



2016 – 2020

LOCAL WORKFORCE SERVICES PLAN

Local Workforce Development Area 14

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Date Submitted: [Insert Date]

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INTRODUCTION

The near unanimous, bipartisan passage of the federal *Workforce Innovation and Opportunity Act* of 2014 (WIOA), calls upon local areas to “improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of businesses and enhance the productivity and competitiveness of the Nation.”

Each year, thousands of Tampa Bay residents enter our local workforce system seeking new jobs, higher wages, greater skills, and prosperous futures. With the help of career counselors, business service representatives, teachers, and other service providers, they forge new pathways to self-sufficiency, undergo basic skills and English language training, and embark on career-focused education—from high school to postsecondary certificates and degrees. Still others begin apprenticeships, or enter the workforce through targeted on-the-job training and other forms of work-based learning.

Some come to the system with significant barriers, such as physical or mental disabilities. Others face life challenges, such as poverty, past incarceration, or cultural and language differences. The majority enters the system largely ready for work; however need help with resume writing, career direction, and job search assistance. At the same time, businesses seek capable workers who can enhance their capacity and competitiveness—workers who are willing and able to learn new skills in a rapidly-changing economy.

Workers and businesses are at the heart of the local workforce system. Even before WIOA, the LWDB has long worked together with partners and programs to improve outcomes and evaluate results on behalf of these two key customers. Now, with this much anticipated revision to the federal workforce development act, CareerSource Pinellas has the opportunity to bring greater alignment, allowing us to build on our many previous successes.

We are excited about the new opportunities to enhance and expand workforce services. We believe a more engaged and invested business community will provide additional resources to help fill existing gaps through targeted training opportunities and help create a better skilled workforce. This will give workers a clearer pathway to higher paying jobs; and businesses a more direct connection to a talent pipeline of qualified candidates. To help accomplish this CareerSource Pinellas has been instrumental in working with local employers to develop programs that meet the labor demands of local businesses. Specifically, this new strategic plan outlines an approach that empowers individuals, communities, and employers to realize their full potential through a workforce system that is responsive and continually improves and adapts to changing conditions and demands.

This comprehensive four-year plan submitted by CareerSource Pinellas under the *Workforce Innovation and Opportunity Act* has been developed with the local

workforce development board (LWDB) and, in partnership with the local chief elected official. The WIOA four-year plan will be effective July 1, 2016 – June 30, 2020. Since, the law emphasizes the importance of collaboration and transparency in the development and submission of the plan. This document was developed through an inclusive approach to gathering system stakeholder feedback including partners, providers, participants and local businesses. Specifically, local elected officials, local workforce development board members, core program partners and mandatory one-stop partners are an integral part of the planning process and, the plan addresses the coordination of service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education. The process for gathering information from stakeholders included meetings of committee work groups, a series of virtual updates, workforce board meetings and board presentations. In addition, the local board made the plan available through electronic means and in open meetings to ensure transparency to the public.

The LWDB's Plan is based on the current and future projected needs of the local workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers, including the best available information of performance for specific service models as well as a plan to enhance the effectiveness of programs. The LWDB's Plan provides a comprehensive view of the system-wide needs of the local workforce development area and also addresses how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant responding to the economic needs of the local workforce development area and matching employers with skilled workers. In order to ensure we are planning to improve, this plan addresses current and future strategies and efficiencies to address the continuous improvement of the local workforce system and focuses on customer service excellence aligning with the business- and market-driven principles.

With the completion of this strategic plan, our work is far from over. We now begin the process of implementation. It is only through an ongoing exchange of information that we will be positioned to achieve our vision of maintaining competitiveness in the 21st Century global marketplace. The work done in the next weeks and months will build upon this plan to influence workforce development priorities and actions for years to come.

Due to the dynamic exchange of information with such a diverse stakeholder community and the knowledge of expertise of all who generously shared their insights, we are well positioned to implement WIOA and to meet our vision of increasing the number of individuals who have earned an industry-valued, post-secondary degree or credential. We will meet this vision by fostering and expanding employer-driven, high-quality partnerships, building more career pathways and by focusing training investments on industry-valued training.

VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Through the implementation of the *Workforce Innovation and Opportunity Act* (WIOA), CareerSource Pinellas will have a business-led, market-responsive, results-oriented and integrated workforce development system. This enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. To achieve this vision, we plan a focused and deliberate collaboration among education, workforce and economic development networks to maximize the competitiveness of businesses and the productivity of its workforce, thus increasing economic prosperity.

The Local Workforce Development Board's strategic vision for WIOA implementation will be realized by accomplishing these three goals:

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

In addition, CareerSource Pinellas has taken a leadership role in driving many of the regional strategies that align with the new plan, including enhancing regional workforce data collection; increasing workforce system capacity; cultivating efforts to provide for flexible programming to meet the needs of employers and job seekers; and expanding business services outreach efforts in key regional industry sectors.

ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s) (CEO)

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

Name: Commissioner Kenneth T. Welch
Title: Commissioner
Company: Pinellas County BOCC
Mailing Address: 315 Court Street, Clearwater, FL 33756
Phone: 727-464-3276

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

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

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

See Attachment A

- D. Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations:

- i. The nomination process used by the CEO to elect the local board chair and members;
- ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;
- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee;
- iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;
- v. The use of technology, such as phone and Web-based meetings, that will be used to promote board member participation;
- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,
- vii. Any other conditions governing appointments or membership on the local board.

See Attachment B

- E. Provide a description of how the CEO was involved in the development, review and approval of the plan.

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

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

See Attachment A

(2) Local Workforce Development Board (LWDB)

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

Name: Bill Price
Title: President
Company: PDR Certified Public Accountant
Mailing Address: 29750 US Hwy 19 North, Suite 101
Clearwater, FL 33761
Phone: Phone (727) 785-4447

- B. Provide a description of how the LWDB was involved in the development, review, and approval of the plan.

