovery services, as appropriate.**
 - a. CSHP utilizes Penn Foster.
 - b. CSHP has established MOUs to address general education partnership frameworks.
 - c. SailFuture Academy is an established alternative secondary school that offers individualized educational programs designed to serve students who may not thrive in a traditional high school setting.
- 3. Paid or unpaid work experience is a component of academic and occupational education (not less than 20 percent of funds shall be used for this).**
 - a. The CSHP Business Services teams engage employers that offer work experience employment opportunities.
 - b. One of the main pillars of SailFuture Academy's curriculum is based on paid internships to better build skills for future success.

- 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 LWDBs targeted occupation list is reflective of this requirement. Youth who are enrolled into the WIOA Youth program will have access to post-secondary training that will lead to industry-recognized credentials.
 - b. LWDB offers training assistance through eligible training providers on our Targeted Occupation List (TOL).
- 5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.**
 - a. In coordination with the occupational needs of local businesses, CSHP internally evaluates new training opportunities and partners with training providers to design additional programs that result in employment in targeted occupations.
 - b. LWDB offers this through referrals to the Apprenticeship to Career Empowerment (ACE) Pre-Apprenticeship Grant program and through referrals to the partner organization administering YouthBuild. The YouthBuild programs support provides both basic skills education and workforce education.
 - c. SailFuture Academy uses an integrated learning approach. Their curriculum blends academic education with workforce preparation to ensure students gain the skills and experience needed to succeed in the workforce.
- 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. LWDB facilitates this through partnerships with the Corporation to Develop Communities of Tampa, Inc. (CDC of Tampa) and the Youth Action Board of the Tampa Hillsborough Homeless Initiative. The Youth Action Board is comprised of homeless and formerly homeless youth between the ages of 16 and 24. They work to identify the needs of unaccompanied youth populations and to direct them to resources in the community. The Youth Action Board provides leadership and leadership training opportunities and promotes community and civic engagement as well as coordinates volunteer opportunities like the Youth Homeless Point-in-Time (PIT) count. The LWDB has youth participating on the board and committee. Also, the Tampa Bay Hires program facilitates a Leadership program through the CDC of Tampa for youth 16-24 which educates youth on the principles of leadership, entrepreneurship, and civic engagement.
 - b. Through partnerships with Junior Achievement of Tampa Bay and the local Job Corp centers, the LWDB enhances existing programs through well-established programs, already in use.
- 7. Supportive services.**
 - a. CSHP facilitates and issues support services in accordance with our local policies and procedures. The LWDB aids with transportation, needs-related payments, uniforms for employment and training, testing and license certification costs, and referrals to community-based programs and federal public assistance programs. Strong partnerships have been developed with homeless shelters, community and

faith-based organizations to provide assistance. Partners include but are not limited to Goodwill Industries-Suncoast, Dress for Success of Tampa Bay, early learning coalitions, and transit authorities.

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.

- a. SailFuture Academy focuses on intensive support to include mentorship and guidance as part of their educational and therapeutic programs.
- b. CSHP actively recruits mentors through paid work experience (PWE) and On-the-Job Training (OJT) employers, AmeriCorps, and faith community-based organizations.

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate.

- a. LWDB provides this service through case management services after program participants exit date. Follow up services are provided for not less than 12 months and include financial literacy, post-secondary education preparation, supportive services on a case-by-case basis, career exploration and referrals to counseling services.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

- a. Case management staff members are responsible for comprehensive career services counseling and identifying the need for additional types of counseling. Individuals in need of counseling for other barriers such as alcohol and drug abuse are referred to partner agencies who have more expertise in assisting to remove the specific barrier.
- b. LWDB provides this service via community-based referral and coordinated service delivery through partner agencies including Ybor Youth Clinic, Healthy Minds, and the Crisis Center of Tampa Bay, Operation PAR, and Personal Enrichment and Through Mental Health Services (PEMHS).

11. Financial literacy education.

- a. LWDB provides this service through partnership with BankOn through the United Way Suncoast and Fifth Third Bank Florida, additionally the LWDB provides monthly financial literacy employability skills training workshops that assist youth with developing budgets, opening checking, savings investment accounts, and an introduction to credit reporting and personal finance tools.
- b. Financial literacy is a key component of SailFuture Academy's curriculum that teaches students essential skills such as budgeting, saving, managing credit, etc. which are crucial for future independence.

12. Entrepreneurial skills training.

- a. LWDB provides this service by referral to partner organizations including the Hillsborough County Entrepreneurial Collaborative Center, Junior Achievement of Tampa Bay, and Chambers of Commerce. LWDB staff provide resources to assist youth with learning the fundamentals of entrepreneurship through Employability Skills Training Workshops.

- b. SailFuture Academy emphasizes hands-on learning and real-world experience through entrepreneurial education. Students can engage in business-related projects and initiatives that develop entrepreneurial skills. The program is designed to equip students with the knowledge and skills needed to start and manage their own businesses.

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 provides this service through career services and by LWDB staff who assist youth jobseekers with navigating tools to gather labor market information, resume preparation, interviewing skills, career planning, and follow-up services. The Tampa center also provides a focused area in the resource room for customers to learn about specific career path options through the designated Career Clarity Pod. The Career Clarity Pod allows individuals to explore different careers, identify a career path, connect them to training, and network with employers.

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

- a. LWDB provides this service directly by assisting youth with completing their financial aid applications, assisting with the admissions process for post-secondary education programs, providing resources to prepare for the SAT/ACT and helping the youth explore post-secondary, technical and apprenticeship training programs.
- b. All activities discussed in the program design prepare youth for transition to post-secondary education and training and/or a career path. Partners such as employers, local school districts, community colleges, private schools' government-funded programs, and other community- and faith-based organizations provide a system of support for youth to succeed in their careers and their personal lives.

7. Career Center Staff

- a. *List the position title and number of positions that are considered as local county or municipality employees.*

CSHP does not have any local county or municipality employees.

Analysis and Need of Available Resources

The local plan must describe strategic planning elements, including:

1. *A regional analysis of:*
 - a. *Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and*

LWDB 28 represents Hillsborough and Pinellas Counties, cornerstones of the fast-growing Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (MSA), which also encompasses the counties of Hernando and Pasco. In 2023, the Tampa MSA had a population of 3.3 million, and the region represents the second largest MSA in Florida, behind the Miami-Fort Lauderdale-West Palm Beach MSA (6.2 million people in 2023). Based on 2023 population estimates, the Tampa MSA is the 17th largest MSA in the U.S.

With a combined estimated 2023 population of nearly 2.5 million, Hillsborough and Pinellas Counties constitute the third and seventh most populous counties in Florida, respectively. Supporting rapid regional development, the population growth for Hillsborough and Pinellas Counties is projected to outpace state and national growth through 2028.

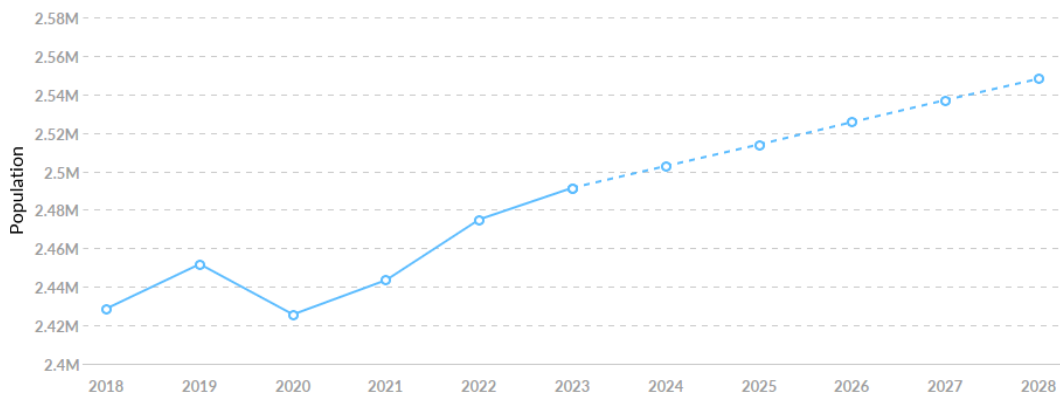
Economic analysis¹ of the region shows:

- As of 2023 the region's population increased by 2.6 percent since 2018, growing by 62,786. The population is expected to increase by 2.3 percent between 2023 and 2028, adding 56,616.
- From 2018 to 2023, jobs increased by 9.6 percent from 1,241,139 to 1,360,457. This change outpaced the national growth rate of 4.3 percent by 5.3 percent. As the number of jobs increased, the labor force participation rate increased from 60.5 percent to 66.0 percent between 2018 and 2023.
- Concerning educational attainment, 23.1 percent of the selected regions' residents possess a Bachelor's Degree (1.9 percent above the national average), and 9.8 percent hold an associate's degree (1.0 percent above the national average).
- The top three industries in 2023 are Restaurants and Other Eating Places, General Medical and Surgical Hospitals, and Education and Hospitals (Local Government).
- Retirement risk is higher in the region than the national average. An estimated 819,813 individuals are expected to retire soon, as determined by the number of individuals aged 55 or older. Many of these individuals are classified as Baby Boomers (born between 1946 and 1964), who are expected to enter retirement between 2011-2029.² This represents a significant long-term demographic shift in the national and local workforce.

¹ Lightcast. (Q3 2024 Data Set). Economic Overview, Hillsborough and Pinellas Counties, Florida

² The Florida Legislature Office of Economic and Demographic Research. (2020). Demographic Overview and Population Trends

Figure 1.1: Population Trends

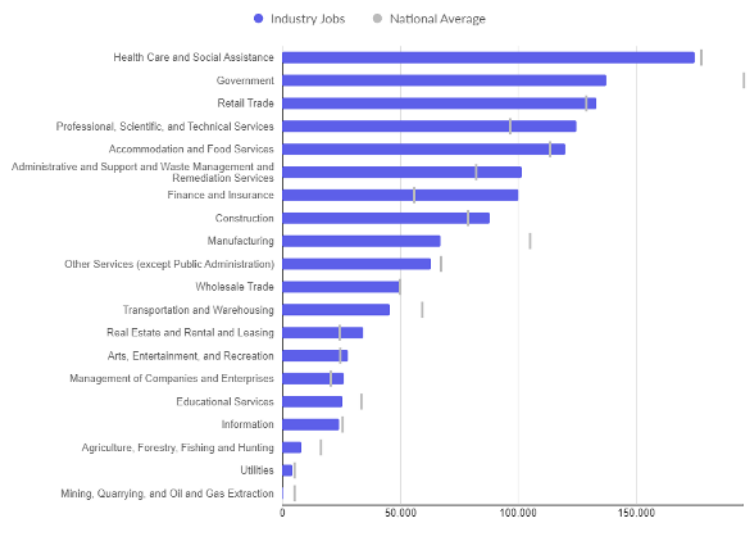


Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

Industry Overview

Figure 1.2: Largest Industries

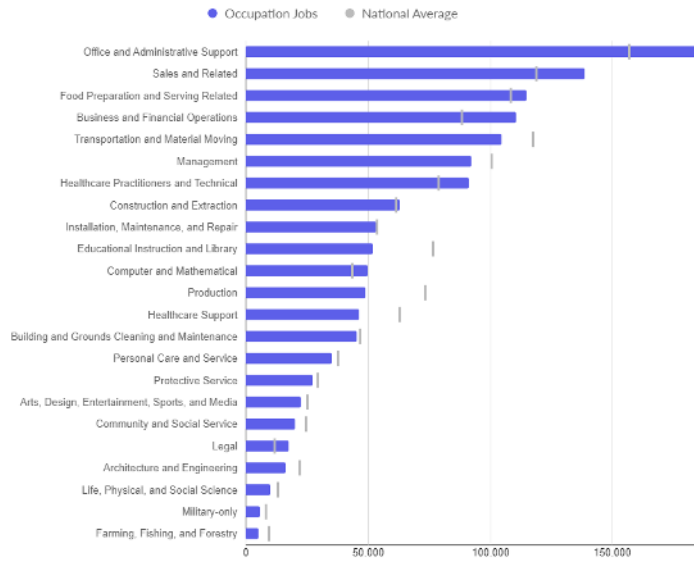
The largest industries in Hillsborough and Pinellas Counties are listed below, with Professional, Scientific and Technical Services; and Finance and Insurance reported well above the national average.



Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

Figure 1.3: Largest Occupations

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



Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

Figure 1.4: Top Growing Industries

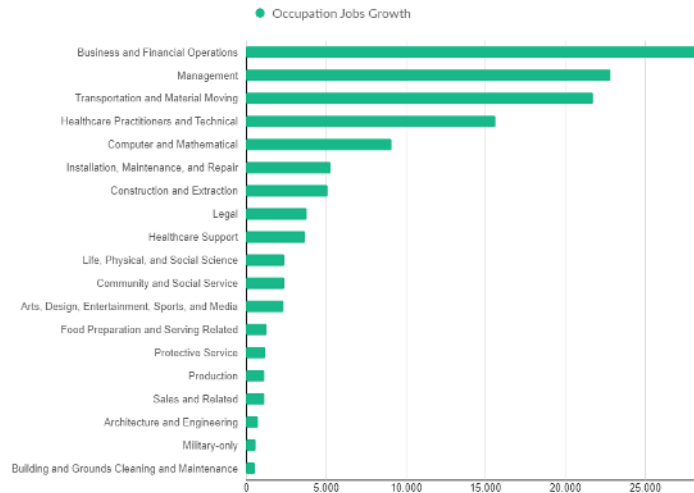
The top growing industries require workers with high technical skills, with Professional, Scientific, and Technical Services; Finance and Insurance; and Health Care and Social Assistance representing the top rising industries by number of jobs.



Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

Figure 1.5: Top Growing Occupations

Reflective of the region’s diverse economy, jobs growth by occupation includes high to lower skilled positions, with Business and Financial Operations; Management; Transportation and Material Moving; and Healthcare and Practitioners positions representing the top increasing occupations.



Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

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

CSHP’s targeted industry sectors and corresponding North American Industry Classification System (NAICS) codes for 2025-2028 are:

1. Finance (52) / Professional Services/Information Technology (54)
2. Life Sciences/Healthcare (62)
3. Manufacturing (31-33) / Logistics (49)
4. Trades (22-23) / Transportation (48)

Table 1.1: Targeted Industry Sectors 2023-2028 Projected Growth

Industry Group	2023	2028	Growth	Percent Growth
Finance / Professional Services/Information Technology	224,827	244,009	19,182	9%
Life Sciences / Healthcare	175,011	187,207	12,196	7%
Manufacturing / Logistics	87,453	94,195	6,742	8%
Trades / Transportation	117,598	124,693	7,095	6%
Total Targeted Industries	604,889	650,104	45,215	7%

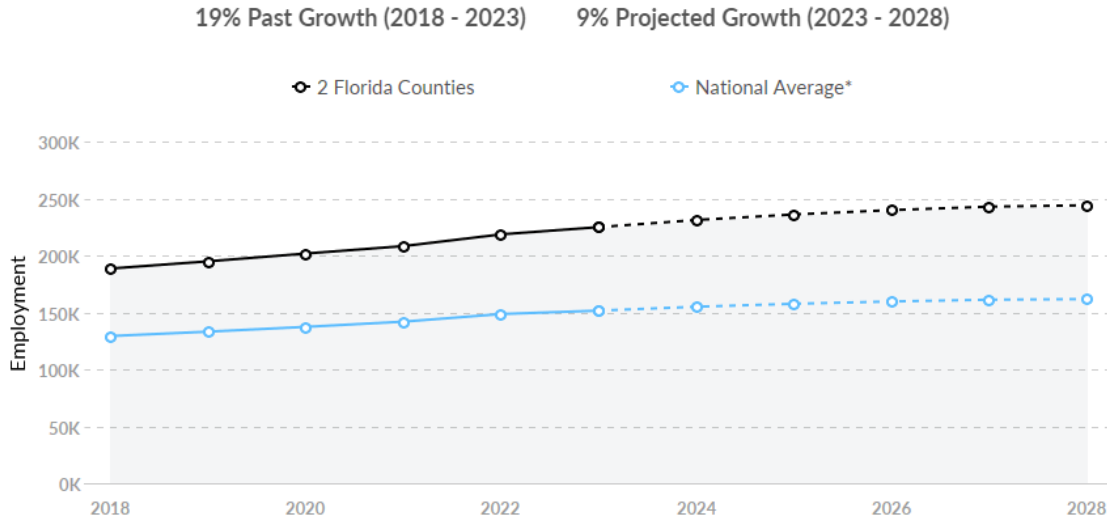
Source: Lightcast. (Q3 2024 Data Set). Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida

The projected growth and in-demand skills by industry are included in the tables below.

Finance / Professional Services/Information Technology

Figure 1.6: Supply (Jobs)

Supply is higher than the national average.

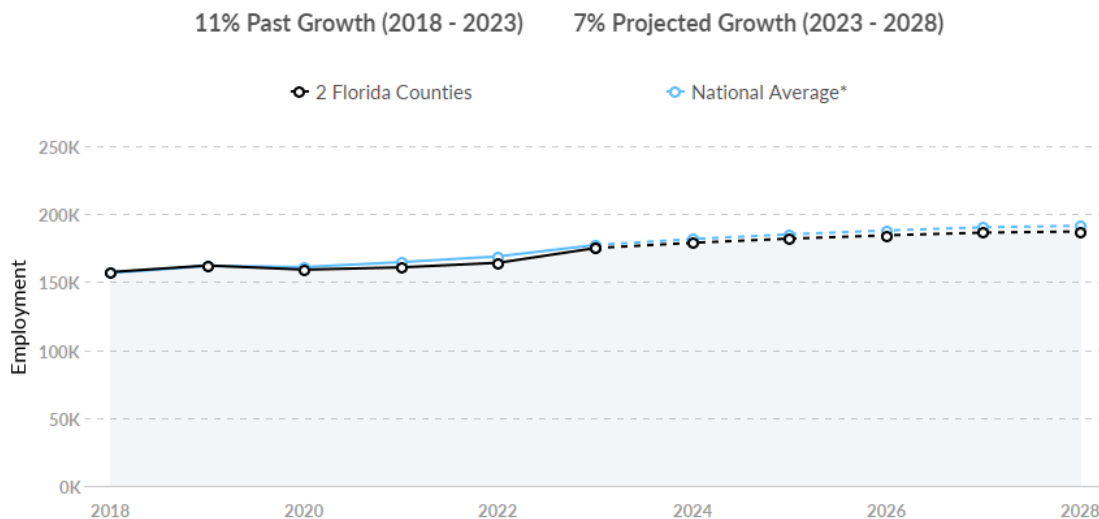


Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

Life Sciences / Healthcare

Figure 1.7: Supply (Jobs)

Supply is about equal to the national average.

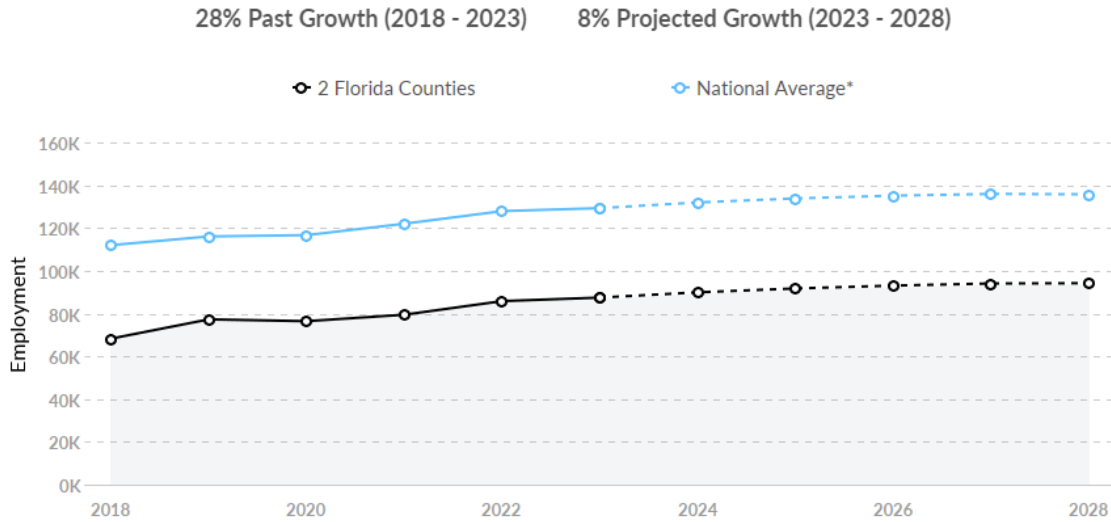


Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

Manufacturing / Logistics

Figure 1.8: Supply (Jobs)

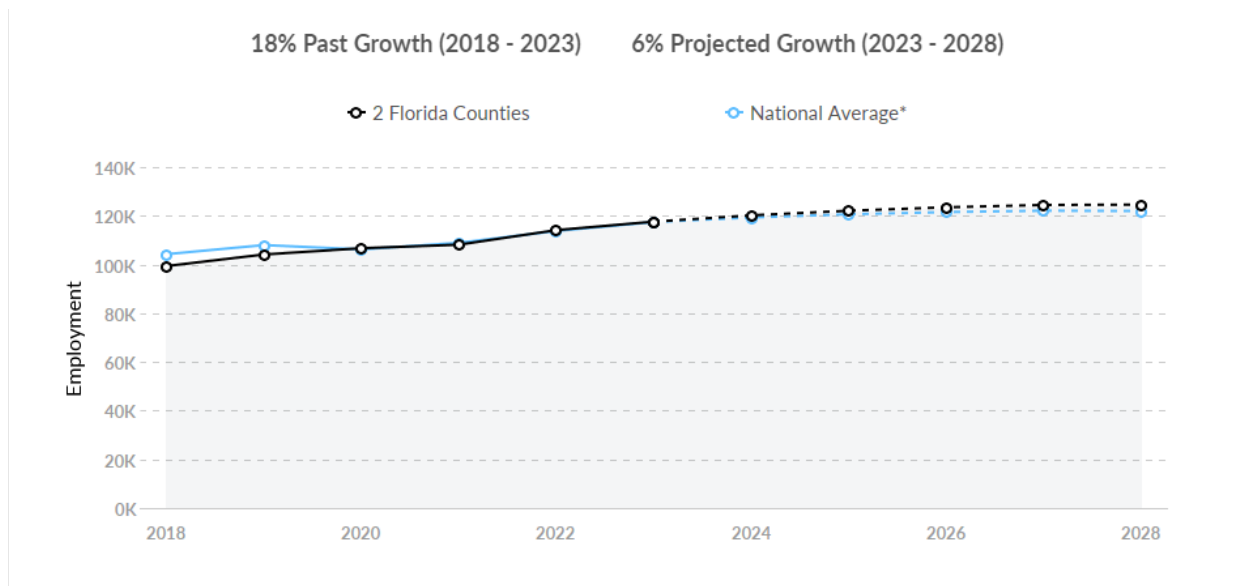
Supply is lower than the national average.



Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

Trades / Transportation

Figure 1.9: Supply (Jobs) Supply is about equal to the national average.



Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

Outlook to 2031 shows double-digit growth regarding CSHP's targeted sectors and the top 15 fastest growing industries.

Table 1.1: Fastest Growing Industries – Hillsborough County

Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2023	2031	Growth	
1	721	Accommodation	5,881	7,256	1,375	23.4
2	611	Educational Services	15,350	18,408	3,058	19.9
3	713	Amusement, Gambling & Recreation Ind	9,632	11,380	1,748	18.1
4	311	Food Manufacturing	3,199	3,764	565	17.7
5	624	Social Assistance	12,563	14,778	2,215	17.6
6	621	Ambulatory Health Care Services	44,458	52,227	7,769	17.5
7	562	Waste Management and Remediation Service	3,453	4,029	576	16.7
8	334	Computer and Electronic Product Mfg	1,947	2,262	315	16.2
9	541	Professional and Technical Services	92,457	107,079	14,622	15.8
10	493	Warehousing and Storage	12,205	14,000	1,795	14.7
11	551	Management of Companies and Enterprises	13,037	14,949	1,912	14.7
12	454	Nonstore Retailers	2,557	2,931	374	14.6
13	920	State Government	19,668	22,458	2,790	14.2
14	452	General Merchandise Stores	13,545	15,414	1,869	13.8
15	444	Building Material & Garden Supply Stores	6,435	7,291	856	13.3

Source: FloridaCommerce [2023-2031 Statewide and Regional Employment Projections Data](#)

Table 1.2: Fastest Growing Industries – Pinellas County

Rank	NAICS Code	NAICS Title	2023	2031	Growth	Percent Growth
1	518	ISPs, Search Portals, & Data Processing	1,129	1,324	195	17.3
2	311	Food Manufacturing	1,827	2,122	295	16.1
3	488	Support Activities for Transportation	1,153	1,327	174	15.1
4	541	Professional and Technical Services	40,219	46,284	6,065	15.1
5	524	Insurance Carriers & Related Activities	17,165	19,707	2,542	14.8
6	562	Waste Management and Remediation Service	1,128	1,284	156	13.8
7	721	Accommodation	8,311	9,345	1,034	12.4
8	237	Heavy and Civil Engineering Construction	2,469	2,770	301	12.2
9	624	Social Assistance	7,388	8,284	896	12.1
10	531	Real Estate	9,397	10,441	1,044	11.1
11	532	Rental and Leasing Services	1,939	2,141	202	10.4
12	621	Ambulatory Health Care Services	30,274	33,401	3,127	10.3
13	811	Repair and Maintenance	4,635	5,086	451	9.7
14	221	Utilities	1,176	1,282	106	9.0
15	454	Nonstore Retailers	3,860	4,205	345	8.9

Source: FloridaCommerce [2023-2031 Statewide and Regional Employment Projections Data](#)

The industries gaining the newest jobs reflect rapid growth in skilled occupations across industry sectors, aligning with CSHP’s targeted sectors.

Table 1.3: Industries Gaining the Most New Jobs – Hillsborough County

Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2023	2031	Growth	
1	541	Professional and Technical Services	92,457	107,079	14,622	15.8
2	621	Ambulatory Health Care Services	44,458	52,227	7,769	17.5
3	561	Administrative and Support Services	65,425	72,591	7,166	11.0
4	722	Food Services and Drinking Places	58,446	64,789	6,343	10.9
5	524	Insurance Carriers & Related Activities	38,278	42,469	4,191	10.9
6	238	Specialty Trade Contractors	30,123	34,002	3,879	12.9
7	611	Educational Services	15,350	18,408	3,058	19.9
8	920	State Government	19,668	22,458	2,790	14.2
9	522	Credit Intermediation & Related Activity	29,648	32,208	2,560	8.6
10	622	Hospitals	31,021	33,291	2,270	7.3
11	624	Social Assistance	12,563	14,778	2,215	17.6
12	551	Management of Companies and Enterprises	13,037	14,949	1,912	14.7
13	452	General Merchandise Stores	13,545	15,414	1,869	13.8
14	493	Warehousing and Storage	12,205	14,000	1,795	14.7
15	713	Amusement, Gambling & Recreation Ind	9,632	11,380	1,748	18.1

Source: FloridaCommerce [2023-2031 Statewide and Regional Employment Projections Data](#)

Table 1.4: Industries Gaining the Most New Jobs – Pinellas County

Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2023	2031	Growth	
1	541	Professional and Technical Services	40,219	46,284	6,065	15.1
2	621	Ambulatory Health Care Services	30,274	33,401	3,127	10.3
3	722	Food Services and Drinking Places	44,491	47,552	3,061	6.9
4	561	Administrative and Support Services	38,117	40,926	2,809	7.4
5	524	Insurance Carriers & Related Activities	17,165	19,707	2,542	14.8
6	623	Nursing and Residential Care Facilities	12,756	13,857	1,101	8.6
7	551	Management of Companies and Enterprises	17,617	18,712	1,095	6.2
8	531	Real Estate	9,397	10,441	1,044	11.1
9	721	Accommodation	8,311	9,345	1,034	12.4
10	622	Hospitals	18,285	19,297	1,012	5.5
11	611	Educational Services	10,127	11,023	896	8.8
12	624	Social Assistance	7,388	8,284	896	12.1
13	522	Credit Intermediation & Related Activity	10,383	10,949	566	5.5
14	445	Food and Beverage Stores	12,997	13,535	538	4.1
15	813	Membership Organizations & Associations	9,433	9,898	465	4.9

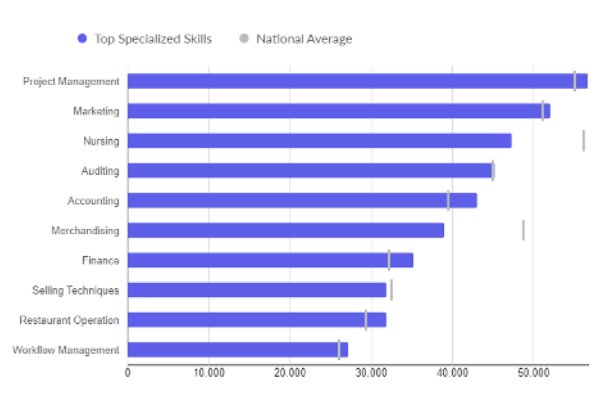
Source: FloridaCommerce [2023-2031 Statewide and Regional Employment Projections Data](#)

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

CSHP 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 skill 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 being of particular importance.

An analysis of top in-demand skills shows the regional demand among all industries is above the national average in key competencies such as marketing, project management, finance, auditing, and accounting.

Figure 2.1: In-Demand Skills

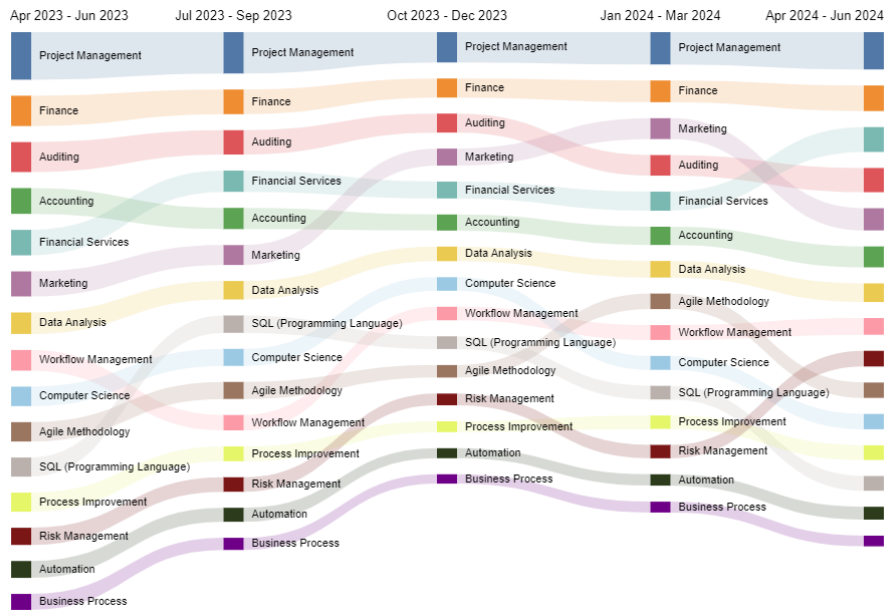


Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

The top in-demand skills by industry are included in the tables below.

Finance / Professional Services/Information Technology

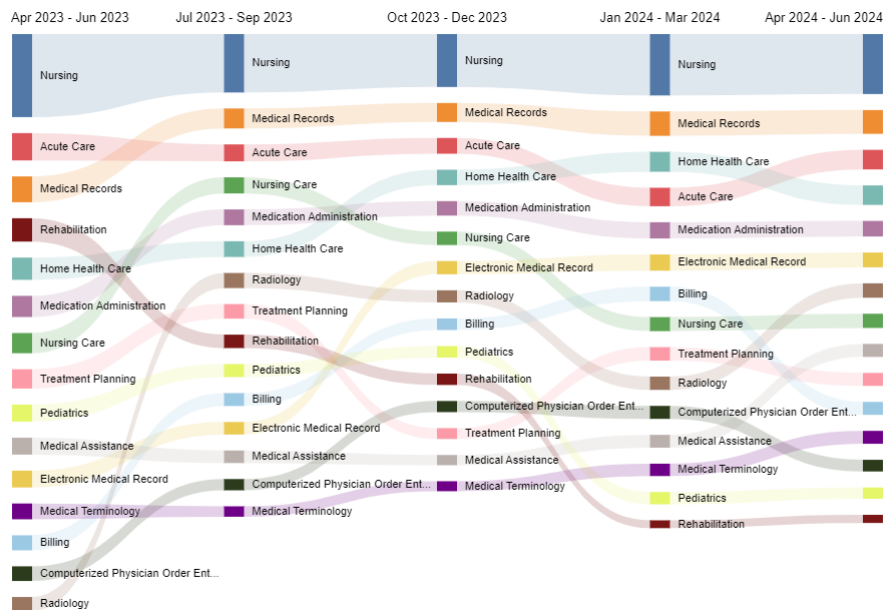
Figure 2.2: Top 15 Skills for All Job Types by Quarter



Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

Life Sciences / Healthcare

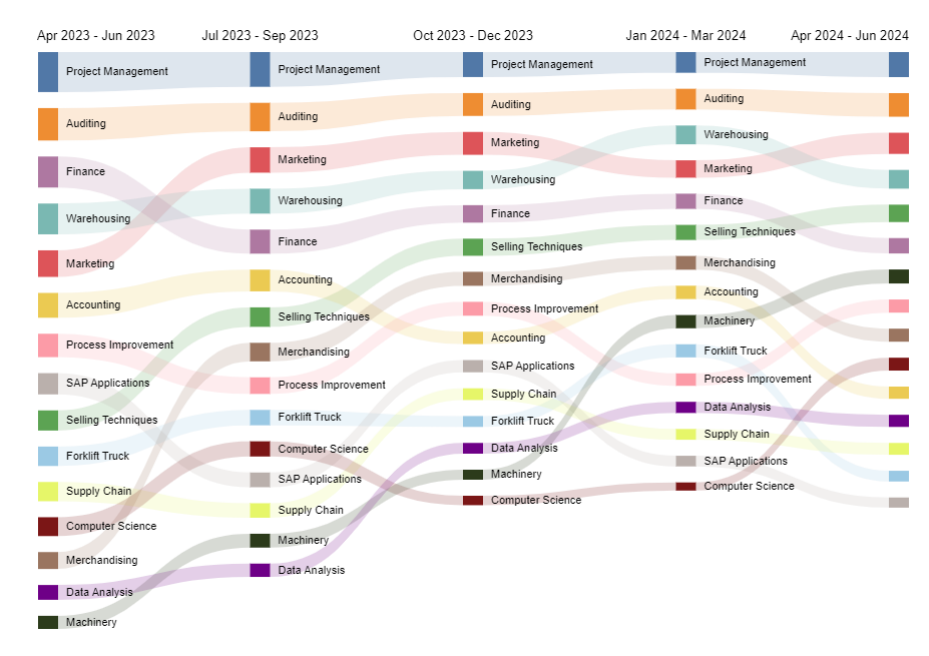
Figure 2.3: Top 15 Skills for All Job Types by Quarter



Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

Manufacturing / Logistics

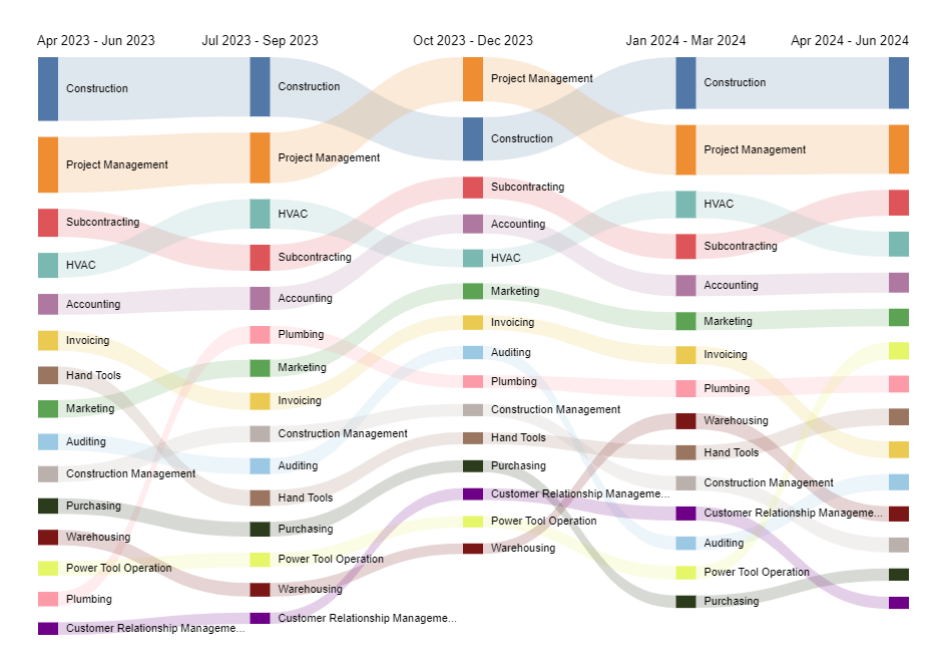
Figure 2.4: Top 15 Skills for All Job Types by Quarter



Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

Trades / Transportation

Figure 2.5: Top 15 Skills for All Job Types by Quarter



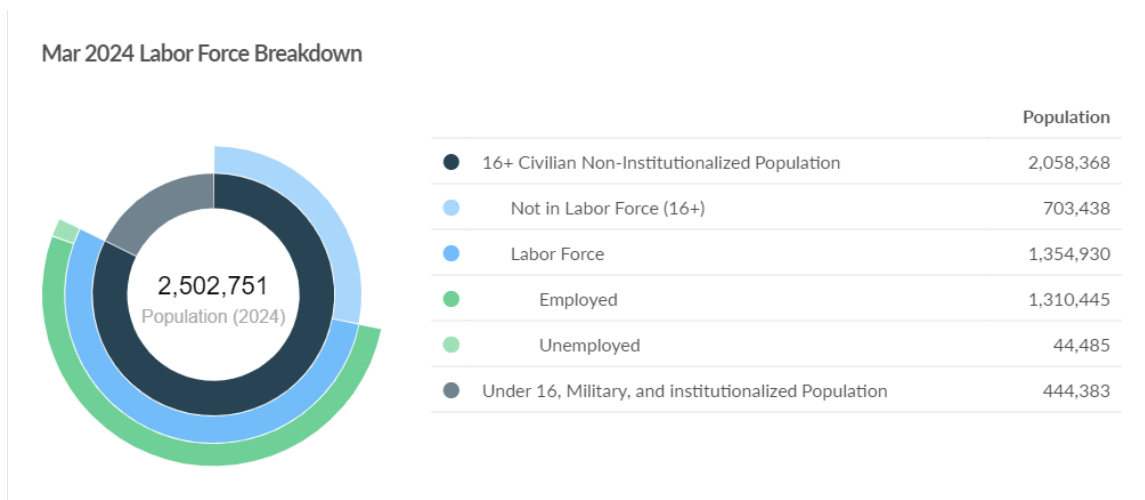
Source: Lightcast. (Q3 2024 Data Set). *Industry Snapshot Report, Hillsborough and Pinellas Counties, Florida*

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

Labor Force and Unemployment

LWDB 28 represents an estimated 2,502,751 individuals in Hillsborough and Pinellas Counties, with a labor force participation rate of 66 percent as of March 2024.³

Figure 3.1: Labor Force Breakdown



Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

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

Table 3.1: Labor Force Comparison

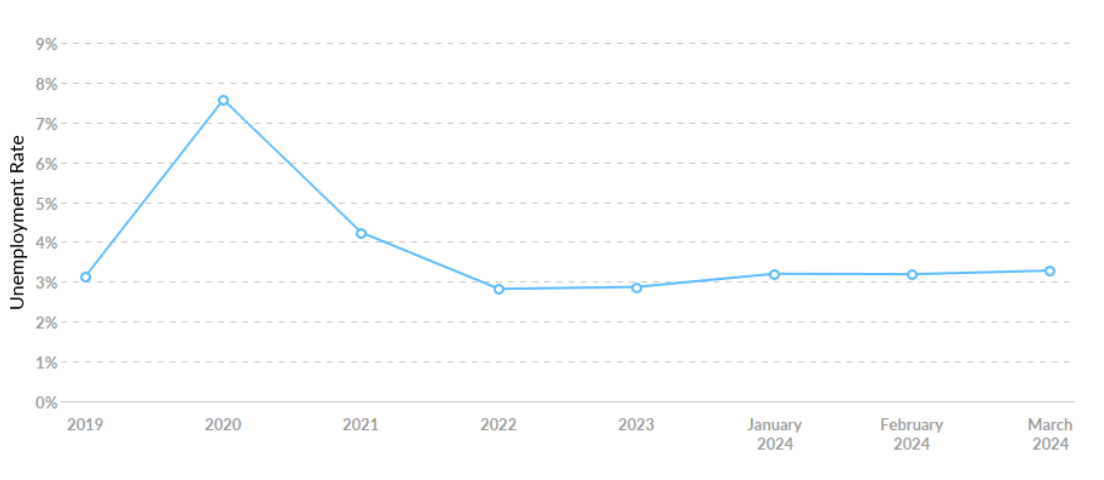
	June 2024				June 2023			
	Labor Force	Employment	Unemployment		Labor Force	Employment	Unemployment	
			Level	Rate			Level	Rate
Workforce Region 28	1,354,554	1,308,114	46,440	3.35%	1,357,593	1,316,877	40,716	2.95%
Hillsborough County	827,985	798,641	29,344	3.50%	830,357	804,566	25,791	3.10%
Pinellas County	526,569	509,473	17,096	3.20%	527,236	512,311	14,925	2.80%
Tampa-St. Petersburg-Clearwater, FL MSA	1,701,245	1,640,529	60,716	3.60%	1,704,504	1,651,208	53,296	3.10%
Florida	11,053,000	10,665,000	388,000	3.50%	11,020,000	10,682,000	338,000	3.10%
United States	169,007,000	161,774,000	7,233,000	4.30%	167,910,000	161,559,000	6,351,000	3.80%

Source: FloridaCommerce [Local Area Unemployment Statistics](#) (Not Seasonally Adjusted)

³ Source: Lightcast, (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

As of July 2024 (the latest date figures were available), the unemployment rate for the region was 3.7 percent in Hillsborough County and 3.5 percent in Pinellas County according to Florida Department of Commerce (FloridaCommerce).