The LWDB develops strategic plans including goals, objectives, and strategies for each committee (One Stop, Youth, and Workforce Solutions) and status report updates are provided to each committee on a quarterly basis. The committee plans are compiled into one organizational plan that is approved by the Board of Directors. The LWDB has the opportunity to provide input, and approve/change these local plans each year as they are developed at both the committee and board level. The local strategic plan is

incorporated into this response where applicable. 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 will be provided to all of the committees of the LWDB for their review and input prior to release for public comment, and will be brought before the full LWDB for their approval prior to submission to CareerSource Pinellas Florida.

See Attachment A

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

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

The Local Workforce Board services as the fiscal agent through an agreement with the CEO.

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

The Administrative Entity is incorporated in the State of Florida, and has a 501 C(3) designation from the IRS.

- C. If a single entity has been selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach the agreement that describes how the entity will carry out its multiple responsibilities including how it will develop appropriate firewalls to guard against any conflict of interest.

The Administrative Entity is also a direct provider of career and training services to employers and job seekers.

(4) One-Stop System

- A. Provide a description of the local one-stop system (including the number, type and location of full-service and other service delivery points).

CareerSource Pinellas currently has five one stop locations as follows:

Full Service One-Stop Center:

- St. Petersburg (South County) (Square Feet 12,000)
3420 8th Avenue South, St. Petersburg, FL 33711

Satellite One-Stop Centers:

- Clearwater South (Square Feet 1,200)
16432 US Highway 19 N.
Clearwater, FL 33764
- Gulf to Bay- Clearwater (Square Feet 10,418)
2312 Gulf-to-Bay Boulevard, Clearwater, FL 33765
- Tarpon Springs (Square Feet 3,895)
St. Petersburg College Campus
682 E. Klosterman Road Tarpon Springs, FL 34689
- Tyrone (Square Feet 20,000)
7701 22nd
Ave North
St. Petersburg, FL 33710

Saint Petersburg (South County) is a full One-Stop center providing resource room access, WIOA (Adult, DW and Youth), WTP (TANF), WP, Veterans, SNAP, Ticket to Work-Disability Navigator, RESEA and Business Services. Clearwater (Gulf To Bay Blvd.), Tyrone and Tarpons Springs are satellite One-Stop centers providing resource room access, WIOA (Adult, DW and Youth), WTP (TANF), WP, Veterans, SNAP, RESEA and Business Services. In addition, the Tyrone Center offers pre-vocational programs.

The Clearwater South One-Stop center is an additional satellite office where customers can access resource room services and intensive career counseling in WTP (TANF) or SNAP.

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

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

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

Complete Technology Solutions (CTS) will serve as the contracted One Stop Operator. The one stop consortium consisting of partner agencies will continue to serve as outlined below.

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

CareerSource Pinellas provides direct services as approved by CareerSource Florida.

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

The one stop operator will provide the following services:

- Provide system(s) to effectively manage customer information
- Provide system to track one stop center physical usage as well as website traffic usage
- Provide Network access and support for staff, job seeker, and employer activities

The one stop consortium consisting of partner agencies will:

1. Coordinate the implementation of the consolidated, comprehensive employer and job seeker marketing plan for the One-Stop System.
2. Facilitate and support the integration of workforce development service by implementing policies and procedures providing effective and efficient service delivery, serving as a broker in the facilitation and coordination among partners.
3. Build strong collaborative partnerships among the partners of the One-Stop System through the use of an advisory committee comprised of partner agencies by cross training and other methods designed to enhance working relationships of the partners.
4. Promote quality management throughout the One-Stop System and among the partners.
5. Continually assess progress in the implementation of the One-Stop System through:
 - Monitoring and reporting on a long range standards and goals established by state and federal legislation, and recommending additional standards or goals to the One-Stop Committee, to assure the provision of quality services; and
 - Determining the level of customer satisfaction through mandatory federal and state surveys and other local evaluation techniques as deemed necessary.
6. Encourage partners and their staff at all levels to work creatively as entrepreneurs in building working partnerships.
7. Establish and maintain up-to-date Memoranda of Understanding with the partners that specify the roles and responsibilities of each partner. The MOU's identify services and resources provided as well as the partners' funds allocated to support the One-Stop System.

8. Cooperate with assessments of the One-Stop System performed by an outside entity.
- F. Pursuant to the CareerSource Florida Administrative Policy for One-Stop Certification, please provide the required attestation that at least one comprehensive one-stop center in your local area meets the certification requirements.

Per the CareerSource Florida Administrative Policy for One-Stop Certification, CareerSource has the required signed attestation that at least one comprehensive one-stop center in the local area meets the certification.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

Tampa Bay is a metropolitan region located in west central Florida adjacent to Tampa Bay. It boasts an enviable quality of life with year round sunshine, a unique cultural heritage and a diverse business climate. For both individuals and companies alike, living and working in Tampa Bay offers accessibility, affordability and room to grow. The Tampa Bay Area is often considered equivalent to the Tampa–St. Petersburg–Clearwater Metropolitan Statistical Area (MSA) as defined by the United States Census Bureau.

Pinellas and Hillsborough Counties are the major counties included in the Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (MSA). Pinellas and Hillsborough are included in the CareerSource Workforce Development Areas that make up Region 14 and Region 15 referred to in this plan as the region. This region has a total population of 2.3 million which accounts for 11.3% of the total population of the state of Florida. The area also has 1 million jobs with an average earning of \$57,000 which is 90% of the national average.

The region is a combination of businesses, from financial services to technology, manufacturing to leisure and hospitality, health and professional services. As the economy continues on an upward trend, the region is anticipating a bright outlook of increased job creation and business development in the area.

- A. CareerSource Pinellas existing and emerging in-demand industry sectors and occupations are outlined below for Tampa-St Petersburg-Clearwater MSA.

Labor Force and Unemployment

The unemployment rate has declined by 0.9 percentage point over the year to 5 percent in September 2015. Since the trough of the Great Recession (unemployment rate = 11.1 percent), the unemployment rate has decreased by 6.1 percentage points. The labor force has been increasing in recent years (September 2015 labor force = 1,446,538). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 72,020) and the number of employed persons has been increasing (September 2015 employed persons = 1,374,518).

Persons with Barriers to Employment

The most recent information on unemployment rates for persons with barriers to employment is for 2013. The LWDB 14 2013 unemployment rate was 22.7 for disabled persons, 11.8 percent for American Indians and Alaska Natives, 15.4 percent for Native Hawaiians and Other Pacific Islanders, and 8.9 percent for persons 55 and older.

Education of the Workforce

In 2013, the most common educational attainment level of LWDB14 workforce participants from 25 to 64 years old was some college or Associate degree at 33.9 percent, followed by bachelor's degree or higher at 31.6 percent, and then high school diploma (including equivalency) at 26.9 percent. Only 7.6 percent of workforce participants had attained less than a high school diploma.

Mining, Logging, and Construction

This MSA has a super sector for mining and logging and a separate super sector for construction. In September 2015, the employment for mining and logging, and for construction, were 400 and 64,900, respectively. The over the year changes in September 2015 (mining and logging: -100 jobs, -20 percent; construction: +3,200 jobs, +5.2 percent) were, respectively, 100 less and 900 less when compared to September 2014 (mining and logging: +0 jobs, +0 percent; construction: +4,100 jobs, +7.1 percent). The number of jobs in mining and logging has remained fairly constant over the past six years, and, as of recent, employment in construction has been trending upward for over five years.

Manufacturing

In September 2015, the employment was 62,100. The over the year change in September 2015 (+500 jobs, +0.8 percent) was 800 less when compared to September 2014 (+1,300 jobs, +2.2 percent). The number of jobs in this sector has been trending upward over the past five years.

Trade, Transportation, and Utilities

In September 2015, the employment was 233,200. The over the year change in September 2015 (+1,400 jobs, +0.6 percent) was 9,100 less when

compared to September 2014 (+10,500 jobs, +4.7 percent). The number of jobs in this sector has remained fairly constant over the past year.

Information

In September 2015, the employment was 25,300. The over the year change in September 2015 (-300 jobs, -1.2 percent) was equal to September 2014 (-300 jobs, -1.2 percent). The number of jobs in this sector has been fairly constant over the past five years.

Financial Activities

In September 2015, the employment was 103,100. The over the year change in September 2015 (-300 jobs, -0.3 percent) was 3,600 less when compared to September 2014 (+3,300 jobs, +2.5 percent). The number of jobs in this sector has been trending upward over the past five years.

Professional and Business Services

In September 2015, the employment was 206,200. The over the year change in September 2015 (+2,500 jobs, +1.2 percent) was 2,500 less when compared to September 2014 (+5,000 jobs, +2.5 percent). The number of jobs in this sector has been trending upward over the past five years.

Education and Health Services

In September 2015, the employment was 198,000. The over the year change in September 2015 (+8,600 jobs, +4.5 percent) was 3,700 more when compared to September 2014 (+4,900 jobs, +2.7 percent). The number of jobs in this sector has been trending upward for over two decades.

Leisure and Hospitality

In September 2015, the employment was 151,100. The over the year change in September 2015 (+12,900 jobs, +9.3 percent) was 7,400 more when compared to September 2014 (+5,500 jobs, +4.1 percent). The number of jobs in this sector has been trending upward over the past five years.

Other Services

In September 2015, the employment was 44,200. The over the year change in September 2015 (+300 jobs, +0.7 percent) was 900 less when compared to September 2014 (+1,200 jobs, +2.8 percent). The number of jobs in this sector has remained fairly constant for almost a year.

Government

In September 2015, the employment was 153,100. The over the year change in September 2015 (-200 jobs, -0.1 percent) was 800 less when compared to September 2014 (+600 jobs, +0.4 percent). The number of jobs in this sector has been fairly constant over the past five years.

Emerging Industries

Health care, professional and personal services industries top the lists of emerging industries. Emerging industries tend to employ a higher percentage in professional occupations.

Top Emerging Industries

Workforce Development Area 14 - Pinellas County

Industry Code	Industry Title	Employment		2015 - 2023 Change	
		2015	2023	Total	Percent
8129	Other Personal Services	901	1,263	362	40.2
6223	Private Specialty (Except Psychiatric and Substance Abuse)	330	434	104	31.5
5416	Management, Scientific, and Technical Consulting Services	7,424	9,725	2,301	31.0
6219	Other Ambulatory Health Care Services	1,124	1,458	334	29.7
5415	Computer Systems Design and Related Services	5,501	7,114	1,613	29.3
5191	Other Information Services	343	440	97	28.3
6113	Private Universities	2,191	2,766	575	26.2
6114	Business Schools and Computer and Management Training	300	370	70	23.3
6213	Offices of Other Health Practitioners	3,020	3,709	689	22.8
6214	Outpatient Care Centers	2,315	2,807	492	21.3
4452	Specialty Food Stores	794	943	149	18.8
6117	Educational Support Services	151	179	28	18.5
4889	Other Support Activities for Transport	55	65	10	18.2
5413	Architectural, Engineering, and Related Services	2,535	2,942	407	16.1
6111	Private Elementary and Secondary Schools	2,577	2,988	411	15.9
5419	Other Professional, Scientific, and Technical Services	4,286	4,957	671	15.7
5112	Software Publishers	465	529	64	13.8
5417	Scientific Research and Development Services	818	923	105	12.8
6215	Medical and Diagnostic Laboratories	1,085	1,213	128	11.8
5239	Other Financial Investment Activities	858	947	89	10.4
5414	Specialized Design Services	359	380	21	5.8