Figure 3.2: Unemployment Rate Trends



Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

In 2023, the median household and per capita income for Hillsborough and Pinellas Counties was estimated below the national median, with poverty rates similar to the state and national rates.

Economic Indicators

Table 3.2: Income and Poverty Comparison

	Median Household Income	Per Capita Income (last 12 months)	Poverty Rate
Hillsborough County	\$70,612	\$39,509	12.9%
Pinellas County	\$66,406	\$44,020	12.4%
Florida	\$67,917	\$38,850	12.7%
United States	\$64,994	\$35,384	12.4%

Source: U.S. Census Bureau [2023 Quick Facts](#)

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

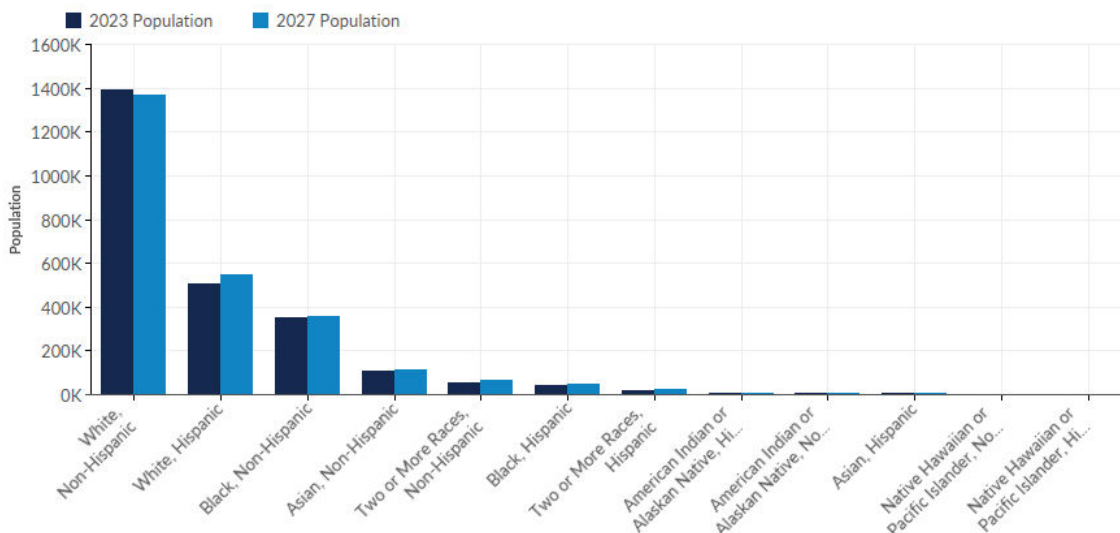
Using 2021 point-in-time data for Hillsborough County, there were approximately 179,470 ALICE households (31 percent of all households) and 80,990 households in poverty (14 percent of all

households).⁴ In Pinellas County, an estimated 151,771 households were classified as ALICE (36 percent of all households) and 51,906 households were classified in the poverty level (12 percent).⁵ Both rates have increased since 2010, with ALICE households increasing sharply in the past decade, resulting in an estimated 464,137 total households in Hillsborough and Pinellas Counties classified as ALICE or below.

Demographics

The region’s 2023 estimated population of nearly 2.5 million is represented by 75 percent white, 16 percent African American, 5 percent Asian, 0.5 percent American Indian or Alaskan Native, , and 0.2 percent Native Hawaiian or Pacific Islander. An estimated 3 percent report two or more races and 24 percent are Hispanic, of any race. Except for the population of White, Non-Hispanic individuals (which is expected to decline by 2 percent), all races and ethnicities are expected to increase 2-17 percent by 2027. The highest increase is projected among Two or More Races, Non-Hispanic at 17 percent.

Figure 3.3: Population by Race/Ethnicity



Source: Lightcast. (Q3 2024 Data Set). *Population Demographics Report, Hillsborough and Pinellas Counties, Florida*

Concerning educational attainment, 23.1 percent of the region’s residents possess a bachelor’s degree (1.9 percent above the national average), and 9.8 percent hold an associate’s degree (1 percent above the national average). Furthermore, 13.4 percent hold a graduate degree or higher, 18.5 percent possess some college education, 26 percent attained a high school diploma, and 9.3 percent attained less than a high school diploma.

⁴ United Way. (2023). 2023 United Way ALICE Report: Florida ALICE in the Crosscurrents, County Snapshots. Retrieved from https://www.uwof.org/sites/uwof/files/2023ALICE_Report_County_Snapshots_FL_Final.pdf

⁵ Ibid.

Education

Figure 3.4: Educational Attainment



Source: Lightcast. (Q3 2024 Data Set). *Economic Overview, Hillsborough and Pinellas Counties, Florida*

Regional Indicators

Characteristics of regional strength include a robust millennial workforce (between the ages of 28 and 43), strong racial diversity, and a highly skilled veteran population, with rates higher than the national average. Lower than national average violent and property crime rates add to the region's appeal as a place to live and work.

Over the past decade, an analysis by the Brookings Institution found the Tampa-St. Petersburg-Clearwater MSA has experienced positive change in multiple quality of living indicators in comparison with other large metro areas and the national economy.⁶ This analysis found that between 2012 and 2022, the MSA realized 24 percent job growth, 21 percent increased standard of living (measured as output per person), and a 3.6 percent reduction in the relative poverty rate. During the same period, the region has faced challenges to offer competitive wages in comparison with other large metro areas, with a 12 percent change in median earnings, well below the average of comparative markets and nationally.

In efforts to combat challenges for residents in accessing services, CSHP center locations are strategically positioned geographically in areas that provide access for individuals to reach the centers by public transportation and through virtual services. CSHP provides resources to programs that help individuals with barriers return to the workforce, such as assistance with federal bonding, housing and transportation, childcare resources, and other supportive services. CSHP 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.

⁶ Brookings Institution. (2024). [Metro Monitor](#)

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

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

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

The one-stop centers provide access to resources such as WIOA Adult (AD), Dislocated Worker (DW), and Youth; TANF, Veterans Services; Supplemental Nutrition Assistance Employment and Training Program (SNAP E&T); Ticket to Work (TTW) – Disability Navigator; and Reemployment Services and Eligibility Assessment (RESEA) program. CSHP is committed to continuous improvement by partnering with various organizations to align resources with the evolving needs of employers. For instance, CSHP collaborates with the Hillsborough and Pinellas County School Districts to offer General Educational Development (GED), English for Speakers of Other Languages (ESOL), and Test of Adult Basic Education (TABE) testing at the comprehensive Tampa one-stop center. In addition, CSHP provides services to businesses including 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.

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

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

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

Digital literacy plays a vital role in almost every job within the region, with employers increasingly seeking workers equipped with the latest computer skills. These skills are crucial across all industries to progress in the rapidly changing economy and enhance efficiency. The fast pace of technological advancements highlights a significant skill gap among the unemployed and underemployed individuals. CSHP offers continuous skills development training to help individuals meet the demands of employers. Services for digital literacy include computer training through employability workshops, Microsoft Office certification programs, and Florida Ready to Work training. CSHP consistently evaluates current workforce services to ensure they meet the needs of participants striving for employment and employers seeking qualified candidates, who are exploring ways to expand virtual offerings.

CSHP emphasizes the significance of cultivating a skilled and competitive workforce. To achieve this goal, it is essential to enhance communication between employers and job seekers by collaborating with post-secondary technical colleges, private institutions, and universities. The focus is on addressing the needs of employers, connecting to current and prospective workers regarding new job prospects, and assisting in creation of personalized career paths with an emphasis on short-term training and certifications.

The local workforce board's strengths lie in its well-established strategic alliances with essential partners, the ongoing exploration of resource optimization for services, the diverse range of services offered, consistent partner support and alignment of goals, and a proficient staff. Hosting quarterly meetings with partner agencies has proven beneficial to expanding service capacity. The agenda covers partnership activities, identifying redundant efforts, and sharing data. CSHP is committed to enhancing its workforce services, including a future focus on virtual services, to meet customer demands effectively.

The ongoing efforts in workforce development activities are focused on addressing current weaknesses, which are linked to a decline in foot traffic and waning interest in the one-stop center and program participation. Many customers attend virtual workshops with 49.32 percent of the 6,723 attendees in the 2023-2024 program year opting for virtual sessions. This trend indicates a decreased interest in individuals physically visiting the center. Exploring options for asynchronous workshops is underway to enhance the accessibility of virtual sessions and expand the reach to a broader audience.

To boost engagement, CSHP increased outreach activities and operates a Career Clarity Pod Design in Hillsborough County. This design concentrates on addressing the educational and skill requirements of individuals interested in exploring career opportunities, enrolling in training programs, and securing employment. To re-ignite interest, CSHP is offering new Virtual Reality workshops in the Career Clarity Pod and youth workshop sessions. Additionally, in Hillsborough County, a Career Pathway tool was implemented that generated 1,010 Career Action Plans virtually during the 2023-2024 program year.

CSHP provides a variety of training opportunities for customers, supported by WIOA and special grants. To address the educational and skill requirements of the workforce, CSHP has secured funding for an Apprenticeship Navigator from CareerSource Florida and FloridaCommerce. This

funding enables the establishment of new apprenticeships and raises awareness about apprenticeships as a training path and a way for employers to enhance their workforce.

Good Jobs Principles

CSHP has integrated the U.S. Department of Labor and Commerce’s Good Jobs Principles into its workforce strategies to increase security and stability for workers and create a clear competitive advantage for employers regarding recruitment, retention, and profitability. Fueled by a grant from Results for America, CSHP’s Good Jobs strategy focuses on identifying and creating long-term partnerships with employers to develop strategic, flexible career pathways to good jobs that respond to local labor market needs.

CSHP has developed a Good Jobs Framework that is relevant to the region, with the goal that individuals from underserved and underrepresented communities have equitable access to the services of the workforce system and the jobs created in the post-COVID-19 pandemic economy. This includes defining a good job, assessing job quality, and embedding Good Jobs Principles into our workforce development system. In the implementation phase, CSHP has developed tools to measure success in placing individuals in good jobs and partnered with employers that prioritize good jobs to develop pathways to good careers in growth industries.

Local Workforce Development Board Strategic Vision and Goals

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

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

The designation of LWDB 28 became effective on July 1, 2024; therefore, there has been insufficient time to develop a strategic plan, vision, and goals for the unified entity by the local plan deadline. CSHP plans to release a solicitation for a firm to assist with the development of the strategic plan, vision, and mission, with the goal of contracting and completion of the process in 2025, to be updated in the two-year local plan modification.

The vision, mission and strategic plans that were approved by the Board of Directors for the previous organizations are included below and will be considered in the strategic planning process that covers the newly formed local area.

Hillsborough County (formerly CareerSource Tampa Bay)

Vision: Empowering workers to achieve success and driving sustainable, positive change in our community.

Mission: We expand career opportunities for individuals and enable the success of all workers through comprehensive workforce solutions that meet the needs of the community.

CareerSource Tampa Bay Board of Directors 2021-2024 Strategic Plan

Priority 1: Connecting Job Seekers to Careers

Goal 1: Expand access to training and employment opportunities to develop an inclusive, qualified talent pool.

Goal 2: Provide meaningful and effective employer services.

Goal 3: Enhance partnerships with regional workforce, economic development, community development, education, and training partners.

Priority 2: Future Workforce

Goal 1: Promote talent growth and retention in the region.

Goal 2: Expand access to employment opportunities for Hillsborough County youth.

Priority 3: Community Awareness

Goal 1: Advance strategic partnerships.

Goal 2: Increase community engagement.

Goal 3: Grow the mission to create positive community awareness, build relationships, and broaden the foundation of support.

Priority 4: System Redesign

Goal 1: Restructure and expand services to additional populations.

Goal 2: Improve efficiency and productivity in operations.

Goal 3: Invest in our own workforce and organization.

Goal 4: Develop innovative workforce system solutions.

Goal 5: Deliver workforce services that drive sustainable, positive change in our community.

Priority 5: Revenue Diversification

Goal 1: Realize organizational financial sustainability through diverse revenue sources.

Core Values:

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.

Pinellas County (formerly CareerSource Pinellas)

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

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

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

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

1. Strengthen strategic partnerships with business and education to become more responsive to the skills needed of the current and future workplace.
2. Expand access and reach into the community.
3. Promote change and maintain the viability of CareerSource Pinellas’ financial growth, quality delivery system and relevancy to job seekers and businesses.

CareerSource Pinellas Strategic Goals

Strategic Goal 1: Develop Robust Partnerships with Employers

Strategic Goal 2: Strengthen Partnerships with Organizations that Provide Educational Opportunities

Strategic Goal 3: Expand Outreach to Jobseekers

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

2. *Taking into account the analyses described in (1) through (4) in **Section B. Analysis of Need and Available Resources** above, describe the local area’s strategy to work with entities that carry out the core programs and combined state plan partner programs to align resources available to the local area, to achieve the strategic vision and goals described in number (1) above (20 CFR 679.560(a)(6)).*

Community partnerships with CSHP bring opportunities for collaboration, education, and community involvement. This expands our service delivery access to job seekers looking for employment opportunities within the region and provides us with a larger platform to provide information and services.

One of the goals of CSHP 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.

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

- Convene 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 core program organizations, 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 are invited to these strategic meetings and work with CSHP 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 are invited to the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report, and work with CSHP to determine if changes are needed based on this input from local employers in targeted industry sectors.
- Facilitate the activities of the Education and Industry Consortium, which is composed of representatives of educational entities and businesses as mandated by CareerSource Florida policy. The members of this consortium meet quarterly, independent of the Board of Directors, to discuss the local labor market, strategize to strengthen talent pipelines per industry priorities, and pursue collaborative solutions. The consortium members act in an advisory capacity to identify and address the needs of industry and job seekers through programming offered responsively through CSHP's education provider network.
- Continue to urge Vocational Rehabilitation and Adult Education to co-locate within CSHP centers if feasible and explore aligning resource and cost arrangements where 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 MOUs with core program entities and other key partners that will document strategies that 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.
- 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 LWDB's strategies to work with core and combined partners to contribute to the following statewide goals:*

a. *Increase local labor force participation.*

To increase local labor force participation, CSHP focuses on outreach and engagement initiatives, particularly targeting underrepresented groups, and collaborating with community organizations to provide resources and support.

b. *Ensure local jobseekers and employees aged 25-70 have a credential of value.*

To ensure local jobseekers and employees aged 25-70 have a credential of value, CSHP is promoting access to training programs that lead to industry-recognized credentials and aligning these programs with the needs of local employers and emerging industries.

c. *Median wages greater to or equal to 75% of the median hourly wage in Florida.*

To achieve median wages greater than or equal to 75 percent of the median hourly wage in Florida, there is an emphasis on high-skill, high-wage training programs and working with employers to promote wage growth and career advancement opportunities. By convening local employers for the Education and Industry Consortium meetings, CSHP is better seated to align training programs with employer and workforce needs while maintaining a pulse on the education and business community.

d. *Increase the second quarter after exit employment rate by 10% for each of the following populations:*

i. *Individuals 55 years and older*

ii. *Youth*

iii. *Individuals receiving SNAP and TANF benefits*

iv. *Individuals without a high school diploma or speakers of other languages*

v. *Individuals with disabilities*

To increase the second quarter after exit employment rate by 10 percent for various populations, CSHP implements specific practices, such as: targeted supportive services; specialized job search assistance and training programs for individuals 55 years and older; enhanced career exploration and work-based learning opportunities for youth through the Tampa Bay Summer Hires and Summer PAYS programs; comprehensive case management for individuals receiving SNAP and TANF benefits with a focus on sanction reduction; access to adult education and ESL programs onsite at the Tampa Center for those without a high school diploma or who are speakers of other languages; and ease of access to vocational rehabilitation services for individuals with disabilities, including an onsite Disability Navigator.

e. *Increase the total newly registered apprentices annually.*

f. *Increase registered apprenticeship programs.*

g. *Increase registered pre-apprenticeship programs.*

To increase the total of newly registered apprentices annually and expand registered apprenticeship and pre-apprenticeship programs, CSHP collaborates with employers and industry associations, promoting these programs to jobseekers, and providing support throughout

the process via the Apprenticeship Navigators, who receive continuous exposure to apprenticeship partners and practices through statewide supports, training, conferences and seminars.

h. Increase percentage of 12th grade secondary career and technical education enrollment.

To increase the percentage of 12th grade secondary career and technical education enrollment, CSHP collaborates with local school districts to promote CTE programs and provides insight towards alignment with the needs of local employers. The board works closely with local educational partners in the creation of targeted technical programs and exposure to growing industries via virtual reality career explorations, summer career exploration, and paid work experience and internship opportunities.

i. Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials that directly support the sector.

To build a talent pipeline for targeted new and emerging industries, along with the above, CSHP assists individuals in earning credentials that directly support identified sectors by categorizing necessary skills and partnering with educational institutions to develop relevant training programs. By collaborating with local educational institutions, including high schools, colleges, and vocational training centers, CSHP can align curricula with the skills needed in these industries to ensure that students are equipped with relevant knowledge and skills upon graduation. Upon job readiness, CSHP conducts targeted industry in-house recruitment events, career expos, job fairs, and other targeted community events and symposiums to bring job seekers and employers together for employment and opportunities to strategize. By offering continuous learning opportunities through work-based learning, incumbent worker training, and other upskilling and reskilling programs, CSHP can help current employees and job seekers acquire new skills that are relevant to emerging industries, while encouraging local businesses to participate in the creation of a supportive ecosystem for talent development.

CSHP focuses on data-driven decision-making by analyzing labor market trends and forecasting future skill demands to proactively adjust strategies to meet the evolving needs of the Tampa Bay area. This approach ensures that the talent pipeline remains robust and responsive to the dynamic landscape of new and emerging industries and effectively contributes to statewide goals and supporting the needs of local jobseekers and employers.

Description of Programs and Services

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

1. **Workforce Development System Description**

Describe the local workforce development system, including:

- a. All the programs included in the system; and*
- b. How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and Chapter 445.003, F.S.*
- c. How the LWDB works with entities carrying out core and combined programs and other workforce development programs, including programs of study authorized under The Strengthening Career and Technical Education for the 21st Century Act (Perkins V) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).*

CSHP serves as the publicly funded workforce system for Hillsborough and Pinellas Counties. An employer-driven and customer-centered organization, CSHP prioritizes quality and customer satisfaction to meet the workforce requirements of the regional economy. Our efforts include enhancing access to employment, training, and support for individuals, including those facing employment barriers. CSHP aligns workforce development and education with economic strategies tailored to the demands of local, regional, and state employers, ensuring an effective workforce development system.

CSHP provides both contracted and direct services as approved by CareerSource Florida and outsources and provides direct services across the mandated core programs defined under WIOA. CSHP outsources One-Stop Operator and a portion of WIOA Youth Services.

Core Programs managed through CSHP direct services include:

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

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

- Adult Education and Literacy programs under Title II, local County Schools Adult and Education
- American Association of Retired Persons (AARP)
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 (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
- Department of Juvenile Justice
- Division of Blind Services

- Hillsborough County Social Services
- Multiple Housing Agency Authorities across Hillsborough County
- Justice-involved individual reentry services through the Hillsborough and Pinellas County Ex-Offender Re-entry Coalitions
- Pinellas Opportunity Council
- Senior Community Service Employment Program
- St. Petersburg Housing Authority
- Tampa Housing Authority
- Title IV program services through the Division of Vocational Rehabilitation
- YouthBuild

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

- CSHP Tampa Bay Summer Hires, a summer youth employment program
- SailFuture Academy, CSHP Pinellas County WIOA Youth Services Provider
- CSHP Summer PAYS, the Pinellas County summer youth employment program
- SNAP Employment and Training program
- Social Security Administration (SSA) Employment Network and Ticket to Work (TTW) program along with a CSHP sustained Disability Employment Initiative or program
- Welfare Transition Program (WTP)

Co-located partner services:

- American Association of Retired Persons (AARP)
- Coptic Orthodox Charites
- Dress for Success
- 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 and Education Alliance
- Job Corps

Other partner community organizations that offer services through referrals:

- 211 Tampa Bay Cares
- Abe Brown Ministries
- Boley Centers
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Department of Children and Families/Hope Florida
- ECHO
- Eckerd Connects
- Enterprising Latinas, Inc.
- Farmworker Career Development Program
- Goodwill Industries-Suncoast

- Gulfcoast Legal Services
- Homeless Emergency Project
- Homeless Leadership Alliance of Pinellas
- Junior Achievement of Tampa Bay
- Metropolitan Ministries
- Operation PAR
- Personal Enrichment Through Mental Health Services (PEMHS)
- St. Pete Free Clinic
- St. Vincent de Paul
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind
- Urban League
- Westcare GulfCoast-Florida

The core programs are focused on the alignment of service strategies and 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 Division of Vocational Rehabilitation are represented within the CSHP 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 CSHP and Adult Education entities across the region. This partnership extends into Carl D. Perkins Career and Technical Education entities in the same local area. 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 employment.