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

TOP 15 EXISTING DEMAND OCCUPATIONS (ranked by total job openings)

Workforce Development Area 14 - Pinellas County

Rank	Occupation Code	Occupation Title	Employment		2015 - 2023			2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	412031	Retail Salespersons	15,768	17,375	1,607	10.2	6,003	10.27	8.82	14.28
2	353021	Combined Food Preparation and Serving Workers, Including Fast Food	11,326	13,408	2,082	18.4	5,762	9.02	8.80	9.46
3	353031	Waiters and Waitresses	11,089	12,275	1,186	10.7	5,536	9.13	8.79	11.34
4	434051	Customer Service Representatives	13,803	15,670	1,867	13.5	4,845	14.55	10.74	18.00
5	412011	Cashiers	9,510	10,037	527	5.5	4,016	9.18	8.82	10.10
6	291141	Registered Nurses	9,405	11,052	1,647	17.5	3,060	30.19	24.99	34.46
7	311014	Nursing Assistants	7,561	9,162	1,601	21.2	2,729	11.36	9.91	12.84
8	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	9,342	10,832	1,490	16.0	2,387	14.85	10.68	17.44
9	537062	Laborers and Freight, Stock, and Material Movers, Hand	5,546	6,246	700	12.6	2,084	10.72	8.87	13.94
10	132011	Accountants and Auditors	5,092	5,802	710	13.9	1,909	30.03	21.68	39.69
11	439061	Office Clerks, General	7,408	7,995	587	7.9	1,826	12.63	9.36	15.75
12	434171	Receptionists and Information Clerks	4,776	5,501	725	15.2	1,766	12.98	10.12	15.01
13	431011	First-Line Supervisors of Office and Administrative Support Workers	5,193	5,827	634	12.2	1,616	24.25	16.82	30.32
14	292061	Licensed Practical and Licensed Vocational Nurses	3,550	4,466	916	25.8	1,601	20.36	16.36	22.59
15	372011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	5,660	6,418	758	13.4	1,588	9.68	8.83	11.67

* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.

** Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

*** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

Existing Demand Occupations

The majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rate of worker turnover.

The top five existing demand occupations are related to customer service and hospitality. Retail sales persons is the top existing demand occupation, with 6,003 projected total job openings between 2015 and 2023.

Three of the top 15 existing demand occupations require significant technical training: registered nurses, accountants and auditors, and licensed practical and licensed vocational nurses.

Three of the top 15 existing demand occupations are healthcare occupations which reflect a high demand for medical services as a result of population aging, expanding medical insurance coverage, and technological innovation.

Top 15 Emerging Occupations (ranked by percent growth)

Workforce Development Area 14 - Pinellas County

Rank	SOC Code	Title	Employment		2015 - 2023		Industry Sector Linkage	2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change		Median	Entry*	Exp**
1	291071	Physician Assistants	298	415	117	39.3	Healthcare	42.69	33.31	49.15
2	152041	Statisticians	44	56	12	27.3	Professional Services	28.78	17.15	37.37
3	471011	First-Line Superv. of Construction and Extraction Workers	1,746	2,181	435	24.9	Construction	25.11	18.17	30.35
4	131081	Logisticians	295	365	70	23.7	Professional Services	32.18	23.81	40.46
5	151121	Computer Systems Analysts	1,417	1,742	325	22.9	Professional Services	39.33	24.52	47.32
6	519199	Recycling and Reclamation Workers	228	273	45	19.7	Clean Tech	11.57	9.05	14.42
7	291122	Occupational Therapists	397	475	78	19.7	Healthcare	39.78	31.18	49.89
8	172081	Environmental Engineers	182	217	35	19.2	Professional Services	29.75	17.57	39.17
9	435011	Cargo and Freight Agents	209	249	40	19.1	Logistics and Distribution	20.32	10.32	22.63
10	292099	Neurodiagnostic and Ophthalmic Technologists, Surgical Assistants	445	530	85	19.1	Healthcare	20.11	13.35	28.84
11	299099	Midwives	58	69	11	19.0	Healthcare	14.36	11.62	19.91
12	259031	Instructional Coordinators	256	304	48	18.8	Education	25.04	16.79	32.10
13	291141	Registered Nurses	9,405	11,052	1,647	17.5	Healthcare	30.19	24.99	34.46
14	172051	Civil Engineers	474	553	79	16.7	Professional Services	40.28	28.19	50.18
15	253099	Tutors	668	770	102	15.3	Education	NA	NA	NA

* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

Emerging Occupations

The majority of top emerging occupations occur in the healthcare (five of top 15) and professional services (five of top 15) industry sectors, which follows the overall Florida statewide distribution of top emerging occupations.

The top emerging occupation in the healthcare industry sector is physician assistants. The demand for physician assistants is projected to grow due to the large senior citizen population in Pinellas County and the continuing shortage of primary care physicians.

The professional services industry sector is an emerging occupation, reflecting an increasing demand for advanced engineering, quantitative and computer software skills.

The growth in the construction industry sector of the emerging occupation first-line supervisors of construction and extraction workers is due in part to activities related to solar energy installation.

Recycling and reclamation workers are the top emerging occupation in the clean tech industry sector. Persons in that occupation sort and prepare materials for recycling, identify and remove hazardous substances, and dismantle components of disused appliances.