2. Adult and Dislocated Worker Employment and Training Activities:

- a. *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) and 20 CFR 679.560(6)).*

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:

1. Provide job seekers with the skills and credentials necessary to secure and advance in employment with sustaining wages.
2. 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, justice-involved, basic skills deficient, or limited English proficiency.
3. 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.
4. Participate in rigorous evaluations that support continuous improvement of the local one-stop system by identifying which strategies work better for various populations.
5. Ensure that high-quality integrated data informs 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 CSHP'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 CSHP staff and their providers the flexibility to target services to the needs of the customer.

Basic Career Services

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

1. Determinations of whether the individual is eligible to receive assistance from the WIOA adult, dislocated worker, or youth programs.
2. Outreach, intake (including identification through the CSHP 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.
3. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
4. Initial assessment of veterans to identify qualified employment barriers and provide referrals when necessary for intensive case management services.
5. 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.
6. Labor exchange services, including job search and placement assistance, and, when needed by an individual, career guidance.
7. Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA).
8. Provision of information on nontraditional employment (as defined in sec.3(37) of WIOA).

9. 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 the regional planning area.
10. Provision of workforce and labor market employment statistics information, such as 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.
11. Staff are stationed onsite at satellite partnership organizations to promote and assist with information regarding all workforce and one-stop services to specific populations.
12. Staff assist VR&E referred veterans by providing individualized labor market information.
13. Provision of performance and program cost information regarding eligible providers of training services by program and type of providers.
14. 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.
15. 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 TANF; assistance with federal bonding; and other supportive services and transportation provided through that program.
16. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
17. Provision of information and assistance regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim either online or via FloridaCommerce'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 available to the individual through CSHP 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:

1. 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, in-depth interviewing, and evaluation to identify employment barriers and appropriate employment goals.

2. 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).
3. Individual counseling and mentoring.
4. Career planning (e.g., case management).
5. 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.
6. Internships and work experiences that are linked to careers.
7. 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, training, or employment.
8. Financial literacy services.
9. English language acquisition and integrated education and training programs.

Customers considered for an ITA or other educational or training services must have the need for such services documented in the assessment process. Assessment updates are 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)(1)(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 layoffs.

Outreach and Marketing

CSHPs 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. CSHP's outreach goals include promoting three main campaigns throughout the year and developing objectives and strategies to complement the following goals:

1. Overall Branding Campaign Goal
 - a. Effectively market and brand services and programs to employers, job seekers and the overall community.
 - b. Utilize an integrated social media strategy to communicate with both employer and job seeker audiences.

- c. Expand the functionality of websites to offer more comprehensive information to employers and job seekers.
 - d. Work on promoting brands in local media including newspaper, radio television, and over the top (via streaming devices such as YouTube, social media, etc.).
 - e. Customer word of mouth or relaying their positive experience or services received through the one-stop system.
 - f. Work closely with programs to develop an overall Marketing Plan for WIOA.
 - i. Goal: Drive people to WIOA programs and see increase in WIOA workshops
 - ii. Plan to include marketing calendar
 - iii. Work on outreach efforts such as: email marketing, lead generation marketing, engaging outreach team, quarterly newsletter, and communication releases to reach internal and external audiences.
2. Program Support Campaign Goal
- a. Increase internal communication among staff members.
 - b. Marketing outreach is performed by programs in coordination with the marketing department for expertise in the following areas:
 - i. Overall Brand (Reviewing flyers with CSHP logos, signage, etc.)
 - ii. Digital Marketing/Outreach
 - iii. Social Media Marketing/Outreach
 - iv. Public Relations
 - v. Grant-Funded Campaigns Goal - Coordinate closely with programs awarded local, state and federal grants and develop appropriate marketing campaigns.

CSHP'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 through 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 and allows companies to achieve greater employee retention, maximize productivity and market competitiveness. Employees have an opportunity to acquire the knowledge and skills needed to obtain new skills or certifications to retain employment at the completion of the training. The IWT program can benefit profit, and certain non-profit or public sector businesses. The training strategy is designed to assist individuals in need of services to retain their self-sufficient employment or to gain the skills for advancement. Training may be provided for a single employee or a group of employees.

The OJT program is designed to provide employers with eligible and qualified job seekers. The employer is required to provide OJT services with a full-time salary or hourly occupation that is listed on the Regional Targeted Occupational List (RTOL). The company is required to retain the employee for a minimum of six months if the employee meets 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, hourly rate, or a specific reimbursement amount after the training period ends, which can be up to six months. The training duration is determined

through a skills-gap analysis and an evaluation of the candidate's current skills compared with the skills required for that position.

CSHP has identified the targeted regional industries below utilizing LMI and local business needs:

- Finance (52) / Professional Services/Information Technology (54)
- Life Sciences/Healthcare (62)
- Manufacturing (31-33) / Logistics (49)
- Trades (22-23) / Transportation (48)

The Business Services team identifies the skill needs of local employers. The utilization of strategically planned forums assists in identifying skill needs. CSHP has a designated team of well-trained professionals that addresses the needs of the entire region. The Business Services team works to provide the most comprehensive and highest quality of service delivery. The businesses in the region are divided into sectors, based on industry, which enable the Business Development Managers and Recruiters to become experts in specific industries.

The Veteran Services Unit, consisting of skilled and dedicated Local Veterans' Employment Representatives (LVERs), assists 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 qualifying employment barriers under FloridaCommerce directive and those veterans most in need of individualized career and training-related services will be referred to the CSHP Disabled Veterans' Outreach Program (DVOP) team. DVOP staff will attempt to establish initial appointments with Chapter 31 veterans that are referred by the Veteran Readiness & Employment Coordinator to one-stop centers for workforce services. Any veterans determined to not have a qualifying employment barrier are referred to and served through the CSHP Career Services team. The veteran affairs work-study program aids military veterans and eligible people seeking service at the one-stop center. DVOP staff will establish Memorandums of Understanding (MOUs) with various outpost and outreach locations where veterans who have qualifying employment barriers to employment and training will receive case management services onsite at various locations. CSHP emphasizes customer choice, so staff discuss 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 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.
3. Result in recommendations for further services and be the basis for the completion of the Career Plan.

One of CSHP's main strengths lies in its connections with local partners. These organizations, spearheaded by visionary leaders, recognize that adaptability is crucial in addressing the evolving training requirements of a dynamic economy. CSHP is dedicated to enhancing its ties with local educational institutions, economic development entities, and employers. Our focus is on delivering region-specific and industry-tailored sector strategies to cultivate a competent workforce that aligns with employers' demands and establishes clear career trajectories for individuals.

- b. Provide a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. 20 CFR 679.560(b)(21)*

CSHP's policies and procedures ensure that adequate protocols are in place to ensure that veterans and eligible spouses receive priority of service in accordance with 20 CFR Part 1010, Priority of Service for Covered Persons Final Rule. This includes identifying covered people at point of entry and through staff training, establishing eligibility, and applying priority of service depending on the eligibility requirements of the program.

Veterans and eligible spouses receive priority for all WIOA-funded job training programs. Individuals receiving public assistance, other low-income individuals, and individuals who are basic skills deficient are given priority for individualized career services and training services. CSHP provides effective career services, case management, and career planning to ensure individuals receive the support needed. Quality indicators and performance information on training providers are made available to help participants make informed decisions.

Basic career services provide significant resources to implement workforce education, training, and employment programs. CSHP ensures that customers receive comprehensive support, including job search assistance and training opportunities and monitors the performance of training vendors and OJT employers, establishing criteria and performance metrics to maintain their status. This ensures that the services provided are effective and meet the needs of the priority groups.

By implementing these strategies, CSHP ensures that priority populations receive the necessary support to enhance their job readiness and career pathways.

3. Training Services

Describe how training services outlined in WIOA section 134 are provided, including:

- a. A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs.*

The CSHP Board of Directors has implemented procedures to direct all DW and Adult WIOA ITA dollars to occupations within the targeted industry sectors. CSHP also monitors the performance of training vendors and OJT employers and has established initial threshold criteria and outcome performance metrics that must be met to remain a training provider and OJT employer. The ITA system is designed to ensure that the participants' needs are met through the issuance of training vouchers. This follows the priorities of the Board and 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 and training program from the Eligible Training Provider list that best meets their needs. The CSHP 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.

CSHP's team members utilize the following ITA guidelines when authorizing training services and vouchers or payments of training needs:

1. Customers must meet WIOA eligibility and suitability criteria.
2. Training customers may receive training assistance under ITA services for short-term training, defined as up to two years.
3. Training customers may receive training assistance under ITA services up to a lifetime cap of \$5,000.00 per individual (Hillsborough County residents) or \$10,000 per individual (Pinellas County residents).
 - A waiver may be obtained for Hillsborough residents if justification is documented and approved by CSHP's CEO or their designee. The waiver request must be written and approved prior to exceeding ITA guidelines.
4. WIOA does not pay for prerequisite and developmental classes (i.e., refresher courses or prep courses designed to prepare students for college-level courses).
5. 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; support service payments 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 is 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 high-skill or high-wage occupations. OST provided by CSHP is 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 CSHP 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 ETPL. 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. CSHP will continue to include Registered Apprenticeship programs on our ETPL list for the Adult and DW programs if they remain registered.

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 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 to allow the potential trainee to research each school before making a final decision. The decision to issue a training voucher to any ETPL approved training program at any 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 need 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 state's ETPL.
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 because 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. Apply for other financial assistance (i.e., Pell Grant) when available and appropriate.
10. Demonstrate, through a documented financial analysis, the ability to support themselves financially for the length of training.

All approved 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.

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

Training services will be provided pursuant to a contract for services, in lieu of an ITA, if services are OJT, PWE, provided by an employer, contract training, or customized training, or if CSHP determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment; or it is determined that it would be most appropriate to contract with an institution of higher education (WIOA sec. 3(28)) or other provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit customer choice.

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

The CSHP Board ensures adherence to the WIOA principles of consumer choice, supporting participants in need of training services to enhance job readiness or career pathways. Training services are provided through a list of approved providers, maximizing consumer choice.

1. Approved Training Provider List (ATPL) and RTOL:

- Posted on the CSHP website.
- Developed after extensive labor market research.
- Reviewed and approved annually by the CSHP Board of Directors.

- 2. Customer Guidance:**
 - Customers are encouraged to review the ATPL and RTOL before selecting a training program.
 - Additional labor market information is provided via EF.
- 3. Staff Role:**
 - CSHP staff ensure customers are aware of all available training services.
 - Staff provide performance outcome data but do not promote specific providers.
- 4. Tools for Participants:**
 - Labor market information (LMI).
 - Current ATPL.
 - Current Regional Demand Occupations List (RTOL).
- 5. Career Coaches:**
 - Review the ATPL with customers.
 - Discuss options, performance data, and entry-level wages.
 - Encourage customers to research training vendors independently.
- 6. Customer Choice:**
 - Even if a customer has pre-selected a training program, Career Coaches must still provide the full array of services.
 - Customers must understand that once a final selection is made, changes are not authorized unless there are extenuating circumstances.
- 7. ITAs and ETPs:**
 - Guidelines for (ITAs) are used to access approved training programs.
 - Only training programs on the CSHP's RTOL are funded.
- 8. Waiver Policy:**
 - If a training provider/program outside of the LWDB is selected, a waiver request must be submitted and approved.

d. How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

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.
4. Incorporate business and industry feedback in real time to complement traditional LMI.

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

- Use the statewide and regional Demand Occupations Lists published by FloridaCommerce, 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 FloridaCommerce Bureau of Workforce Statistics and Economic Research list, as needed, based on local demand.
- Consult with CSHP Board members to gauge their input on demand occupational areas and identify new and emerging occupations for inclusion.

CSHP 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 an ITA and work-based learning. CSHP may update their RTOL when occupations are deleted or added upon the demand of local employers.

On an annual basis, CSHP conducts a thorough analysis of the new LWDB 28 updated Regional Demand Occupations List for Hillsborough and Pinellas Counties against the prior version of the RTOL. New occupational areas that have been added and 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 FloridaCommerce has recommended for removal. Board members' recommendations along with employers and training providers are considered for expansion of the RTOL. In some cases, additional LMI information may be warranted.

Board staff proactively reach out to 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, board staff 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 Department of Education training codes; largest employers hiring; and whether the occupation is on EF's Targeted Florida Commerce 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.
- 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, board staff 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.

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

With particular focus on high-demand sectors, CSHP leverages work-based learning resources to address the skills needs of local employers and to close skill gaps of locally employed, under-employed, and unemployed customers. Strategies include providing access to PWE and OJT

resources, especially when they are leveraged to support in-demand career pathways, pre-apprenticeship, or apprenticeship programs.

Examples of successful programs include CSHP's partnership with Hillsborough County, through their funding of the Apprenticeship to Career Empowerment (ACE) program. The ACE Program serves employers and young adults with paid work experience and training opportunities in identified targeted industries, in which funding streams are braided with WIOA and other grants. In Pinellas County, partnerships with organizations such as Job Corps and People Empowering and Restoring Communities (PERC) within our work-based learning programs connect WBL opportunities to target populations such as at-risk youth or justice-involved individuals. Within these partnerships, existing employer relationships are shared between organizations which helps to improve outcomes for all.

In addition to work-based learning opportunities for adults and youth, CSHP offers incumbent worker training as a tool for employers to skill up their workforce, utilize as a strategy for layoff aversion, and reduce turnover, amongst other advantages. By allowing businesses to stay in control of the training for their staff, they can boost productivity, while helping their business expand and thrive.

Locally, new apprenticeship partnerships are being cultivated in high demand, non-traditional apprenticeship career fields such as IT and Healthcare, along with traditional industries. Examples include recent healthcare apprenticeships offered through Evara Health and BayCare, among others. Through these additional work-based learning avenues, we are developing ecosystems to provide solutions to fill and sustain the talent pipelines in these key sectors. Another exciting tool being used to increase awareness and enrollment into work-based learning is the Career Clarity Pod. By providing a daily Sector Strategy-staffed resource pod focusing specifically on career exploration and pathways in the region's in-demand industries, CSHP is exploring alternative approaches to learning. Featuring a Career Pathways portal and Virtual Reality workshop experience, employers and job seekers come together in a friendly space to discuss industry and employer needs, resulting in the creation of more work-based learning opportunities.

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

4. Youth Workforce Investment Activities

Provide a description and assessment of the type and availability of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

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

CSHP is looking at ways to continuously improve the design of its youth program and how to assist youth smoothly with the transition from secondary education to postsecondary education and/or the workforce. Career Coaches work closely with local youth organizations, alternative schools, technical colleges, and adult education agencies to help youth achieve their educational and employment goals. Examples of the successful implementation of the program elements are how the LWDB leverages support services and incentives to motivate youth and to resolve barriers to employment goals.

CSHP provides support with uniforms, tools, transportation and some ancillary needs to help youth participants overcome challenges while working toward their goals. Additionally, Academic Success Incentives and a variety of other incentives are offered to ensure that youth remain motivated.

Program elements are provided directly by the local board through a contracted provider or by community organizations as identified in the local Youth MOUs. CSHP is strategically positioned to provide each of the 14 youth program elements as demonstrated by the program's consistent performance and achievements. Program elements are selected and identified in collaboration with young adults, as appropriate and according to the Individualized Service Strategy (ISS).

CSHP, its contracted providers, and WIOA partners will implement activities to meet the 14 required program elements. One of the CSHP's strengths is the solid partnership efforts with Division of Vocational Rehabilitation and Job Corps; both serving as cornerstones to ensure that the CSHP can meet the needs of youth with disabilities and to ensure that a pathway is available to offer education concurrent with workforce preparation. CSHP also utilizes our Business Services Team to facilitate employer relationships that lead to Paid Work Experiences, OJT, Pre-apprenticeships and Apprenticeships to support youth with barriers. With the ability to serve in-school youth and out-of-school youth, CSHP took full advantage of this opportunity to increase services through the local school district and incorporated Career Pathways Workshops in partnership with Hillsborough County into the AVID program to provide Career Readiness and Labor Market Information.

CSHP obtained a new contracted youth provider to improve outcomes through Adult Mentoring; MovementBE is working with youth to develop social and emotional learning and to learn how to set and meet goals. This partnership ensures that youth have a consistent mentor and establishes the foundation for future partnerships to meet this ongoing need.

CSHP has also established partnerships with community organizations including Success for Kids and Families and National Alliance on Mental Illness (NAMI) Hillsborough to ensure youth have access to comprehensive guidance and counseling, including both mental and substance abuse

counseling. CSHP has adopted strategies to develop and retain a pipeline of talent including partnering with community-based organizations.

In partnership with the local school district, CSHP facilitates tutoring, study skills training, instruction, and dropout prevention and recovery services, Alternative secondary school services or high school dropout recovery and prevention services. CHSP is working on developing a youth eco-system that will continue to serve as the primary resource for youth in the bay area to find the resources needed to achieve their goals.

CSHP's Youth programs and Tampa Bay Hires have committed to providing intensive workforce preparation and have revitalized the emphasis on mentorship and personal and career development. CSHP has reinvented youth workshops to include virtual and in-person access.

CSHP has also worked to enhance youth's access to permanent employment through youth-specific recruiters that provide basic career services and placement assistance. As a result, youth have improved engagement through workshop participation and participation in short-term training opportunities and paid work experience.

CSHP has been successful with reframing the Penn Foster program to include a designated staff member for facilitation. This has fast-tracked the enrollment process and reduced the completion timeline of the services. CSHP has co-located with community partners to offer the service to youth who have significant barriers to employment and limited support.

This has resolved some transportation barriers and provided youth with access to technology to engage fully with the program. As a result, CSHP has marketed the program to young adults with developmental and learning disabilities and single parents to provide a pathway to alternative education that provides a self-paced, no cost, flexible approach to help them succeed.

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

CSHP's Youth Program is committed to serving all job seekers between the ages of 16 and 24 with access to innovative, on-demand workforce preparation. Job seekers are provided with access and support in completing both occupational and career assessments to identify attainable employment goals and provided with a basic curriculum of workforce preparation. Eligible youth, as defined by WIOA, will be assessed by professional staff members upon entering the program. Youth are required to complete a basic skills assessment to determine their academic level and must complete an occupational skills inventory assessment to identify a short-term career goal. The counselor will determine skill levels through discussions with the youth, review of past work history, and other 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 Tampa Bay Hires 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. Tampa Bay Hires supports these efforts through

significant academic programs, occupational skills training, and leadership development for youth ages 16-24. This is accomplished by re-engagement 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.

Tampa Bay Hires emphasizes work-based learning and other workforce services for employers. This program makes 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. Tampa Bay Hires focuses on out-of-school youth, which is the priority population of the WIOA program and emphasizes collaboration across youth-serving programs. This aspect provides an opportunity for the 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.

CSHP youth can participate in training and work experience in in-demand industries through programs such as CSHP's PWE program. These occupations within CSHP's targeted industries are high-growth local fields with strong career pathways and industry-recognized credentials. Tampa Bay Hires 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 unsubsidized employment. CSHP has strong linkages with Registered Apprenticeship and has been active in pre-apprenticeship activities as well. CSHP 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 can earn higher wages. CSHP staff work closely with employers and Registered Apprenticeship programs to strengthen local apprenticeship opportunities for at-risk young people to train in the construction trades, promote self-sufficiency for youth and connect employers to underserved populations.

CSHP's successful Tampa Bay Summer Hires 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 eight weeks of learning-rich, subsidized work experience, offering them an opportunity to obtain real-world work experience, 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.

Numerous organizations provide workforce activities throughout Pinellas County that focus on youth, including faith-based, community-based, education-based, and government-funded programs. Examples of Youth programs include Job Corps, Arc Tampa Bay, Disability

Achievement Center, and Lighthouse of Pinellas, among many others. The agencies previously mentioned actively recruit students with disabilities and have resources to provide supported employment and other accommodation as needed. CSHP has established a direct partnership with Job Corps for Work Based Learning opportunities across 11 trades, which are aligned to pre-apprenticeships for the youth Job Corps serves. Examples of these trades include Carpentry, Maintenance, CNA, and Pharmacy Technician. For direct Youth services in Pinellas, we have partnered with SailFuture Academy to be our provider of youth services encompassing the 14 program elements of the WIOA Youth Program.

The Job Corps Center

Job Corps is a nationwide program with a local presence in Pinellas County that offers a comprehensive array of career development services, including campus-based housing and a local commuter program, to at-risk young women and men, ages 16 to 24, to prepare them for successful careers. Job Corps takes a holistic career development approach which integrates teaching academic, vocational, and employability skills with social competency training via a combination of classroom, practical, and work-based learning experiences. The program prepares youth for stable, long-term, and high-paying jobs.

The Job Corps design includes the following features:

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

The Job Corps design is based on principles of quality services and individualized instruction to meet the needs of each student. Training approaches and methods of implementation vary to allow tailoring of service components and delivery methods, effectively use resources, and meet individual student and employer needs. The Pinellas County Job Corps Center is similar to a small college campus with the capacity to serve 300 students at any given time.

SailFuture Academy

SailFuture Academy is a Career Preparatory High School serving both in-school and out-of-school youth ages 15-19. The Academy partners strongly with foster care and the Department of Juvenile Justice (DJJ) to reach some of the most at-risk youths. They offer innovative programs empowering teens to transform their life outcomes. SailFuture is a high school designed to prepare students for the real world through practical experience in Business, Design Thinking, Career Exploration, and Maritime.

CSHP incorporates the 14 program elements of WIOA into the local youth program design through strategic relationships with community organizations that align with the spirit and intent of youth services. Elements are provided as follows.

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. CSHP has experienced great success with using online high school diploma programs in lieu of GED which has become much more difficult to attain. CSHP works closely with Adult Education partners to provide GED instructors and has labs set up in selected one-stop centers specifically for these activities. Tutoring and mentoring is provided through instructors, online vendors, volunteers, and interns.
- b. CSHP utilizes Hillsborough County Public Schools and Adult Education entities that offer tutoring, study skills and dropout prevention services. These services include wrap-around services to partnered programs with Hillsborough County Government.
- c. The LWDB is collocated with Chamberlain Adult High School to be able to provide GED training and basic skill remediation for adult learners.

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

- a. CTSB addresses these issues to some extent; however, these activities are under the purview of the Adult Education programs administered by the local school districts. CSHP 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 CSHP staff outreach to Adult Education and GED classes throughout the region and providing one-stop services such as employability skills training and job search or placement activities at various Adult Education locations.
- b. The LWDB currently utilizes Penn Foster to provide Alternative Secondary School Services and credit recovery.

3. Paid or unpaid work experience 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. Work experience sites may be in the private, for-profit sector; the non-profit sector; or the public sector. Work experience is 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 help youth acquire the personal attributes, knowledge, and skills needed to obtain and retain a job and advance in employment. Work experience 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. The LWDB youth program staff facilitate Paid Work Experience in collaboration with the Business Services Team. The youth program staff coordinates both the academic and occupational components. Business Services staff members engage employers in the targeted sectors to provide diverse training opportunities to youth program participants.
 - c. CSHP youth employment programs, such as Tampa Bay Summer Hires, 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 staff and employer partners.
 - d. Pre-apprenticeship programs.
 - i. CSHP explores pre-apprenticeship opportunities through our provider RFP process and through the Apprenticeship-to-Career Empowerment (ACE) program.
 - e. Internships and job shadowing
 - i. CSHP has developed and maintained ongoing activities related to internship programs.
 - f. OJT opportunities
 - i. Many youth adults lack experience and OJT/PWE is an effective 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 costs of a new employee. CSHP has also developed an earn-while-you-learn model through the ACE program that offers a multi-disciplinary approach to employment in partnership with Hillsborough County.
- 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 targeted occupation list meets this requirement. Youth who are enrolled in the WIOA Youth program will have access to post-secondary training that will lead to industry-recognized credentials.
 - b. Occupational Skills Training is provided by the LWDB for youth who are eligible and meet the good-fit requirements for training.
 - c. CSHP has selected industry sectors to focus training and employment activities, and the local targeted occupations list is reflective of this decision. Youth enrolled in CSHP programs will have access to post-secondary training that leads to industry recognized credentials. CSHP has over 30 public and private schools approved locally to provide training. To create clearer pathways to employment after training; CSHP is creating relationships with training providers and employers

that provide subsidized employment opportunities to give job seekers the necessary technical skill to secure permanent employment at a self-sufficient wage. An example of this collaborative partnership model is the ACE program.

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

- a. CSHP has established programs in selected one-stop centers that concurrently offer education, technical training, and/or OJT/PWE, and 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.
- b. In coordination with the occupational needs of local businesses, CSHP internally evaluates new training opportunities and partners with training providers to design additional programs that result in employment in targeted occupations.
- c. LWDB offers this through referrals to the ACE Pre-Apprenticeship Grant program and through referrals to the partner organization administering YouthBuild. The YouthBuild programs support provides both basic skills education and workforce education.

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 the Tampa Bay Summer Hires (TBSH) program offer youth exposure to a variety of leadership development opportunities. CSHP also utilizes EF's Career Match and Job Market Explorer, virtual tools for career preparation and market analysis, in addition to referrals to community and faith-based organizations. Through partnerships with Junior Achievement of Tampa Bay and the local Job Corp centers, we can enhance existing programs through programs already in use. CSHP has also incorporated youth mix & meetups to assist youth in developing professional networking skills.
- b. LWDB facilitates this through partnerships with the Corporation to Develop Communities of Tampa, Inc. (CDC of Tampa) and the Youth Action Board of the Tampa Hillsborough Homeless Initiative. The Youth Action Board is comprised of homeless and formerly homeless youth between the ages of 16 and 24. They work to identify the needs of unaccompanied youth populations and to direct them to resources in the community. The Youth Action Board provides leadership and leadership training opportunities and promotes community and civic engagement as well as coordinates volunteer opportunities like the Youth Homeless Point-in-Time (PIT) count. The LWDB has youth participating on the board and committee. Also, the Tampa Bay Hires program facilitates a Leadership program through the CDC of Tampa for youth 16-24 which educates youth on the principles of leadership, entrepreneurship, and civic engagement.
- c. Through partnerships with Junior Achievement of Tampa Bay and the local Job Corp centers, the LWDB enhances existing programs through well-established programs, already in use.

7. Supportive services.

- a. CSHP facilitates and issues support services in accordance with our local policies and procedures. The LWDB aids with transportation, needs-related payments, uniforms for employment and training, testing and license certification costs, and referrals to community-based programs and federal public assistance programs. Strong partnerships have been developed with homeless shelters, community, and faith-based organizations to provide assistance. Partners include but are not limited to Goodwill Industries-Suncoast, Dress for Success of Tampa Bay, early learning coalitions, and transit authorities.

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.

- a. PWE and TBSH offer youth exposure to adult mentoring through employer host worksite supervisors. Mentoring is also provided by the youth's WIOA Youth Career Coach during program participation and post-program services. MovementBE provides mentorship and guidance to youth through social emotional learning programs, goal setting and storytelling. Youth are also meeting in a small group setting weekly to provide peer to peer mentorship to youth in the community.
- b. Mentors are recruited through our Tampa Bay Summer Hires Paid Work Experience and Leadership program.
- c. CSHP is also exploring online programs and partners 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 provides this service through case management services after program participants exit date. Follow up services are provided for not less than 12 months and include financial literacy, post-secondary education preparation, supportive services on a case-by-case basis, career exploration and referrals to counseling services.
- b. CSHP policies and procedures require post-exit follow-up services at least once per quarter and more frequently if determined necessary. This function is currently housed by our program specialist and supported by the career coaches. The career coach assigned to the individual when enrolled maintains responsibility for seeing youth through until follow up is completed.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

- a. Case management staff members are responsible for comprehensive career services counseling and identifying the need for additional types of counseling. Individuals in need of counseling for other barriers such as alcohol and drug abuse are referred to partner agencies who have more expertise in assisting to remove the specific barrier.
- b. LWDB provides this service via community-based referral and coordinated service delivery through partner agencies including Ybor Youth Clinic, Healthy Minds, and the Crisis Center of Tampa Bay, Operation PAR, and Personal Enrichment and Through Mental Health Services (PEMHS).

11. Financial literacy education.

- a. CSHP partners with numerous financial institutions, Junior Achievement of Tampa Bay, Regions Bank, Fifth Third Bank Florida, SunCoast Credit Union, BankOn through the United Way 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 partner agencies who are experts at working with individuals with their financial literacy needs. On a monthly basis, CSHP also provides youth-specific financial literacy workshops 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, CSHP 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. TBH has also incorporated the FDIC-Money Smart certification as well as several youth-specific workshops including Paychecks & Benefits, Overview and First-Time Home Buyer.
- b. The LWDB provides monthly financial literacy employability skills training workshops that assist young people with developing budgets, opening checking, savings investment accounts, and an introduction to credit reporting and personal finance tools.

12. Entrepreneurial skills training.

- a. LWDB provides this service by referral to partner organizations including the Hillsborough County Entrepreneurial Collaborative Center, Junior Achievement of Tampa Bay, and Chambers of Commerce. LWDB staff provide resources to assist youth with learning the fundamentals of entrepreneurship through Employability Skills Training Workshops.
- b. LWDB also supports this element through a partner program with the Corporation to Develop Communities of Tampa, Inc. LWDB contracts with this community organization to operate Young Leaders of Tampa Bay, a six-week leadership and entrepreneur program provided to youth customers.
- c. CSHP partners 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, University of Tampa (UT) Entrepreneurship Center, and University of South Florida (USF) Entrepreneurship Training Program offer programs for referrals. CSHP Tampa Bay Hires has incorporated resources to assist young adults including a Crash Course in Entrepreneurship and Linked-Up on LinkedIn to provide youth with exposure to business models as well as professional etiquette on social platforms.

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 provides this service through career services and by LWDB staff who assist youth jobseekers with navigating tools to gather labor market information, resume preparation, interviewing skills, career planning, and follow-up services. The Tampa center also provides a focused area in the resource room for customers to learn about specific career path options through the designated Career Clarity Pod. The Career Clarity Pod allows individuals to explore different careers, identify a career path, connect them to training, and network with employers.
- b. CSHP career counselors have numerous tools to use including RTOLs, the DOL website, State of Florida, EF, access to 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. LWDB provides this service directly by assisting youth with completing their financial aid applications, assisting with the admissions process for post-secondary education programs, providing resources to prepare for the SAT/ACT and helping the youth explore post-secondary, technical and apprenticeship training programs.
- b. All activities discussed in the program design and throughout the 14 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 of Tampa Bay, 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.
- c. *Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in Administrative Policy 095 – WIOA Youth Program Eligibility.*

WIOA requirements do not dictate the use of specific assessment tools. CSHP has selected the Wonderlic Basic Skills Test or the Test of Adult Basic Education (TABE) to meet the assessment requirement during eligibility. CSHP 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.

- d. *Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).*

CSHP defines 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 as a youth who has attained reading or math skills at or below an 8th grade level or is defined as a youth who has limited ability in speaking, reading, writing, or understanding of the English language that creates a barrier to finding employment. CSHP identifies whether a youth is unable to demonstrate these skills sufficiently through informal social assessments and objective assessments that evaluate the individual's employment history, education, lifestyle, living arrangements and math and literacy skills prior to enrollment.

Youth with language barriers and disabilities are provided reasonable accommodations during assessments. Youth identified as a good fit for program services are referred to LWDB staff for additional screening, documentation of eligibility and to develop an ongoing service strategy based on the youth's short-term and long-term goals. Youth unable to be served with LWDB resources are referred to partner agencies through the UNITE US platform or through the Crosswalk Referral System for more support to address barriers and then reengaged by the CSHP youth staff to develop an ongoing service strategy to find appropriate training and employment opportunities.

CSHP 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 low-income youth can be determined eligible if they lack the English language skills necessary to function on the job or in society. Reasonable accommodation will be provided to ensure youth with disabilities and youth with language barriers 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 incumbent upon the career coach to assess the youth and develop the appropriate strategy to best serve the individual in collaboration with resources from partner agencies. This may not include enrollment into the LWDB youth program if it's not in the individual's best interest.

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

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

Secondary School

- Two 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 two 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, lacks 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 than one-third 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
- Resides in a non-traditional household setting (i.e., single parent, lives with unofficial guardian, latchkey, grandparents, domestic partners, etc.).
- Lives with only one or neither of his/her natural parents.
- Lives in public housing.
- Lives in a federally designated high poverty area.

Substance / Mental Health

- Evidence of alcohol or substance abuse
- Victim of Domestic Violence

5. **Self-Sufficiency Definition**

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

- Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and*
- Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).*
- If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of "self-sufficiency" used for those programs as well. NOTE: If the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area's self-sufficiency standard.*

For Unemployed and Employed Adults:

After reviewing economic indicators within Hillsborough and Pinellas counties and seeking to assist both poverty and economically challenged individuals and families that cannot meet basic expenses, CSHP defines the self-sufficiency standard locally as 250% of the Lower Living

Standard Income Level (LLSIL) for unemployed and employed adults. Establishing a 250% LLSIL definition supports the ability to serve locally a wider population to attain self-sufficiency in their search for a career pathway leading to self-sufficiency.

Economic indicators within Hillsborough and Pinellas counties support the CSHP determination of self-sufficiency. United Way in a 2024 ALICE report states that 47% of Pinellas households and 44% of Hillsborough households are at or below the ALICE income threshold. ALICE is defined as **A**sset **L**imited, **I**ncome **C**onstrained, **E**mloyed, and is a term used to describe households that earn more than the poverty level, but less than the basic cost of living in the county. Rising housing challenges directly impact locally self-sufficiency levels. DATA USA reports one-third of the population in Hillsborough and 30% in Pinellas as housing burdened where 30% of their household income goes towards housing. Poverty levels are above the national average of 11.5% when looking at the combined populations with 13.7% of Hillsborough and 11.5% of Pinellas resident below the poverty standard. Within Hillsborough and Pinellas counties, DATA USA reports a 2024 median income in Hillsborough of \$70,612 and in Pinellas of \$66,406 versus the national 2024 median income of \$77,046.

To demonstrate through a couple of examples the various income standards for a family of 1 and a family of 4, a family of one income standards are 1) 2024 Poverty \$15,060, 2) 2024 ALICE \$35,688 Hillsborough County and \$35,856 Pinellas County, and 2024 250% LLSIL \$37,650 and a family of 4 are 1) 2024 Poverty \$32,867, 2) 2024 ALICE \$78,792 Hillsborough and \$82,140 Pinellas, and 3) 2024 250% LLSIL \$82,167. Note: ALICE income is based upon the Household Survival Budgets per household size from 2022 as noted in the United Way 2024 ALICE report.

For Dislocated Workers:

Self-sufficiency for dislocated workers is defined as having a job with a replacement wage that is at least 80% of the dislocated worker's pre-layoff wage. This dislocated worker definition of self-sufficiency does not apply when serving an individual who will lose their job without training as training is integral to job retention. Additionally, there is no income threshold or limit that the laid-off individual or their family must meet to receive services as a dislocated worker. Dislocated workers who have become re-employed in a maintenance or stop-gap job defined as a job at a lower rate of pay than the job of dislocation or if they are working substantially under the skill level of their previous occupation of layoff may receive training if training is determined necessary to obtain or retain employment that leads to economic self-sufficiency.

6. **Supportive Services and Needs-Related Payments**

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

Based on individual assessment and availability of funds, supportive services may be provided to eligible program participants to enable an individual to participate in workforce-funded programs and activities and to secure and retain employment. WIOA funds may be used only when other partner agencies' resources are not available.

Supportive services and referrals are provided based on need as determined by staff working with the participant and may include but are not limited to:

- Linkages to community services.
- Assistance with transportation.
- Assistance with childcare and dependent care.
- Assistance with housing.
- Needs-related payments.
- Assistance with educational testing.
- Reasonable accommodation for individuals with disabilities.
- Legal aid services.
- Referrals to medical services.
- Assistance with interview clothing, uniforms or other work attire and work-related tools, including such items as eyeglasses and protective eye gear.
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes.
- Payments and fees for employment and training-related applications, tests, and certifications.

CSHP program staff must ensure that the participant is in need and eligible for all requested supportive services and that the supportive service is necessary for ongoing participation in the program.

Requirements for WIOA Adults and Dislocated Workers: Supportive services for Adults and Dislocated Workers can only be provided when necessary to enable individuals to participate in career services or training services. Follow-up services, though types of career services, are not qualifying services for the purpose of receiving supportive services. Adults and Dislocated Workers who are only receiving follow-up services cannot receive supportive services.

Requirements for WIOA Youth: Supportive services for youth must be offered as one of the required program elements for youth participants. Unlike Adults and Dislocated Workers, Youth are eligible to receive supportive services when participating in follow-up services.

Requirements for TANF/WTP Participants: FloridaCommerce and the Florida Department of Health and Human Services provide guidance in policy and the TANF State Plan and TANF Work Verification approving provision of support services assistance. WTP support services are designed to meet definition of need, employment, and participation-related barriers by provision

of supported services and other assistance such as childcare and transportation, transitional services, job retention, job advancement, and other employment-related services delineated in the CSHP Supportive Services Procedure.

Notice of Availability: Staff must ensure participants are provided with accurate information about the availability of supportive services in the local area, as well as referral to services available from partners or other sources.

Services may include, but are not limited to, financial assistance with or referral in accordance with the current Supportive Services Procedure.

Limits to the Amount or Duration of Supportive Services: Supportive services have a maximum of \$700 per Program Year, per participant for Hillsborough residents, which is inclusive of all supportive service types. The Chief Executive Officer may waive the \$700 cap, up to a maximum of \$1,500, if circumstances warrant. If an excess of \$1,500 is needed, request must be approved by CSHP Board Chair's Authorization to increase the limit above established cap of \$700 per participant. Supportive services are based on funding availability each Program Year (July 1 – June 30) and career seekers are not automatically entitled to these funds. It is the responsibility of staff to ensure that the career seeker understands the supportive services policy and that a tracking mechanism is in place that ensures the cap is not exceeded.

CSHP and/or the Service Provider will establish internal controls that result in equitable treatment of participants, documentation requirements and assurance of coordination with other community resources. As part of the determination of need, documentation must be included in the case file showing the participant's denial of assistance from other community resources to ensure coordination.

WIOA Allowable Supportive Services/Caps

Supportive Service	Max Cap	Description	Required Documentation in Employ Florida File
Transportation: Training Activities	\$50 or \$100 per month	Transportation supportive services can be issued to customers who are active in pre-vocational, GED programs, Paid Work Experience, and Occupational Skills Training programs throughout their duration.	<ul style="list-style-type: none"> • Travel Log with calculation mileage and trips, and • Statement of Need & Eligibility Form, and • Financial Analysis, and • Mileage Calculation or bus pass cost printout • Verification that participant is active in training and having to travel supported through a credential, transcript, progress report, school letter/printout, school timesheet, etc.
Transportation: Job Search	\$50 or \$100 per month	Upon training programs' completion, job search assistance with transportation will be limited to a maximum of two (2) months.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Travel Log with calculation mileage and trips, and • Work search record

			documenting 10 job searches within the past month.
General Interview Clothing (Hillsborough Residents only)	Up to \$150 - One time only	Issued to customers who have a scheduled / documented job interview.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Printout from the Vendor – indicating cost and quantity of items needed. • Documentation of Interview, which could include the following: statement from job seeker w/ confirmation of interview documentation, such as: an email from employer, a business card with CC phone validation from the employer. For job fair events, a flyer of the event may also be utilized.
Uniform: Occupational Skills Training/ Prevocational, On the Job Training or Employment	Up to \$150 per PY for Hillsborough Residents & As required, in writing for curriculum and included in ITA or up to \$200 as needed for OJT, apprenticeship, etc. for Pinellas Residents.	Uniforms or clothing required for participation in training.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment, and • Documentation from school letter or email verifying required uniforms. • Letter or email from employer verify required uniforms. • Invoice from vendor with a breakdown of the indicating the cost and quantity of items needed.
Tools (Work-related): Registered Apprenticeships	Up to \$700 for Hillsborough Residents & As required, in writing for curriculum and included in ITA or up to \$500 as needed for OJT, apprenticeship, etc. for Pinellas Residents.	Covers the basic initial set of tools that are required for all participants in apprenticeship and for those that have secured employment	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Printout from Vendor identifying cost and quantity of tools needed. • Letter or email from apprenticeship or employer verifying need. Requires a cost breakdown for each tool. <p>Note: Apprenticeship can be served as an ITA-related service as opposed to a supportive service.</p>
Tools (Work-related): Occupational Skills	Up to \$300 per PY - for Hillsborough	Covers the basic initial set of tools that are required for all participants in OST	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and

Training, On the Job Training, or Employment	Residents & As required, in writing for curriculum and included in ITA or up to \$500 as needed for OJT, apprenticeship, etc. for Pinellas Residents.	and what is required by the employer for those that have secured employment. NOTE: Use caution as a comprehensive list of tools is provided, services are limited to an initial basic set of tools.	<ul style="list-style-type: none"> • Printout from Vendor identifying cost and quantity of tools needed. • Letter from employer verifying required tool list and a cost breakdown of each tool. • Letter from school verifying required tool list and a cost breakdown of each tool.
Licensure and Certification Exam	Up to \$700 - One time only for Hillsborough Residents. Included in ITA for Pinellas residents	Issued to customers who need assistance in covering licensure costs for TOL based training programs.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Documentation from Licensure provider with the cost and type of licensure.