Cargo and freight agents is a top emerging occupation in the logistics and distribution industry sector as a result of logistical innovations in the forwarding of freight. Cargo and freight agents who specialize in freight forwarding are responsible for researching rates, routings, or modes of transport for shipment of products.

The top two emerging occupations in the education industry sector are instructional coordinators and tutors. Instructional coordinators develop instructional material, coordinate educational content, and incorporate current technology in specialized fields that provide guidelines to educators and instructors for developing curricula and conducting classes. Tutors provide non-classroom academic instruction to students on an individual or small-group basis for proactive or remedial purposes.

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

The Local Workforce Development Board has identified four in demand industry sectors, including healthcare, manufacturing, information technology and financial and professional services. Additional industries and specific occupations considered as important the region include transportation, retail, government, education and construction.

Across these demand industries sectors, several occupations were mentioned more frequently than others as employment needs for local employers, including sales representative, registered nurses, secondary school teachers, maintenance workers, managers, engineers, receptionists and retail salespersons. Among Manufacturers, both production and non-production occupation workers are needed, including machinists, maintenance and repair worker, industry production managers, engineers, welders and production supervisors. According to employers, hiring needs occur across a variety of skill levels.

When defining employment needs employers in demand industry sectors often use the phrase “skills gaps” to reflect the struggle in finding qualified workers. In the region, employers generally take this “gap” as a given, the causes and the degree to which employers have hiring difficulties tend to be complex. Most

commonly, employers indicated the reason for the gap includes jobseekers' lack of skills (both "hard" and "soft" skills), certifications or training, educational attainment and/or work experience. Others highlight basic employability issues such as applicants' work ethic and dependability, ability to pass a drug test or criminal record. In the manufacturing industry, employers mention they have difficulties attracting workers due to a negative perception or difficult working conditions or low pay/benefits.

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

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

In addition, based on information received from the Business Summit and other employer surveys, businesses have identified new "21st century" skill requirements that have evolved over the past decade, including: understanding the global business context and political environment, innovative thinking, technology-driven communications, new technologies, collaborative planning and, job retention skills or soft skills.

- **Global and Political.** The global business context and political environment require employees to understand the impact the global economic connectivity has on whether a business platform will succeed or fail. Businesses must plan on the basis that their product and/or service half-life is measured in months, not years.
- **Innovative Thinking.** Employees need to understand that their ideas and innovative thinking can lead to new products and services that can help keep their employer competitive. How quickly employees can adapt to new communication technologies determines how fast ideas move.
- **Technology-Driven Communication.** With web-based technologies that are ported to laptops, cellphones and PDAs, employees are virtually connected 24/7.
- **New technologies.** Technologies such as wiki pages, blogs and social and professional networks offer individuals a way to share experiences and thoughts. Such social networking is also great ways to share ideas between co-workers to help ensure that all good ideas are considered.
- **Collaboration.** Collaborative planning has become essential for businesses to develop new strategies to grow and prosper.

- **Job Retention Skills.** Employers value education and the tangible skill sets that workers offer, but they value the soft skills just as much. Getting to work on time consistently, maintaining a good attitude and being a team player are among the most essential job skills a worker can possess.

According to EMSI (2016) the top knowledge, skills and abilities for the in-demand industry sectors are as follows:

Healthcare:

Healthcare employers identified the need for additional practical experience to compete with out of state medical professionals. The top two knowledge competencies include psychology and medicine dentistry. Basic customer service and empathy skills for dealing with patients are also a key skill needed in the healthcare industry today and in the future.

Competencies - Knowledge

Knowledge	Importance	Level
Psychology	80	84
Customer and Personal Service	83	73
Therapy and Counseling	72	63
Education and Training	72	59
Medicine and Dentistry	86	58
Mathematics	56	52
English Language	76	52
Biology	54	49
Sociology and Anthropology	53	48

Competencies - Skills

Skill	Importance	Level
Social Perceptiveness	78	63
Reading Comprehension	72	61
Coordination	72	59
Speaking	75	57
Critical Thinking	72	57
Service Orientation	75	57
Active Listening	78	57
Monitoring	69	55
Judgment and Decision Making	69	54

Competencies - Abilities

Ability	Importance	Level
Problem Sensitivity	78	71
Inductive Reasoning	75	70
Oral Comprehension	78	68
Oral Expression	78	66
Written Comprehension	75	61

Deductive Reasoning	75	59
Near Vision	69	59
Speech Recognition	72	57
Written Expression	69	55

Manufacturing

Training in a real manufacturing setting is crucial. Employers in this industry are looking for individuals with manufacturing education and mechanical knowledge. There is a need to market the industry in the education institutions to create increased interest amongst the younger generation. Workers within the manufacturing industry must keep up with the technological advances by gaining more education at technical schools. In addition, needs in soldering, welding and additive manufacturing were identified as skills needed by local manufacturing employers.

Competencies - Knowledge

Knowledge	Importance	Level
Mechanical	76	77
Computers and Electronics	61	62
Engineering and Technology	72	62
Mathematics	67	60
Design	64	60
Production and Processing	74	59
Physics	48	48
Education and Training	43	47
English Language	56	45

Competencies - Skills

Skill	Importance	Level
Operation Monitoring	75	52
Troubleshooting	53	50
Monitoring	63	50
Equipment Maintenance	63	50
Quality Control Analysis	56	50
Repairing	56	48
Active Listening	63	48
Reading Comprehension	66	48
Critical Thinking	66	48

Competencies - Abilities

Ability	Importance	Level
Oral Comprehension	66	57
Oral Expression	66	52
Visualization	63	52
Problem Sensitivity	69	50
Written Expression	60	48

Information Ordering	53	48
Reaction Time	50	48
Deductive Reasoning	60	48
Written Comprehension	60	48

Information Technology

In the field of technology, ongoing training is critical; employers are noticing a lack of up-to-date technical skills among workers today. The need for ongoing certification and training is crucial to stay marketable and competitive in today's IT workforce. There is a high need for Hypertext Preprocessor (PHP) Programmers, Project Managers/Developers, Network Engineers and System Administrators. Current clearance and certification is essential to the IT industry. Cyber Security will be a vital technical skill needed in the future.