WTP Allowable Supportive Services/Caps

Supportive Service	Max Cap	Description	Required Documentation in Employ Florida File
Background Checks	\$75 per month	Issued to mandatory customers only who are participating in CSWE (Community Service Work Experience) or who secure employment and may need a special background check prior to placement or for pre-employment background checks.	<ul style="list-style-type: none"> • Statement of Need and Eligibility Form, and • Financial Analysis, and • Printout from vendor outlining cost.
Transportation: Public Transportation	Monthly Bus Pass – 14-day or 7-day	Issued to mandatory customers only who are participating in CSWE (Community Service Work Experience), Work Experience, Supervised Job Search, and Vocational Education.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Printout from vendor outlining cost.
Transportation: Personal Vehicle	Up to \$100 per month	Issued to mandatory customers who are compliant with work activity requirements or needed to assist with compliance.	<ul style="list-style-type: none"> • Travel Log with calculation mileage and trips, and • Statement of Need and Eligibility Form, and • Financial Analysis, and • Mileage Calculation • Timesheets from Activity
Transportation: Employment Start	Up to \$50 – One time only	Issued to mandatory customers only who secure employment and need	<ul style="list-style-type: none"> • Travel Log with calculation mileage and trips. • Statement of Need and

		transportation assistance for their first two weeks on the job until they receive their first paycheck. Transitional and during their first 90 days without cash assistance and remain employed.	<p>Eligibility Form, and</p> <ul style="list-style-type: none"> • Financial Analysis, and • Paystubs for transitional employment • Transitional eligibility form
Occupational or CDL Licensure	Up to \$700 – One time only	Issued to customers who need assistance in covering licensure costs for TOL based training programs.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Documentation from vendor outlining cost
General Interview Clothing	Up to \$150 – One time only	Issued to mandatory customers who have a scheduled / documented job interview.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Documentation from vendor with cost and quantity needed. • Documentation of Interview, which could include the following: statement from job seeker w/ confirmation of interview documentation, such as: an email from employer, a business card with CC phone validation from the employer. For job fair events a flyer of the event may also be utilized.
Uniforms (Work-related): Occupational Skills Training/ Prevocational	Up to \$150 per PY	Uniforms or clothing required for participation in training.	<ul style="list-style-type: none"> • Statement of Need & Eligibility Form, and • Financial Analysis, and • Documentation from vendor with cost and quantity needed. • Letter or email from school verifying required uniforms and a cost breakdown for the uniforms.
Uniforms (Work-related): Employment	Up to \$150 per PY	Uniforms or clothing required for employment.	<ul style="list-style-type: none"> • Statement of Need and Eligibility Form, and • Financial Analysis, and • Printout from Vendor to identify cost and quantity of items needed. • Letter or email from employer verifying required uniforms and a cost breakdown for the uniforms.
Tools (Work-related): Occupational Skills Training	Up to \$300 per PY	Covers the basic initial set of tools that are required for all participants in OST and what is required by the employer for those that	<ul style="list-style-type: none"> • Statement of Need and Eligibility Form, and • Financial Analysis, and • Printout from Vendor to

		have secured employment. Often a comprehensive list of tools is provided, our programmatic funding is limited to assist with initial basic set of tools.	<ul style="list-style-type: none"> identify cost and quantity of items needed. Letter or email from school verifying required tool list and a cost breakdown of each tool.
Tools (Work-related): Occupational Skills Training/Employment	Up to \$300 per PY	Covers the basic initial set of tools that are required by the employer for those that have secured employment.	<ul style="list-style-type: none"> Statement of Need & Eligibility Form, and Financial Analysis, and Printout from Vendor to identify cost and quantity of items needed. Letter or email from employer verifying required tool list. Additionally, a cost breakdown is required for each tool.

7. Individuals with Disabilities

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

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

CSHP 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 workers with disabilities 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 returning 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 center.
- Access the physical and programmatic accessibility of all centers and training vendors' facilities.
- Work with the core program partner, Vocational Rehabilitation, to provide individuals 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 the local centers to connect them to existing successful career pathways programs.
- Provide diversified job-driven training opportunities for individuals with disabilities and other protected groups, including work-based training approaches such as OJT, summer Science Technology Engineering and Mathematics (STEM) programs, Registered Apprenticeships, internships, and 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.

8. *Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs:*

Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(c) and 20 CFR 679.560(b)(3)(iv)).

Some of the strategies and services used in Hillsborough and Pinellas Counties to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program begin upon entry of the physical center or via the call center. As individuals are identified as Reemployment Assistance (RA) applicants/claimants through initial triage, the internal series of resource room pods, or computer stations, begin with the Welcome Center station. Individuals receive assistance with work registration, PIRL completion assistance, and are provided an overview/orientation of all services in the one-stop center. Via the resource room pods, RA claimants are assisted in either a first-time or continuing RA pod with one-on-one support. Assistance with ID.me as well as access to designated tablets, which are available to assist with the identity verification process. Center staff are trained and available to assist customers onsite and virtually with PIN resets, decreasing the frequency of contact to the RA assistance center for those types of requests. Customers are provided with information on workshop schedules, job fairs and other programs and services offered in the center and are encouraged to attend

workshops and services available virtually and in-person. Customers are notified of local hiring events and services via periodic follow-up services. CSHP also offers RESEA services to identified claimants, in which targeted career planning and goal setting services are conducted to facilitate a rapid return to work.

The region proactively promotes outplacement services to employers through advertising and networking. If employers need 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 Rapid Response Team provides onsite and offsite coordination of services for employers and/or workers affected by temporary or permanent layoffs. Recruitment teams will immediately contact other employers to assess their hiring needs and supply resumes of impacted workers. If the dislocation is because of outsourcing, the local Rapid Response Coordinator will attempt to educate the business' senior management on the positive factors for filing a petition for TAA with the USDOL, when the TAA program is authorized.

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 need additional skills, the opportunity to gain those skills, and to be connected to employers participating in these programs. Job seekers will obtain the skills necessary to be successful in today's job market.

To assist an impacted worker's access to skills training or upgrade their current skills, CSHP assists both employers and employees with education of available services and basic career services when a plant closure or a mass or substantial layoff cannot be avoided. A mass or substantial layoff is defined as a layoff during a 30-day period of at least 50 employees.

Employers are also informed about the Professional Networking Group for those unemployed individuals with a minimum of a bachelor's degree or five or more years of upper-level management experience. The goal is to make these programs a primary hiring source for companies seeking highly skilled talent.

9. *Highest Quality of Services to Veterans and Covered Persons:*

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

Veterans Priority of Service: The Jobs for Veterans Act (JVA), PL 107-288, signed into law on November 7, 2002, requires that there be priority of service for veterans and eligible spouses in any workforce preparation, development, or delivery program or service directly funded in whole or in part, by the USDOL (38 U.S.C. 4215). The Priority of Service regulations, 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 CSHP 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 EF. The CSHP

Electronic Data Management System (EDMS) collects basic demographic information, including veteran's status on all candidates visiting our CSHP offices.

CSHP staff has been trained to inform all veterans or eligible spouses at the time of their arrival at any of the CSHP one-stop centers that they are eligible for Priority of Service. CSHP staff advise 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. Additionally, at the Tampa offices to make these individuals easily identifiable in our facilities, veterans are asked to voluntarily wear a sticker that reads "CareerSource Hillsborough Pinellas – Welcome Veterans" in a red, white, and blue American flag motif. There are areas of the Resource Rooms at the Tampa and Pinellas locations designated for veterans and identified with signage or miniature American and service flags.

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 CSHP 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.

CSHP'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 Florida's TANF block grant and the SNAP Employment and Training program, which is funded through U.S. Department of Agriculture grants. Participants in these programs are mandated participants and have no priority of service, all participants must be served within set timeframes.

10. Entities Carrying Out Core Programs and Combined State Plan Partner Programs:

Describe how the LWDB works with entities carrying out core and combined state plan partner programs to:

- a. *Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; (20 CFR 679.560(b)(2)(i))*

One of the ways that access is expanded to individuals with barriers to employment is through our designation as an employment network with the Social Security Administration. Through this designation, eligible individuals can assign their Ticket to Work to CSHP for assistance in gaining

and maintaining employment. CSHP employs two dedicated Disability Program Navigators to continue service expansion to disabled individuals and provide support and training to the one-stop Center customers and staff. The Disability Program Navigator also engages in outreach with local disability partners and organizations to expand the awareness of CSHP as an employment network and encourage service provision amongst the disabled community. The Disability Program Navigator also coordinates with various CSHP departments - to extend their reach to additional schools, and employer and community partners. Another access expansion area to those with barriers to employment focuses on re-entry.

b. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; (20 CFR 679.560(b)(2)(ii) and

To facilitate the development of career pathways and co-enrollment in core programs, CSHP has created a new Career Clarity Pod, available in the Tampa center. By providing a daily Sector Strategy-staffed resource pod focusing specifically on career exploration and career pathways in the area's in-demand industries, CSHP is exploring alternative approaches to training, leading to co-enrollment in local training programs.

Complete with a Career Pathways portal and Virtual Reality modules, job seekers come together in a friendly space to explore industry and employer needs, resulting in the visualization of pathways their career could follow and obtaining exposure to multiple training options associated with specific industries and careers.

The Career Pathways Portal is a user-friendly tool to explore career options and pathways for high demand sectors in Hillsborough County. The portal will allow users to quickly navigate top career sectors and tracks to view information and videos about specific occupations. Information provided includes entry-level to expert-level salaries, local job demand, diversity make-up, top posting industries and companies in Hillsborough County, job duties, required skills, and more. Selecting an occupation of interest displays a list of approved training programs for the relevant career track, including local earn and learn programs. Users can even generate a Career Advancement Plan that lists their career and training selections of interest with contact information for follow-up. This tool will improve access to activities leading to a recognized postsecondary credential by creating and strengthening linkages with career and technical education for employment and adult education as well as local K-12 education partners for future talent pipeline development.

c. Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii), to include credentials contained on Florida's Master Credentials List.

Improved access to activities leading to a recognized post-secondary credential is also a by-product of the Career Pathways portal. Board staff are meeting with the Hillsborough County School Board members and leadership to identify services to help connect more students to career development opportunities. Access to activities leading to postsecondary credentials, including portable and stackable, industry-recognized credentials and certificates, will improve through universal access and a "no wrong door" philosophy deployed throughout the local one-

stop delivery system. Universal access to in-demand programs will anchor participant exposure to skill sets, industry-recognized certificates, and various licenses for occupations across key industry sectors. Access to activities leading to postsecondary credentials will improve through increased short-term and stackable customer choices on the ETPL. The Eligible Training Provider List includes portable and stackable credentials leading to employment and/or further education. Registered Apprenticeships are automatically eligible training providers and offer a direct path to self-sufficient, sustainable employment. The Florida Master Credential List is also an essential tool to utilize in identifying stackable credentials or credentials that should be offered as part of sequencing. The ETPL is posted, and the data provided with the intention to increase customer choice, allowing participants to make an informed decision regarding training activities.

One of the goals of CSHP 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. Through partnerships with area training providers, career pathways are created, resulting in more recognized postsecondary credentials. CSHP has a long history of working with partners who provide services to individuals with barriers to employment. Many of the partners serve on committees and workgroups that develop, plan and deliver programs and events designed for the people they serve. Local partners also attend quarterly partner meetings to facilitate referrals to services and ensure our partners are trained and understand the services and programs that are available at the one-stop centers and in the community. Dress for Success Tampa Bay, University Area Community Development Corporation (UACDC), Vocational Rehabilitation, Florida Division of Blind Services, Tampa Housing Authority, Job Corps, Pinellas Opportunity Council, and PERC are all examples of local partners who provide core programming and participate in the quarterly partner meetings.

11. Employer Engagement:

Describe strategies and services used in the local area to:

- a. Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; (20 CFR 679.560(b)(3(i)) and*

The region has a designated team of well-trained business services staff that connect with employers within the region. The region is divided into designated teams based on sectors or zip codes 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 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 CSHP staff are discussed to best meet each employer's staffing needs. All visits are followed by return visits, phone calls or emails. CSHP

hosts and facilitates job fairs and in-house recruitments for employers to engage talent, and further a relationship with CSHP business and career services staff. In addition, Business Services staff may also attend various community-based events to further expand outreach efforts.

CSHP has been selected as one of the communities across the nation to launch the Good Jobs initiative. The aim of this program is to assist local businesses in creating and identifying high-quality jobs that attract and retain top talent. CSHP offers an online comprehensive toolkit that equips employers with information and resources necessary to produce high-quality jobs to stay competitive in the local job market.

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.

CSHP is a member of multiple Chambers of Commerce and industry associations across the Region which aids in connecting with local businesses of all types and sizes. CSHP is often provided with the opportunity to present to these groups and provide info/insight on available programs, services, and trends related to workforce and economic development.

CSHP also holds business and education summits to connect with employers and education providers and gain insights on local in-demand occupations and the future of work. These summits facilitate the engagement of employers from entrepreneurs and small businesses to large corporations. These events have previously brought together more than 300 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.

Additional resources to enhance employer engagement include:

- [Alliance for Workforce Innovation \(AWI\)](#) – A consortium of employers, training providers, community nonprofits and others who research, share and work together to implement proven best practices in workforce innovation. The AWI website contains a Best Practices Library of case studies describing successful implementations of workforce programs, from the employer’s perspective. The case studies will serve as the subject matter for Best Practice Forums designed to convene members of the Alliance and others interested in learning about and replicating successful implementations of workforce innovation.
- **Return on Investment Calculator for Workforce Programs** – An online tool that calculates key workforce metrics such as Cost per Hire, Cost of Vacancy, Cost of Turnover, and New Hire Cost-Output Ratio. These calculations guide and inform business decisions on investing in workforce development programs.

b. Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3)(ii))

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

- Easy and convenient job postings.
- Candidate screening and sourcing services, such as access to a database of thousands of professionals, pre-screening candidates for available positions, assessments and testing, internship and candidate matching, and on-site interviews.
- Employer resources, such as business seminars, networking events, LMI, business and economic demographics reports, and featured employer partnerships.
- Employee training grants, such as IWT, OJT and PWE grants.
- Grants for new and expanding businesses.
- Recruiting services, such as local and national recruiting, specialized recruitment events, in-house recruitment and scheduled job fairs, professional outsourcing services, and career fairs.

Moving forward, CSHP's newly formed Workforce Solutions Committee will align and develop new goals as part of the established local goals to support a workforce development system that meets the needs of businesses in the local area.

Electronic surveys are sent to businesses to determine:

- The forecast for hiring talent
- The educational or training requirements of the positions
- Essential skills job seekers should possess
- A breakdown of entry-level versus experienced positions
- To facilitate the needs analysis for the businesses CSHP provides: Labor market wage information for the positions in their industries
- A breakdown of talent available in the area, entry-level and experienced
- A comparative analysis of other companies in their industry
- The number of skilled and unskilled workers available in the area
- Information on how CSHP programs can assist with developing their workforce

- c. *Utilize community-based information related to educational programs and industry needs contained in the quarterly reports submitted to the LWDB by the local area's education and industry consortium. (CareerSource Florida Strategic Policy 2023.09.19.A.2)*

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, U.S. Chamber of Commerce Foundations' Talent Pipeline Management, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

As part of CSHP's overall strategy for business and community engagement outlined in previous sections, our staff leverage various resources to include Labor Market Information through EF, Lightcast, EconoVue, the Florida Scorecard, and ALICE Reporting from the United Way (this is an example listing of resources) with the intent to support the following:

- Focused efforts for review and analysis of the local labor market based on the industry representative needs and education offerings.
 - This is in partnership with Economic Development agencies at the county and city levels within the region, such as the One Pinellas Business Alliance, Chambers of Commerce, Tampa Bay Partnership, Tampa Bay Economic Development Council, Economic Development agencies, and local college advisory committees.
- Focus on priority industry sectors and occupations for the local area as indicated through various reports and surveys.
 - This is in partnership with various industry associations, local college advisory committees, and Economic Development agencies
- Focus on review and analysis of existing talent pipelines for in-demand occupations.
 - This is in partnership with local colleges, universities, primary/secondary education, and local industry associations as well as associated business/advisory committees

12. Enhancing Apprenticeships:

Describe how the LWDB enhances the use of registered apprenticeships to support the local economy and comply with CareerSource Florida Strategic Policy 2019.02.13.A.1 – Registered Apprenticeship Strategic Policy. Describe how the LWDB and apprenticeship navigators work with industry representatives, education partners, and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners.

Describe strategies and operations that promote and support statewide apprenticeship goals that include, but are not limited to:

- a. *Increasing total number of new apprentices and pre-apprentices per year*
- b. *Increasing total number of registered apprenticeship programs and program occupations*

- c. *Increasing total number of registered pre-apprenticeship programs*
- d. *Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.*
- e. *Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.*

CSHP supports registered apprenticeship programs in the local area by providing information to employers and prospective apprentices that highlights the benefits of registered apprenticeship programs. Apprenticeship Navigators work with representatives from the Trades, Manufacturing, and Healthcare sectors to provide the latest information on registered apprenticeships in their sectors. CSHP provides information, assistance, and services to employers who are participating in apprenticeships, or interested in starting an apprenticeship program. The Apprenticeship Navigator receives contacts from the CareerSource Florida website, Salesforce, the Florida Department of Education, and the Business Services staff to develop a plan to:

- a. Increase the total number of new apprentices by providing registered apprenticeship information to CSHP staff (Recruiters, RESEA, Rapid Response, Career Services) for presentation to job seekers who may be interested in participating in an apprenticeship.
- b. Conducting outreach to employers who want to participate or are participating in an OJT agreement to determine interest in apprenticeships.
- c. Another resource available to the Apprenticeship Navigators is the federal website: [apprenticeships.gov](https://www.apprenticeships.gov) that provides a list of all apprenticeships registered at the federal level, what states they are located in, what training provider or company registered it and in some cases the apprenticeship standards that were approved.
- d. The Apprenticeship Navigator also conducts outreach to apprenticeship training providers to determine a need for pre-apprenticeship training programs based on data provided by employers, apprenticeship providers, and potential apprentices.
- e. CSHP staff regularly research innovations and advancements in their sectors to determine if apprenticeships can be created in healthcare, manufacturing, IT, and emerging industries.
- f. Potential apprentices that are screened and eligible for WIOA funding assistance are given a thorough explanation of the amount of funding and what the funding will be used for.
- g. Employers who hire eligible apprentices under an OJT agreement are informed of the amount of funding available for wage reimbursement and what the ITA funding covers.

Apprenticeship programs are funded through WIOA and are designed to assist in the development of talent pipeline supply in industry sectors. CSHP 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 two approaches for apprenticeship training that may be used by CSHP to meet job seeker and employer needs: Pre-Apprenticeship and Registered Apprenticeship models. Pre-Apprenticeship provides instruction and/or training to increase math, literacy and other vocational and pre-vocational skills needed to enter a Registered Apprenticeship program. Registered Apprenticeship is a national

training system that combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation. Registered apprenticeships are recognized on the ETPL.

CSHP 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 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.

CSHP may use any allowable activities to support apprenticeships and pre-apprenticeships to supply the talent pipeline needed in our local area. CSHP funds registered apprenticeships through customized training, OJT, and 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.

CSHP 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. CSHP 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.

CSHP continues 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. CSHP will also identify and coordinate with youth programs and pre-apprenticeships to ensure that career pathways include Registered Apprenticeship.

Description of the Local One-Stop Delivery System

1. General System Description:

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

- a. Describe how WIOA core partners and combined state plan partners contribute to the LWDB’s planning and implementation efforts. If any core or required partner is not involved, explain the reason.*

All the required WIOA partners are included in the CSHP one-stop delivery system. CSHP system of one-stop centers provides a full array of employment services and connects customers to work-related training and education. CSHP 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 support, including education and training for their current workforce.

CSHP has established strong, robust and sustained partnerships with core programs. The LWDB directly manages or has an 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 the Department of Labor

Title II – Adult Education and Literacy programs administered by the Department of Education

Title III – WP employment services administered by the Department of Labor

Title IV – Rehabilitation Act of 1973 programs administered by the Department of Education

Program		Description
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 for (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	Wagner-Peyser Employment Services	Wagner-Peyser Employment Services, often referred to as basic labor exchange services provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
WIOA Title IV	Vocational Rehabilitation Services	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, full-time employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. 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 CSHP programs and services in their Career and Technical Education Colleges by providing collateral materials flyers etc. • Involves CSHP 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 CSHP 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 CSHP 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 CSHP 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 Florida Commerce management
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

	<ul style="list-style-type: none"> • Training services provided and limited supportive services • Job placement assistance • Promotes CSHP 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 aged 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 CSHP programs and services in their offices by providing collateral materials flyers etc.
TANF	<ul style="list-style-type: none"> • CSHP provides direct services as approved by CareerSource 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"> • CSHP provides information and local navigation assistance to FloridaCommerce’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 the region’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 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 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.

- b. Identify any optional/additional partners included in the local one-stop delivery system and how their inclusion in the local system achieves state and local strategies, operations and performance outcomes.*

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

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

Co-located partner services:

- American Association of Retired Persons (AARP)
- Coptic Orthodox Charities
- Dress for Success Tampa Bay
- 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 and Education Alliance
- Job Corps

Other partner community organizations that offer services through referrals:

- 211 Tampa Bay Cares
- Abe Brown Ministries
- Boley Centers
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Department of Children and Families/Hope Florida
- ECHO
- Eckerd Connects
- Farmworker Career Development Program
- Goodwill Industries – Suncoast, Inc.
- Gulfcoast Legal Services
- Homeless Emergency Project
- Homeless Leadership Alliance of Pinellas
- Metropolitan Ministries
- Operation PAR
- Pearlena's Resource Empowerment Center
- St. Pete Free Clinic
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind
- Urban League
- Westcare GulfCoast Florida

CSHP continually seeks 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 overall economic development.