Competencies - Knowledge

Knowledge	Importance	Level
Computers and Electronics	96	96
Mathematics	62	67
English Language	76	58
Administration and Management	50	53
Customer and Personal Service	52	46
Design	49	42
Education and Training	36	37
Communications and Media	35	36
Engineering and Technology	34	34

Competencies - Skills

Skill	Importance	Level
Programming	88	68
Reading Comprehension	75	59
Quality Control Analysis	63	55
Critical Thinking	66	54
Active Listening	63	52
Systems Evaluation	56	50
Complex Problem Solving	66	50
Operations Analysis	56	50
Judgment and Decision Making	60	48

Competencies - Abilities

Ability	Importance	Level
Oral Comprehension	66	61
Written Comprehension	72	61
Deductive Reasoning	63	59
Information Ordering	69	57
Oral Expression	60	55
Inductive Reasoning	63	55

Near Vision	66	52
Written Expression	56	52
Problem Sensitivity	63	52

Financial & Professional Services

The primary knowledge competency in the field of financial and professional services is economics and accounting, followed closely by mathematics. Employees in the field of Financial/Professional services need to have good reading comprehension and be able to develop a personal relationship with customers. The Financial/Professional Services Forum determined that being self-motivated and having the positive attitude to meet the needs of the customers is essential to the success of the employee in the workplace.

Competencies - Knowledge

Knowledge	Importance	Level
Economics and Accounting	90	79
Mathematics	76	75
English Language	83	70
Administration and Management	58	63
Customer and Personal Service	52	61
Clerical	45	61
Education and Training	44	61
Computers and Electronics	62	59
Law and Government	59	58

Competencies - Skills

Skill	Importance	Level
Reading Comprehension	72	57
Writing	72	57
Judgment and Decision Making	63	55
Critical Thinking	72	55
Active Listening	66	55
Active Learning	60	55
Speaking	69	54
Systems Analysis	53	52
Systems Evaluation	53	50

Competencies - Abilities

Ability	Importance	Level
Deductive Reasoning	72	63
Written Comprehension	78	63
Oral Expression	75	61
Near Vision	66	59
Oral Comprehension	75	59
Written Expression	75	59

Number Facility	63	55
Problem Sensitivity	63	55
Mathematical Reasoning	60	54

Through the ongoing interaction with the local business community, use of knowledge, skills and abilities indicators as show above and other relevant information, CareerSource Pinellas has been able to identify in demand companies in the region, organize regional labor market information into training opportunities for emerging jobs and occupations and highlight the skills, knowledge and abilities needed to help meet the employment needs of local employers.

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

The region’s economy has been in a recovery mode since the bottom of the downturn in the early 2009. The region tended to be the last to feel the full impact of the downturn, due mainly to the diverse assets and resources, but also, in part, to the “attraction” reputation we have enjoyed for a long time. People want to live and work here. For the most part, individuals seeking and suited to entry-level positions chose to live here first then find their way into the labor force. Professionals and those with higher education tend to find their way here due to work, and then they don’t want to leave. From a labor force perspective, these are both a blessing and curse. The blessing is that the labor force continues to grow with a cross-section of available individuals. The curse is that many of them come not ready to work and do not have the requisite skills and education to find a job quickly. This emphasizes the need for a comprehensive workforce development system.

The Tampa Bay region is rebounding at a great pace. Therefore, both the labor force and the job market are growing, and the sector-based demand generators are creating jobs. This bodes well for youth, emerging workforce, and adults in need of work.

Most recently, the unemployment rate hit 5.0% for the Tampa-Saint Petersburg-Clearwater (TSPC) MSA County, a decrease from 9.0% in June of 2012. Since the trough of the Great Recession (unemployment rate = 11.1 percent), the unemployment rate has decreased by 6.1 percentage points. The Tampa-Saint Petersburg-Clearwater MSA includes two counties Hillsborough and Pinellas counties and two workforce development areas Local Workforce Development Area – Region 14 and Local Workforce Development Area – Region 15. Tampa-Saint Petersburg-Clearwater MSA has an estimated 3,000,000 residents and a labor force of 1,446,538 and 1,374,518 employed, 27% are in the 25 to 44 age range. The average wage earnings are \$57, 117 which is 90% of the national average. Over 84,000 businesses are based within the Tampa-Saint Petersburg-Clearwater (TSPC) MSA.

This region (Pinellas and Hillsborough) has approximately 2.3 million people. The educational attainment level within this region is essentially the same. According to the U.S. Bureau, American Community Survey, the most common educational attainment level of the workforce participants in Pinellas County, from 25 to 64 years old was some college or Associate degree at 33.9 percent, followed by bachelor's degree or higher at 31.6 percent, and then high school diploma (including equivalency) at 26.9 percent. Only 7.6 percent of the workforce participants had attained less than a high school diploma. Similarly, in Hillsborough County, the most common educational attainment level of workforce participants from 25 to 64 years old was bachelor's degree or higher at 33.8, followed by some college or Associate degree at 31.2, and then high school diploma (including equivalency) at 25.9 percent. Only 9.0 percent of workforce participants had attained less than a high school diploma.

As anticipated, persons with barriers tend to fair worse in the workforce. Based on the most recent information, distributed for Pinellas County, the unemployment rate for persons with barriers was: 22.7 for disabled persons, 11.8 percent for American Indians and Alaska Natives, 15.4 percent for Native Hawaiians and Other Pacific Islanders, and 8.7 percent for persons 55 and older. For Hillsborough County, the statistics mirror those of Region 14, with the exception of American Indians and Alaska Natives who have a 68 percent higher unemployment rate. The unemployment rate for persons with barriers was: 21.5 for disabled persons, 17.2 percent for American Indians and Alaska Natives, 11.5 percent for Native Hawaiians and Other Pacific Islanders, and 8.7 percent for persons 55 and older.

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

CareerSource Pinellas has a robust menu of workforce services to offer to both businesses and individuals in the region. The services available to individuals include a wide array of career services, including educational scholarships, training, pre-vocational training, career exploration, career resources, employability skills training, networking opportunities and onsite recruitment events. The One-Stop centers provide resource room access, WIOA (Adult, Dislocated Worker and Youth), WTP (TANF), Veterans, SNAP, Ticket to Work – Disability Navigator and RESEA.

In addition, CareerSource Pinellas has significant services available to businesses, including career fairs, labor market information, job postings, business seminars and outplacement services. To assist with meeting local employer needs, we have identified four in demand industry sectors, including health care, manufacturing, financial and professional services and information technology. These industries were targeted because the region has assets to build upon, market trends are strong

and positive, the ability to create jobs and diversify the economy and the potential for grow and development.

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

In addition, jobs in the region today are requiring more and more workers to be equipped with the latest computer skills. These skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is changing and evolving provides a key skill deficiency among the unemployed and underemployed population. CareerSource Pinellas continues to offer ongoing training skills development for individuals to meet employers' demands. CareerSource is constantly monitoring current workforce services to ensure they are meeting the needs of participants who are working towards their goal of obtaining employment and employers who are in need of qualified applicants.

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

Overall, the future forecast of the CareerSource Pinellas region is improving every day and we are determined to continue with constant improvements to our workforce services in order to meet the demands of our customers.

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

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

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

WIOA authorizes "career services" for adults and dislocated workers. There are three types of "career services" available within CareerSource Pinellas 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 CareerSource Pinellas staff the flexibility to target services to the needs of the customer.

Basic Career Services

Basic career services will be available to all individuals seeking services in the CareerSource Pinellas one-stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the CareerSource Pinellas ReEmployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling, including
- Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA);
- Provision of information on nontraditional employment (as defined in sec.3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within Tampa Bay regional planning area;

- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (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) ; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim; and is available online and specialized assistance is available thru Florida's call center by staff trained in UI claims, filing, and/or the acceptance of information necessary to file a claim.

Individualized Career Services

If one-stop center staff determines that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to the individual through CareerSource Pinellas center resources, center staff or partners. One-stop center staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include: diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the 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;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);

- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre- vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

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 Dislocated Worker (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:

- a) Be based on a formal assessment instruments such as TABE or other comprehensive assessment systems;
- b) Identify other barriers to successful employment and retention; and
- c) Result in recommendations for further services, and be the basis for the completion of the Career Plan.

Any customer considered for an ITA or other educational or training services must have the need for such services documented in the assessment process.

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

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

CareerSource Pinellas' outreach objectives include, maintaining tools that enhance outreach to job seekers and effectively promoting the website and Virtual One-stop system/Employ Florida Marketplace to increase website traffic. Outreach will be done with through a variety of approaches and media that may include but are not exclusive to:

- Social Media and other online media;
- Interactive Voice Response (IVR) telephonic outreach;
- Web-based media within the CareerSource Pinellas one-stop system or partner agencies;
- Local newspaper, radio and/or television; and/or
- Customer word of mouth or relaying their positive experience or services received through the one-stop system.

CareerSource Pinellas' Business Services team identifies the skill needs of local employers. The utilization of strategically planned forums assists in identifying skill needs. CareerSource Pinellas has a designated team of well trained professionals that cover the entire region. The team has four main components: a Business Services Director, Lead Recruiters, Recruiters and Veteran Representatives that work together to provide the most comprehensive and highest quality of service delivery. The REGION is divided into designated geographical areas based on employer/industry, which enables the recruiters to become experts in particular industries.

The Veteran Services Unit consisting of skilled and dedicated LVERs assist in contacting and engaging Federal contractors and employers that have been identified as Veteran friendly in their hiring practices. The veteran will be assessed through the one-stop system to have significant barriers to employments under DEO directive will be referred to the CareerSource Pinellas DVOP team. Any veterans determined to not have a significant barrier are referred to and served through the CareerSource Pinellas center team. CareerSource Pinellas places great emphasis on customer choice so staff discusses all the options with the employer and the veteran including self-service through the Employ Florida Marketplace system or working directly with a recruiter to meet their staffing needs.

CareerSource Pinellas uses four key strategies to address the skill needs of local employers and close the existing skill gaps of the local incumbent, under-employed and unemployed population: Employed Worker Training (EWT), On- the-Job Training (OJT) programs, Industry Forums and WIOA Training Providers.

The EWT Program (Employed Worker Training) provides opportunities for businesses to train existing employees, which allow companies to achieve greater employee retention, maximize productivity and market competitiveness. The employees have an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training. This training may occur in the for-profit, the non-profit or the public sector. The training strategy is designed to assist

individuals in need of services in order to retain their self-sufficient employment. The training may be provided to a single employee or a group of employees.

The OJT Program (On-the-Job Training) provides local employers with qualified job seekers. The company is required to provide on-the-job training in a full-time salary or hourly position in one of the positions listed on the regional Targeted Occupational List (RTOL). The company is encouraged to retain the employee, if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50% of the employee's full-time salary or hourly rate for a standard OJT period, to be determined by the staff based on salary and standard time for OJT for the position.