2. Customer Access:

Describe actions taken by the LWDB to fully implement CareerSource Florida Strategic Policy 2021.09.15.A.1 – Availability of Services to Floridians and promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.

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 LWDB. The one-stop delivery system must include at least one comprehensive brick-and-mortar center in each local area. 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.

Furthermore, CSHP 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, CSHP 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.

CSHP 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 CSHP and the partners.

These career center policies are 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 to promote this integration with the intent to continue this dialogue.

In addition, several of CSHP's goals to achieve its strategic vision are to promote maximum integration of service delivery within our Career Centers for job seekers and employers. CSHP plans to accomplish these goals by continuing, improving and/or implementing the following objectives:

- Make every attempt to ensure that key partners and services are available at our centers, either through co-location, informational brochures and/or referrals. CSHP will also continue to invite Vocational Rehabilitation and Adult Education to co-locate within CSHP centers whenever feasible and explore aligning of resources and cost arrangements where 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 and 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 strategies that 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 Hillsborough Pinellas) and branding standards so job seekers that need employment or training services and employers that need qualified workers can easily find our local centers.
- 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 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, CSHP 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.

- CSHP and Job Corps will continue to provide referrals to one another to support the success of eligible youth participants and establish community networks with employers to improve services 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.
- 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.

CSHP 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 recognized the processes and procedures to follow should a job seeker request or appear to need 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, CSHP 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.*

CSHP 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. CSHP and its co-located partners 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 a 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 the "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 users 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 are 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) and 20 CFR 560 (b)(5)(ii)).

CSHP 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. CSHP is also reviewing asset mapping and demographics to identify opportunities for more strategic access points within the region. CSHP has developed online videos and forms for job seekers, program applicants and participants as well as employers to access from external locations. These online services include program orientation, applications for training services, forms required by law for participation, job search assistance videos, virtual job fairs, and basic job exchange activities through EF.

The Virtual One-Stop Services include:

- Online assessment modules to evaluate job seeker interest and aptitude.
- Career exploration modules.
- Online orientation modules for CSHP 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 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.

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)).

CSHP 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. CSHP works 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, CSHP maximizes the utilization of technology to consolidate, streamline and enhance the overall customer experience.

CSHP 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 referenced in 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 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 CSHP and the partners to promote this integration.

It is our intent to continue this dialogue between partners to continue to advance our efforts. CSHP's MOUs with core program entities and other key partners document strategies to enhance service provision to employers and jobs seekers.

CSHP utilizes EF, which supports programs and manages 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 receive automated notifications. Customers can choose what category of assistance, including partner programs, they need to access upon entering the building. Center traffic reports are shared with all CSHP staff, Committee members and core partner programs.

CSHP 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 CSHP 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 CSHP staff, Committee members and core partner programs.

The EF system is also our centralized database for programmatic records retention. Customers participating in WIOA, Welfare Transition, TAA, and SNAP Education and Training (E&T) programs can scan documents via the EF account. All programmatic forms are stored electronically in this paperless system.

CSHP also utilizes an online application process for some programs. CSHP 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 with 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. Sub-grants and Contracts

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

All sub-grants and contracts are procured in conformity with CSHP's procurement policies and procedures. CSHP has established procurement policies and procedures in compliance with federal and state laws and regulations. These policies and procedures are reviewed by CSHP's independent Certified Public Accountants in the conduct of the organization's annual financial statement and single audit and by the Florida Commerce during their 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 CSHP to award sub-grants and contracts for WIOA-funded activities adheres to CSHP's procurement policy and guidance provided by 2-CFR-200 (Super-Circular). For formal procurement, the competitive process begins with board approval of the RFP or RFQ, followed by a public issuance of the RFP or RFQ, and notification of the RFP or RFQ to interested parties. A minimum of three proposals is required. Proposals are received and reviewed by a committee comprised of staff or a committee of board members. Submissions are reviewed and scored, procedure is taken to ensure that any responding companies are not a debarred or suspended party or that any conflicts of interest exist, and a tentative selection is made. The selection is presented to the Board of Directors for final approval. The contract is drafted between CSHP and the winning bidder that includes all requirements of Appendix II of 2-CFR 200, Contract Provision for Non-Federal Entity Contracts Under Federal Awards.

5. Service Provider Continuous Improvement

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

CSHP provides clear and understandable information on career pathways, sector strategies, local demand occupations, growing industries, and skill sets to eligible providers of WIOA services. Providers are encouraged to use this information when designing services and training programs.

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

Role	Description of Activities
CareerSource Hillsborough Pinellas 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 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 • 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 the 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 recommendations for areas in need of improvement • Review results of customer surveys to ensure that participant needs are being met and review any negative comments with the service providers • Address any issues regarding training service providers

Coordination of Services

1. **Coordination of Programs/Partners:**

Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers. 20 CFR 679.560.

CSHP has established strong, robust and sustained partnerships with core programs where core programs fall under the direct oversight of CSHP and the one-stop system. CSHP manages and has an 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.

A listing of the core programs managed through CSHP direct services or a contract provider/MOU, other workforce employment and training programs managed through direct services/approved contracted provider, co-located partner services, and other partner community organizations that offer services through referrals is included in section [Description of Programs and Services, 1. Workforce System Description](#) above.

Service integration focuses on serving all customers seamlessly including 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 CSHP center resources, center staff or partners. Frontline staff is highly familiar with the functions, basic eligibility requirements and services of each program and can appropriately assist customers to access CSHP programs and services, make knowledgeable referrals to partner programs as needed and as appropriate given the authorized scope of the program. CSHP 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 CSHP team strives to coordinate staff and partner communication, capacity building, and training efforts.

Coordination and reducing duplication of services is supported through EF, the integrated state management system, directly tracking labor exchange for all CSHP programs, job seekers services, employer services, and education and training services under WIOA, TAA, Veterans,

RESEA and Migrant and Seasonal Farmworker (MSFW) services. CSHP staff and partner staff where program authorizing statute permits, maintaining 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.

CSHP has joined the Unite Florida Network and the Crosswalk Referral System to better connect clients to services available within the community. The Unite Us platform and the Crosswalk Referral System allow partner organizations to track the services their clients received via the portal to document outcomes and collaboration between partners in the community. By utilizing these referral systems, CSHP and partners/programs can coordinate services more efficiently, prevent duplication of activities, and improve services to customers.

2. *Coordination with Economic Development Activities:*

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

CSHP recognizes the importance of coordinating workforce and economic development activities 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 are represented on the Board of Directors and on the appropriate Committee to provide input and participate in workforce planning efforts. Examples of coordinated efforts include the following situations:

- CSHP has agreements with local Economic Development Councils (EDCs) for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, EDC training, Employed Worker Training, and Rapid Response services. These agreements are reviewed and refined on an annual basis. The partnerships with the local EDCs, including the area's Small Business Development Centers and other county-funded programs enhance the promotion of entrepreneurial training and microenterprise services. Inclusive of these relationships is the One Pinellas Business Alliance, for example, which is managed through Pinellas County Economic Development, as well as alignment with the Tampa Bay Economic Development Council.
- The agreements and interactions with economic development organizations have led to successful coordination in recruitment services provided by CSHP for new and expanding businesses in Hillsborough and Pinellas Counties. Coordinated career fairs, hiring events and shared outreach activities lead to greater exposure for new businesses which leads to more placements and ultimately business success.

- CSHP participates in the Florida Economic Development Council and local Chambers of Commerce to remain aware of emerging industries and occupations and the workforce needed to fill new and future jobs.
- CSHP works directly with business associations to identify the workforce needs of the businesses, job seekers and workers in the local area. CSHP's active participation in business association events to discuss business needs and employer satisfaction with our network ensures CSHP has feedback from an economic development perspective.
- 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.
- CSHP participates in the Pinellas County School District's Enterprise Park at the Stavros Institute in Largo.
- Several of the courses and programs on the CSHP ETPL are geared toward entrepreneurial skills. Programs such as project management, IT and digital systems courses have entrepreneurial aspects and lessons for those who wish to start a business. With many programs available to students virtually, CSHP can assist participants, particularly individuals with disabilities, to obtain skills for entrepreneurial or microenterprise options upon completion.
- Hillsborough and Pinellas County are rich with associations and events that support entrepreneurial skills and opportunities from initial interest to informational workshops and networking opportunities for entrepreneurs. CSHP is one of many organizations that support individuals from an idea, through formation, launching, and growing a business.
- CSHP co-hosts Industry Consortia in coordination with local EDCs, based on targeted industry sectors, which are held to understand the needs of the business community. Industry Sector Consortia are the vehicles through which industry members voice their human resource needs and where regional solutions for workers and businesses can be determined.
- Coordination and employment support activities with economic development partners for large-scale regional transformation projects, such as the Hines Historic Gas Plant Redevelopment Partnership in South St. Petersburg, which is estimated to bring approximately \$50 million in equity initiatives to the community, including \$13 million in small business opportunities and \$3.75 million in employment opportunities, including internships, mentorships and apprenticeships. To meet the exponential demand of individuals and businesses relocating to the area, significant regional development projects in Hillsborough County and the City of Tampa include Gas Worx, Water Street, Encore, Riverwalk District Icon/District Flats, Rome Yard, The Heights, West Riverwalk Expansion, Expansion of the Straz Center and Museum, ONE Tampa, and Pendry Hotel.

3. Coordination with Rapid Response:

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

CSHP is responsible for the day-to-day coordination of Rapid Response services to businesses and workers that are experiencing layoffs or closures in Hillsborough and Pinellas Counties. CSHP has designated a full-time Local Rapid Response Coordinator as the primary point of contact for Rapid Response services. The Rapid Response Coordinator (RCC) is tasked with facilitating Rapid Response activities and ensuring that our approach is consistent and cohesive across the region. They act as the primary point of contact for employers to ensure consistency, efficiency, and accountability and determine employer needs. RRC is responsible for swiftly coordinating a response from start to finish by working with employers, CSHP Rapid Response team, and local community partners to ensure an effective, efficient and flexible response.

One of the key functions in delivering an effective Rapid Response strategy at the earliest stage in the process is to focus discussions on talent transfer. Effective strategies may include offering customized outplacement services; onsite workshops on CSHP Programs and Services; customized employability skills workshops onsite or virtually (Resume Writing, Interviewing, etc.); conducting specialized hiring events for the affected workers; and earlier identification of grant funds and training opportunities through WIOA funds, special grant funds, etc.

As part of CSHP's Rapid Response service delivery system and pursuant to 20 C.F.R. 682.330, the following services are made available, as needed, to affected employers and workers:

- Immediate and on-site contact with the employer and representatives of the affected workers, which includes an assessment of and a plan to address:
 - Layoff plans and schedules of the employer;
 - Background and probable assistance required for the affected workers;
 - Reemployment prospects for workers; and
 - Available resources to meet the short- and long-term assistance needs of the affected workers.
- The provision of information about and access to Reemployment Assistance (RA) benefits and programs, such as Short-Time Compensation (STC), comprehensive career center services, and employment and training activities, including information on the TAA program, Pell Grants, the GI Bill, and other resources.
- The delivery of other available services and resources including workshops, classes, and job fairs to support reemployment efforts of affected workers;
- The provision of emergency assistance adapted to the mass layoff
- Delivery of services to worker groups for which a petition for TAA has been filed; and

- The provision of limited, additional assistance to local areas that experience Rapid Response events when such events exceed the capacity of the local area to respond with existing resources.

To assist impacted workers access skills training or upgrade their current skills, CSHP assists both employers and employees with education of available services and basic career services when a plant closure or a mass or substantial layoff cannot be avoided. A mass or substantial layoff is defined as a layoff during a 30-day period of at least 50 employees.

4. Industry Partnerships:

Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §108(b)(4)A)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy. Describe how:

- Selected industries or sectors are 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 sectors are based on, and driven by, high-quality data provided by the Florida DOE, USDOL Bureau of Labor Statistics, Lightcast and local employer engagement and workforce demand. Using labor market information and the data found in the Data and Analysis section of this Plan, CSHP selected the four sectors on which to focus our services: Finance / Professional Services/Information Technology; Life Sciences / Healthcare; Manufacturing / Logistics; and Trades / Transportation.

- Sector strategies are founded on a shared, regional vision;*

CSHP sector strategies are founded on a shared regional vision. Board members, business, and education partners support demand-driven strategies by providing ongoing, valuable insights regarding the local economy and community. Business stakeholders contribute first-hand knowledge of the current employment needs in their industry. Stakeholder feedback is essential to calibrating our workforce network with the most up to date information and helps our job-seeking customers to compete and succeed.

- The local area ensures that sector strategies are directed 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, Pinellas County Economic Development, Chambers of Commerce, and the Florida High Tech Corridor Council. 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 at the granular level where hiring managers 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, CSHP's business services strategy has shifted to focus on business engagement and attraction, structured by industry experts via the Business Services team. Through alignment to various sectors, Business Services can ensure a focused engagement with the targeted sectors while also serving the various underserved communities across the region. This is accomplished through traditional business development activities, community outreach, and direct services to job seekers via referral to open job orders and job development activities. Business Development activities include engagement via phone, email, virtual meetings, on-site visits, Chamber and Industry Association events, and many other activities.

d. The local area ensures that sector strategies are aimed at 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. The Business Services staff regularly and actively participate as members of the local community's chamber, economic development, and business/industry associations, and attend associated events. For example, CSHP Business Services staff participate in a Defense Contractors' Roundtable as well as a regional manufacturers' council.

CSHP also holds business and education summits to connect with employers and education providers and gain insights on local in-demand occupations and the future of work. These summits facilitate the engagement of employers ranging from entrepreneurs and small businesses to large corporations. These events have previously brought together more than 300 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.

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. In past events, LMI from all identified industry sectors was presented in separate breakout sessions. These breakout sessions are led, and discussion facilitated, by an industry leader in the respective targeted industry sector. From the breakout sessions, LMI and survey information summary reports are developed to serve as a tool for the CSHP Board of Directors to remain cognizant of issues related to business and economic development.

In addition to industry sectors, CSHP is incorporating a newer approach for aligning service delivery with career sectors (sometimes referred to as career clusters). Career sectors crosscut industry sectors. For example, information technology is a career sector that applies to almost every industry. Helping a job seeker achieve a career in the IT sector expands their opportunities

to work in multiple industries. CSHP used this approach to develop a Career Pathway Portal which allows job seekers to plan their future by exploring career sectors and tracks. Working with career and industry sectors provides job seekers with a more comprehensive view of potential pathways for career advancement.

e. 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 with Hillsborough Community College, the regional manufacturing council and manufacturing businesses to identify training candidates and provide training and placement of the participants into manufacturing jobs.

Completed in 2020, the USDOL TechHire Partnership grant provided targeted training for in-demand healthcare occupations such as Nursing, Phlebotomy and Medical Clinical Lab Technician/Technologist, in addition to in-demand IT occupations.

Additional sector-based partnership grants that allowed CSHP to serve a broader range of individuals include CareerSource Florida's Get There Faster grant to provide aviation and IT training to Veterans, Transitioning Service Members, and Military Spouses; TechBoost, in partnership with Clark University, to provide IT apprenticeship training; and TQA, which assists Information Technology (IT) and IT-related apprenticeships and pre-apprenticeship programs in development, expansion, and active enrollment. In Pinellas County, CareerSource Florida's Get There Faster Grant focused on IT and Healthcare sectors for at-risk individuals. CSHP also received funding via the Recovery Navigator grant for Pinellas County which featured services and employment opportunities via Second Chance/Recovery Ready employers. Outreach efforts included connecting with various local service providers who focused on individuals in recovery, including county agencies such as the Pinellas Opioid Task Force, and the Recovery Roundtable, which included a plethora of agencies serving individuals at all stages of recovery.

CSHP has established excellent relationships with business partners across industry sectors. CSHP participates 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.

Working alongside partner agencies, particularly key employers, we have implemented various strategies to meet the workforce requirements of the specified industry sectors. This includes gathering and evaluating real-time industry data, identifying necessary skills through sector surveys, conducting business seminars, organizing focus groups, and hosting business summits involving employers, educational institutions, labor organizations, and economic development entities. Our aim is to tackle existing and emerging skill gaps in the targeted sectors by aligning

Incumbent Worker Training grants with sector employers, connecting OJT and PWE programs with employers in these sectors, offering apprenticeship, internship, and youth summer employment initiatives, and coordinating federal, state, and privately funded grants to provide specialized services to employers. Moreover, to link job seekers with appropriate services, we furnish labor market information regarding required skill sets and potential wages, while also aligning targeted occupational skills training with industry demands.

Sector Strategies Grants

CSHP is obtaining funding from a Sector Strategies Grant, with a Broadband focus. Currently, CSHP is working to develop a plan to include partnerships with local colleges, and employers who can offer related work-based learning opportunities.

Sector-Focused Surveys

In coordination with employers, industry groups, economic development stakeholders, and education partners, we conducted industry sector surveys and drafted follow-up reports to identify and quantify current and future employer skills demands. The research included focus groups, interviews, and skill-set surveys, and we analyzed skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill-set gaps, recommendations were developed and are being implemented to address the gaps.

f. The sector strategies are measured, improved and sustained.

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

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

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

5. Coordination with Relevant Secondary and Postsecondary Education:

Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities (including activities related to the Credentials Review Committee, as appropriate) to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

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

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

CSHP emphasizes 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. CSHP also works 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 needed to attain industry recognized credentials and as a strategy to meet the skills requirements of businesses of in-demand industries or occupations. Examples of coordinated strategies include, but are not limited to, the following:

- CSHP 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 provide wrap-around supportive services and employment assistance to candidates who have already covered their training expenses.
- CSHP staff reviews customer's financial analysis, financial aid and can supplement Pell Grants with WIOA funds for training that leads to certification or credentialing.
- CSHP works closely with the educational providers to promote WIOA programs and services. Collateral materials are placed in our approved training providers' locations, various community-based sites and faith-based organizations throughout the region.
- CSHP staff routinely meet with educational partners to discuss WIOA programmatic eligibility/suitability requirements, application process and availability of funds.
- CSHP 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.
- CSHP staff co-located at the technical college provide job seekers with immediate access to discuss education and workforce needs.

- CSHP 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, ITAs, and supportive services are provided to the customer throughout the duration of training.
- CSHP 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.
- CSHP collateral outreach materials are shared with the management staff and students onsite at the Adult Education centers.
- CSHP conducts WIOA Information sessions that offer an enhanced referral process for staff and training providers.
- Provide job seekers with immediate access to discuss education and workforce needs with a WIOA career counselor.

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 CSHP 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 public that allows our educational partners to promote their programs and services to job seekers and CSHP 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.

- Exploring opportunities for ongoing data sharing to maximize performance outcomes under WIOA.
- Working with Hillsborough County Public Schools (HCPS) and the Pinellas County School District (PCSD) to connect their Career and Technical Education (CTE) programs and students with local employers who consistently post jobs for those occupations.
- 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.

6. *Coordination of Transportation and Other Supportive Services:*

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

CSHP 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 (One Stop Service Tracking), 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. EF retains the participant electronic records giving global access to center staff supporting coordination across programs and locations.

CSHP 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.

CSHP staff participate in the regional Metropolitan Planning Organizations Transportation Disadvantaged Coordinating Board and The Forward Pinellas 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 regarding Transportation Disadvantaged services and eligibility criteria is shared with staff.

7. *Coordination of Wagner-Peyser Services:*

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

CSHP, in partnership with FloridaCommerce, provides employment services through the one-stop system under the Wagner-Peyser Act. Funding for state employees is provided through

FloridaCommerce as well as oversight of human resources and policy guidance in the delivery of WP employment services. CSHP management hires and terminates employment either through direct employment or through a Request for Proposal process under approval of FloridaCommerce, CSHP develops and trains state employees and supervises all day-to-day functions along with the delivery of WP services within the CSHP one-stop system in coordination with all other programs and services.

The local state employees play a pivotal role in the overall CSHP 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). FloridaCommerce employees work hand in hand with center staff to provide and maintain a seamless service delivery. All Florida Commerce staff identify as CSHP staff and take pride in the overall quality of customer service and delivery of quality services.

CSHP 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 CSHP staff, including FloridaCommerce staff, manage and track delivery of services through a single integrated state management system, EF, which captures staff-assisted, and self-services through labor exchange. CSHP has moved from a central electronic document management system to EF to support participant record retention, promote coordination of services, and reduce duplication of services. One central management information system strongly supports coordination and reduces duplication of services.

8. *Coordination of Adult Education and Literacy:*

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

CSHP has had a long-standing, effective relationship with Adult Education in our region. The School District of Hillsborough County Adult Education is a co-located, mandatory partner along with Pinellas County Schools, also a 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 maintaining the partnership between all one-stop centers and the district's Title II Adult Education Program.

CSHP works collaboratively with the Adult Education community to implement WIOA. One of CSHP'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 include:

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 are necessary to becoming full partners in the educational development of their children and 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.
4. Assisting immigrants and other individuals who are English language learners in improving their reading, writing, speaking, and comprehension skills in English; mathematics skills; and acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

Additional Adult Education services provided by the workforce development system and One-Stop Career Center include:

- 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 non-traditional career opportunities
- Information on youth and adult apprenticeship programs
- Job shadowing opportunities through School-to-Careers
- Information on special events focusing on career exploration
- Information from one-stop staff on educational and training opportunities.

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

As resources allow, CSHP 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. CSHP's role is to educate and equip customers with the tools, resources and linkages that they need to be successful in their job search. CSHP collateral outreach materials are shared with the management staff and students onsite at these Adult Education centers.

CSHP has invited Adult Education staff to meetings and staff development training opportunities at the Career Center to share information and resources, and to discuss ongoing partnership opportunities. In addition, CSHP conducts 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. CSHP shares customer data to

identify opportunities for dual enrollment and has begun to share performance outcome data on those who have exited the program.

CSHP has Adult Education staff co-located within CSHP centers. CSHP 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.

CSHP has existing partnerships with providers of adult education and literacy. CSHP refers clients to adult education for literacy, diploma attainment, 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 for consistency 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.
7. Information that addresses the considerations described under section 231(e), as applicable.

9. ***Reduction of Welfare Dependency:***

Describe how the LWDB coordinates workforce investment activities to reduce welfare dependency, particularly regarding how services are delivered to TANF/Welfare Transition and SNAP E&T participants, to help individuals become self-sufficient. This description must include:

- a. *How the CLIFF suite of tools is used to support the case management of participants, consistent with CareerSource Florida Strategic Policy 2023.06.07.A.5;*
- b. *Information and data on activities related to initiatives in the local area that support the self-sufficiency of public benefit recipients (i.e., Hope Florida); and*
- c. *Strategies and services used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620.*

CSHP utilizes the CLIFF suite of tools to provide a deeper understanding of the financial connections with career advancement. By implementing Snapshot, Dashboard, and Planner, as well as intake and exit surveys, team members help individuals to visualize and plan for the changes in public assistance benefits as earnings increase due to new employment opportunities or career progression. CSHP has integrated these tools as part of their case management process to encourage and empower participants to make informed decisions that affect and benefit their own prosperity. In addition, as part of the assistance provided to Hope Florida participants, Navigators continue to use CLIFF as part of their resource toolbelt to provide customized services to individuals who may benefit from the CLIFF suite of tools available.

- Education and training
- Services offered through WIOA and TAA programs.
 - OJT provides eligible participants with occupational skills and training essential to the performance of a specific job. OJT is an “earn and learn” employment model where participants may upgrade, retool, and increase employability skills. OJT addresses local employers’ workforce needs, enhances the skills of the participants and aids employers in attaining a qualified, skilled workforce with the competencies that are needed.
 - Occupational Skills Training (OST) provides eligible WT participants with funding for tuition, books, uniforms, and/or tools for schooling to assist the participant in earning certifications and/or degrees to promote self-sufficiency.
 - Individualized Career Services:
 - Assessment of Skill levels and interest profiles
 - Creation of an individualized career development plan
 - Resume Assistance
 - Labor Market Information
 - Interview Coaching
 - Job Search Assistance

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.

In addition, CSHP staff can assist participants in SNAP & TANF to the below areas for training assistance and job opportunities/career pathways:

- **Apprenticeships to Career Empowerment (ACE)** – The Pre-apprenticeship program is available to the young adults/children in the household. The program does allow young adults to receive Occupational Skills training and Paid Work Experience simultaneously. This allows us to be able to view the TANF/SNAP holistically – and allow the younger generation in the household to begin to build their career while generating income.
- **Career Advancement & Reintegration Education Program (CARE)** - The CARE program provides workforce training and job placement services for justice-involved individuals to assist their re-entry process into the community. Identified candidates can work to overcome barriers, such as housing, healthcare, transportation, education, work readiness, and preparation to return to work.
- **Get There Faster** - This provides Transitioning Service Members, Veterans and Military Spouses receiving public assistance with work opportunities to obtain education and work skills needed to enhance their employability and achieve economic self-sufficiency.
- **HOPE Florida** - The purpose of the Hope Florida initiative within the CSHP centers is to serve career seekers participating in the program in a holistic manner, addressing barriers to employment to promote sustained economic self-sufficiency. CSHP promotes Hope Florida to career center customers, enhances our partnership with DCF, and empowers staff to connect participants with the resources and services necessary to achieve economic self-sufficiency. The Hope Florida Navigator works directly with participants to find jobs, enroll in training programs, and establish new career pathways that lead to self-sufficiency and economic prosperity.

Furthermore, for any participant in need of wrap-around services, CSHP utilizes the Crosswalk and Unite Us platform which allows staff to make referrals to other organizations. CSHP has an expansive network of numerous social service agencies, community and faith-based organizations who dedicate their time, resources and support.

Performance and Effectiveness

The local workforce plan must include:

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

The local levels of performance are to be determined, pending the final determination and negotiation of local performance goals.

2. *Actions the LWDB will take toward becoming or remaining a high- performing board, consistent with the factors developed by the state board pursuant to WIOA §101(d)(6).*

CSHP utilizes the following processes and actions to continue the successful implementation of workforce development activities:

- a. Emphasizing data-driven decision-making processes via digital tools such as Power BI and Smartsheet, encouraging performance achievement via SMART goals and quarterly coaching model.
- b. CSHP uses a continuous improvement model where ongoing review through data analysis and internal monitoring leads to process review and change to identify areas of possible needed improvement as well as needed staff training and follow up.
- c. Key reporting and performance tasks continue to be developed to support leadership in their oversight of staff and program teams meet and maintain program team goals and targets.
- d. By acting as a strategic leader and convener, CSHP leverages strategic community partnerships to cultivate collaboration and innovation and increases local awareness of available program services and resources, reaching individuals with barriers to employment through trusted sources.
- e. The CSHP One-Stop Operators assist with communication and promote collaboration and feedback from key stakeholders within the Hillsborough and Pinellas communities.
- f. Expanding outreach and marketing campaigns to increase awareness and encourage individuals to utilize centers for customized services.
- g. By utilizing guidance on allowable uses of WIOA funds for outreach activities, we will engage businesses and job seekers effectively and equitably.
- h. Continue to expand and facilitate services and focus employment efforts for individuals with disabilities to increase overall employment outcomes for job seekers. By engaging a diverse range of stakeholders, including small businesses, CSHP ensures that the needs of all community members are addressed.
- i. Intentionally seek out opportunities to maximize service provision and funding through waivers that allow more funding flexibility to serve barriered youth, as well as diversification of funding through federal and state grants and private sector partnerships.

CSHP employs innovative service delivery through a hybrid service model in which both in-person and virtual services are combined to increase accessibility for customers as well as the utilization of the CareerEdge digital services platform in Hillsborough County. Another innovative way CSHP services customers is through immersive Virtual Reality (VR) career exploration experiences in the Tampa center. CSHP prioritizes professional development and continuous learning opportunities for team members through training, workshops, seminars and guest speakers, peer learning and support, cross-training and skills diversification, and regular feedback and evaluation. CSHP also provides a training reimbursement program for credentials, certificates, and degree upskilling and education. By investing in continuous professional development, CSHP enhances our effectiveness and encourages increased performance.

3. How the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

CSHP utilizes Net Promoter Score (NPS) surveys to encourage and obtain feedback from the one-stop center customers regarding the available tools, resources, and programs in the centers as well as their experiences with staff and center processes. NPS is a common metric that

measures customer loyalty by determining the likelihood of the customer referring their friends and family to the centers. By analyzing the data from these survey results, the team can determine effective strategies for improvement and allows for team member or department recognition and potential areas of focus and improvement.

4. *Actions the LWDB took to implement and assess the use and effectiveness of the following WIOA waiver(s) in effect for Florida, if applicable.*
 - a. *Waiver associated with the requirement at WIOA § 129(a)(4)(A) and 20 CFR 681.410 that State and local areas expend 75 percent of local formula youth funds on out-of-school youth. The response should include programmatic outcomes including the increase of:*
 - i. *Youth that attained a measurable skill gain;*
 - ii. *Youth that attended post-secondary education;*
 - iii. *Youth that participated in occupational skills training;*
 - iv. *ISY who participated in work experience opportunities; and*
 - v. *Youth that earned an industry-recognized credential.*

CSHP under the two DOL Youth Waivers was able to outreach and work to enroll more at-risk In-School Youth (ISY) and to support ITA training services for the ISY youth served under the USDOL Youth Waiver. An analysis of the additional youth served under ISY and broadened level of services can be viewed in full detail below under Item 4.b.

The services and outcomes under the two USDOL Youth waivers for 50% OSY and ITA for ISY resulted in the following highlights:

- 43 ISY enrolled per year during waiver period
- 32.2% increase over PY 2021-2022
- 10 ISY served with ITA per year during waiver period
- 20% increase over PY2021-2022 ISY youth under ITA attained 15 stackable credentials and 15 Measurable Skills gains.
- 35 ISY youth served with GED or HS diploma training, 100% increase over PY2021-2022.
- 12 ISY youth served with Work-based Training, 50% increase over PY2021-2022.

- b. *Waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY). The response should include programmatic outcomes including:*
- i. *Improved response of the LWDB and youth providers' to the workforce needs of ISY;*
 - ii. *Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;*
 - iii. *Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and*
 - iv. *Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.*

With more flexibility in funding, and with the platform utilized by the Youth Services Contract Provider, SailFuture Academy whose WIOA focus is often ISY enrollments, the waiver will lay the foundation for successful outcomes. It will allow SailFuture Academy to build upon the work-based learning pillar of their programs, increasing the overall number of WBL enrollments and measurable skills gains.

By allocating additional resources to support in-school youth, efforts were enhanced to guide and assist youth in enrolling in post-secondary education. This includes providing college preparation workshops, application assistance, and financial aid counseling, thereby increasing the number of youth who are continuing their education beyond high school.

The waiver allowed expanded access to occupational skills training for both ISY and OSY. It allowed a development of additional partnerships with local training providers and employers to offer relevant and high-quality training programs that align with labor market demands, resulting in a greater number of youth gaining specialized skills and credentials.

In review of ISY served and ISY services received, CSHP is happy to report positive impact to the ISY youth enrolled during the waiver period of PY2022-2023 and PY2023-2024. CSHP also worked to compare to ISY served during PY2021-2022 or the year leading into the waiver period.

The two USDOL Youth waivers for 50% OSY and ITA for ISY:

- 43 ISY enrolled per year during waiver period, 32.2% increase over PY 2021-2022
- 10 ISY served with ITA per year during waiver period, 20% increase over PY2021-2022
 - ISY youth under ITA attained 15 stackable credentials and 15 Measurable Skills gains
 - Additionally, 35 ISY youth served with GED or HS diploma training, 100% increase over PY2021-2022
- 12 ISY youth served with Work-based Training, 50% increase over PY2021-2022

Table 4.1.: Youth Served PY 2022-2023, 2023-2024**ISY Performance**

Location	ISY	Total Youth	Percent	Measurable Skills Gain	Credential
Hillsborough	20	220	6.1%	3	4
Pinellas	67	272	24.6%	12	19
LWDB 28 (Combined)	87	602	14.5%	15	23

Table 4.2.: Youth Services

	OST	GED/HS Diploma	Percent	Work-Based Learning	Percent
Hillsborough	1	1	1.2%	5	3.8%
Pinellas	18	34	26.9%	18	16.7%
LWDB 28 (Combined)	19	35	15.0%	23	9.5%

Table 4.3.: Youth Served PY 2021-2022

	ISY	Total Youth	Percent
Hillsborough	7	160	4.4%
Pinellas	7	64	10.9%
LWDB 28 (Combined)	14	224	6.3%

Table 4.4.: Youth Services

	OST	GED/HS Diploma	Percent	Work-Based Learning	Percent
Hillsborough	1	0	1.7%	5	3.8%
Pinellas	7	0	11.3%	1	12.5%
LWDB 28 (Combined)	8	0	6.7%	6	4.3%

Regional Plan Requirements

LWDBs in an identified planning region will have to work together to formulate a regional plan as an addendum to each of their local plans. Once identified, planning regions will remain in effect if federal and state requirements for planning regions continue to be met. With each submission of the regional plan to the state, the respective LWDBs and chief local elected official(s) will certify that the requirements to be identified as a planning region continue to be met. The regional plan must include:

- 1. Names of the LWDBs that comprise the planning area. (Administrative Policy 123: Regional Planning Area Identification and Requirements)*
- 2. Description of how the planning region shares a single labor market, shares a common economic development area, and possesses federal and non-federal resources, including appropriate education and training institutions, to administer activities under WIOA, subtitle B. (Administrative Policy 123: Regional Planning Area Identification and Requirements)*
- 3. Analysis of regional and local population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. (Administrative Policy 123: Regional Planning Area Identification and Requirements)*
- 4. Description of the established regional service strategies using cooperative service delivery agreements that include but are not limited to:
 - a. Consistent eligibility standards and enrollment processes.*
 - b. Common training and coordination of supportive service offerings, as appropriate.*
 - c. Common technology tools and sharing of data within tools outside of Employ Florida.**
- 5. Description of sector strategies for existing and emerging in-demand sectors or occupations. (20 CFR 679.560(a)(1)(ii))
 - a. How will the planning region convene or support the convening of regional employers, foundations, institutions and other stakeholders to create or maintain sector partnerships?*
 - b. Identify and describe the established and active sector partnerships in the planning region.**
- 6. Description of the collection and analysis of regional labor market data (in conjunction with the state).*
- 7. Description of the planning region's coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.*
- 8. Description of the planning region's coordination of transportation and other supportive services, as appropriate.
 - a. What regional organizations currently provide or could provide supportive services?*
 - b. What policies and procedures will be established to promote coordination of supportive services delivery?**
- 9. Description of the planning region's coordination of services with regional economic development services and providers.*

10. *Description of the planning region's establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with FloridaCommerce on local levels of performance for, and report on, the performance accountability measures described in WIOA Sec. 116(c) for local areas or the planning region.*
11. *Description of the planning region's strategy to prepare an educated and skilled workforce (including youth and individuals with barriers to employment) to meet the needs of the employers.*
12. *Description of the local strategies, policies and improvements to enhance consistency and coordination within the planning region and help streamline experiences for job seekers, workers and businesses, allowing a more agile workforce system to better adapt to changing marketplace and consumer expectations.*
13. *Description of the steps that will be taken to support the state's efforts to align and integrate education, workforce and economic development, including:*
 - a. *Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its planning region.*
 - b. *Expanding career pathway opportunities through more accelerated and work-based training and aligning and integrating programs of study leading to industry-recognized credentials and improved employment and earnings.*
 - c. *Expanding career services and opportunities for populations facing multiple barriers to educational attainment and economic advancement.*

It is the intent of CareerSource Hillsborough Pinellas to form a regional planning area with CareerSource Polk, CareerSource Pasco Hernando and CareerSource Suncoast. The goal is to seek regional designation by the June 2025 CareerSource Florida Board meeting. CSHP will submit a revised plan upon the completion of the regional planning process.

[END OF LOCAL PLAN]

Attachments

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

[Agreement Between Hillsborough Pinellas Workforce Development Consortium and Tampa Bay Workforce Alliance, Inc. dba CareerSource Hillsborough Pinellas](#)

[Interlocal Agreement Between Hillsborough County Board of County Commissioners and Pinellas County Board of County Commissioners](#)

2. *Executed agreement between the chief local elected official(s) and the LWDB.*

See documents in Item 1.

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

Designation is stated in the interlocal agreement provided in Article III of Agreement between the CLEOs and LWDB28.

4. *Current by-laws established by the chief local elected official(s) to address criteria contained in 20 CFR 679.310(g) and Administrative Policy 110–Local Workforce Development Area and Board Governance.*

[Current Bylaws](#)

5. *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.*

- a. [Current Board Member Roster](#) and [Attachment](#)
- b. CSHP Board of Directors Meeting
 - o [Meeting Minutes and Discussion](#) / [Record of Vote](#)
- c. Hillsborough Pinellas Workforce Development Consortium Meeting
 - o [Meeting Minutes and Discussion](#) / [Record of Vote](#)

6. *Organizational chart that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:*

- a. *Regional Security Officer.*
- b. *Chief Ethics Officer.*
- c. *Custodian for purchased property and equipment.*
- d. *Personnel Liaison.*
- e. *Public Records Coordinator.*
- f. *Equal Opportunity Officer.*

g. Person who promotes opportunities for persons with disabilities.

Attachment: [CSHP Organizational Chart](#)

CareerSource Hillsborough Pinellas is the Direct Provider of Workforce Services. Therefore, the attached organizational chart does not include a notation of this role.

7. *Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.*

All issues concerning conflict of interest of board members are noted in the minutes of the meeting at which a vote is taken. CSHP contracts for external monitoring. All monitoring reports, as well as the annual financial statement audit, are accepted by the Finance Committee and presented to the Board of Directors.

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

[Memorandum of Understanding Between Tampa Bay Workforce Alliance, Inc. dba CareerSource Tampa Bay and Its Mandatory Partners](#)

[Memorandums of Understanding Between Worknet Pinellas, Inc. dba CareerSource Pinellas and Its Mandatory Partners](#)

CSHP will be negotiating an MOU with the one-stop partners for the period July 1, 2024 to June, 30, 2027.

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

The Infrastructure Funding Agreement is included in the Mandatory Partner MOU.

CSHP will be negotiating an IFA with the one-stop partners for the period July 1, 2024 to June 30, 2027.

10. *Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29*

U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

In addition to the Mandatory Partner MOU referenced in Item 8, refer to the below links for the applicable agreement.:

- a. **Ticket Program Agreement**, as CSHP is an Employer Network in the Social Security Administration's Ticket to Work Program. [Link to Agreement](#)
- b. **AARP Host Agency Agreement**, CSHP participates in AARP Foundation's Senior Community Service Employment Program. [Link to Agreement](#)
- c. **MacDill Airforce Base, Military and Family Readiness Center Agreement** [Link to Agreement](#)
- d. **Lutheran Services Florida Agreement** [Link to Agreement](#)
- e. **Children's Board Family Resource Centers, Migrant and Seasonal Farmworkers Outreach Use of Facility Agreement** [Link to Agreement](#)
- f. **Dress for Success Agreement** [Link to Agreement](#)
- g. **Tampa Hillsborough Economic Development Corporation (EDC) Agreement** [Link to Agreement](#)
- h. **AARP St. Pete Host Agreement** [Link to Agreement](#)
- i. **Zero Suicide Partners of Pinellas** [Link to Agreement](#)

11. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

The plan was developed in an inclusive approach by gathering feedback from stakeholders. The plan was advertised to the public from August 21, 2024 through September 4, 2024 via the Tampa Bay Times. CSHP members and associates of the region's economic development organizations, education providers and core partners were notified of access to the plan via email and provided an opportunity to offer input. Before publication, CSHP held two virtual meetings with partners and the public to share updates and provide an opportunity for engagement in the development of the plan. A detailed description of the process is included in Attachment K. Input Process.

Click on [link](#) to CSHP 2025-2028 WIOA Regional and Local Plan Public Comment Process

12. Planning Region Agreements between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.

It is the intent of CareerSource Hillsborough Pinellas to form a regional planning area with CareerSource Polk, CareerSource Pasco Hernando and CareerSource Suncoast. The goal is to seek regional designation by the June 2025 CareerSource Florida Board meeting. CSHP will submit a revised plan upon the completion of the regional planning process.

Signature Page

This plan represents the efforts of CareerSource Hillsborough Pinellas to implement the *Workforce Innovation and Opportunity Act (WIOA)* in the following counties: Hillsborough and Pinellas Counties, Florida.

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

Workforce Development Board Chair



Signature

Barclay Harless

Name

Board Chair

Title

September 19, 2024

Date

Chief Elected Official



Signature

Gwen Myers

Name

Chair, Hillsborough Pinellas Workforce
Development Consortium

Title

October 3, 2024

Date



CareerSource Hillsborough Pinellas proudly serves the job seekers and businesses in Hillsborough and Pinellas Counties.

SOUTH COUNTY

3420 8th Ave. South
St. Petersburg, FL 33711

TAMPA

9215 N. Florida Ave., Suite 101
Tampa, FL 33612

GULF-TO-BAY

2312 Gulf-to-Bay Blvd.
Clearwater, FL 33735

BRANDON

6302 E. Dr. Martin Luther King Jr. Blvd., Suite 120
Tampa, FL 33619

PLANT CITY

307 N. Michigan Ave.
Plant City, FL 33563

RUSKIN

201 14th Ave. SE
Ruskin, FL 33570

TARPON SPRINGS

682 E. Klosterman Rd.
Tarpon Springs, FL 34689

CareerSource Hillsborough Pinellas is the direct service provider for various workforce programs which are supported by the U.S. Department of Labor, Health and Human Services, Agriculture, and other agencies as part of awards totaling \$39,085,000 with 96% federally funded (Updated annually, as of August 2024). An equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this document may be reached by persons using the TTY/TDD equipment via the Florida Relay Service at 1-800-955-8771