CareerSource Pinellas has identified the targeted regional industries below as part of CareerSource Pinellas strategic plan process utilizing labor market information and local business needs:

- Manufacturing
- Information Technology
- HealthCare
- Professional, Financial and Business Services

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

There are numerous workforce activities throughout the region focusing on Youth. There are faith-based, community-based, education-based, as well as Federal, State and Local Government funded programs. The LWA is also home to a Job Corp center located in St Petersburg and had Youthbuild programs in Hillsborough and Pinellas Counties. The Job Corps and Youthbuild programs actively recruit students with disabilities and have resources to provide accommodations, as needed.

The Job Corp Center:

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

The Job Corps design includes the following features:

1. A defined set of core competencies in academic, vocational, information technology, employability and independent living skills which represent the fundamental skills students need to secure and maintain employment;

2. Standardized systems for financial reporting, data collection, student benefits and accountability; and
3. Nationally established performance outcomes, goals and quality expectations.

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

The Pinellas County Job Corp center is a residential facility with the capacity to serve 300 students at any given time.

Hillsborough and Pinellas YouthBuild Programs

Globally, over 200 million youth are working poor and earning less than \$2.00 a day. All are in urgent need of pathways to education, jobs, entrepreneurship, and other opportunities leading to productive livelihoods and community leadership. YouthBuild programs provide those pathways. All over the world they unleash the positive energy of low-income young people to rebuild their communities and their lives, breaking the cycle of poverty with a commitment to work, education, family, and community.

At YouthBuild programs in the United States and across the globe, low-income young people learn construction skills through building affordable housing for homeless and low-income people in their neighborhoods and other community assets such as schools, playgrounds, and community centers.

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

Over the past two years approximately 100 students have been served through the program.

These two programs represent successful models for engaging youth into workforce development programs that emphasize job skills, education, employability skills, and social skills. The YouthBuild program will be the model for development of the LWDA WIOA youth programs.

LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

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

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

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

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

Strategic Goal 1

CareerSource Pinellas will strategically align its workforce development programs to ensure that employment and training services provided by the core programs identified in the WIOA (WIOA, Wagner-Peyser, Vocational rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

Strategic Goal 2

CareerSource Pinellas will continue to foster regional collaboration and alignment between this region's workforce development programs and economic development organizations to meet the needs of local and regional employers.

Strategic Goal 3

CareerSource Pinellas, working with other core program organizations, will increase the quality and expand the accessibility of services that job seekers and employers receive at the local CareerSource Pinellas Centers.

Strategic Goal 4

CareerSource Pinellas will improve services to employers and continue to promote work based training to ensure that our services are employer driven and contribute to the economic growth and business expansion in our community.

Strategic Goal 5

CareerSource Pinellas will increase the use of proven service delivery models and best practices in serving disconnected youth and other vulnerable populations.

Strategic Goal 6

CareerSource Pinellas will provide access to high quality training to help job seekers acquire industry recognized credentials for in demand jobs.

Strategic Goal 7

CareerSource Pinellas will enhance services for all job seekers to ensure that they have access to high quality workforce services.

Strategic Goal 8

CareerSource Pinellas will improve services to individuals with disabilities to increase their access to high quality workforce services and prepare them for competitive integrated employment.

Strategic Goal 9

CareerSource Pinellas will continue a strong partnership with and improve coordinated delivery of services with the Job Corps Program.

Strategic Goal 10

CareerSource Pinellas will reinforce connections with registered apprenticeship and pre apprenticeship programs as these programs are proven models that provide workers with career pathways and opportunities to earn while they learn.

Strategic Goal 11

CareerSource Pinellas will streamline and strengthen the strategic role of the Board so this Board can be more agile and well positioned to meet local and regional employers' workforce needs.

Strategic Goal 12

CareerSource Pinellas will place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and job seekers through sector partnerships related to in demand industry sectors and occupations.

Strategic Goal 13

CareerSource Pinellas will work with our core program partners to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels, including those with disabilities, to complete the education and training they need to attain industry recognized credentials and as a strategy to meet the skill requirements of businesses in in-demand industries and occupations.

Strategic Goal 14

CareerSource Pinellas will promote accountability and transparency by ensuring that its employment and training programs are evidence based and data driven, and accountable to the Pinellas Board of County Commissioners, the local workforce Board, CareerSource Florida, DEO, local employers, job seekers, and the general public.

Strategic Goal 15

CareerSource will support regional economic growth and economic self-sufficiency by ensuring that its employment and training programs and activities are designed and implemented, in coordination with its core program partners, to meet and/or exceed the primary indicators of performance under the adult and dislocated worker programs authorized under chapter 3 of subtitle B of WIOA and under the youth program authorized under chapter 2 of subtitle B of WIOA.

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

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

CareerSource Pinellas plans to accomplish this goal by implementing the following objectives:

- Convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs.
- Use a variety of techniques to solicit input from our core program organizations, other key partners, and the business community to assist in the development of content for our local plan.
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entities' key staff will

be invited to participate in these strategic meetings and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers.

- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
- Continue to urge Vocational rehabilitation and Adult Education to co-locate within CareerSource Pinellas centers whenever possible and feasible and explore aligning resource / cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives.
- Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
- Develop and execute updated Memoranda of Understanding with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
- 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) Please describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.

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

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

- The CareerSource Pinellas Board debates strategic alternatives and adjusts strategies based on changing conditions;
- The CareerSource Pinellas Board monitors the implementation of strategies established and performance achieved;
- The CareerSource Pinellas Board routinely and periodically evaluates its budget, resource allocations, cost sharing and expenditures;

- The CareerSource Pinellas Board maintains a strong focus on performance, results and measures of success;
- The CareerSource Pinellas Board’s agenda includes financial, strategic, governance, operational and other key workforce issues that provides the structural framework for the board’s oversight;
- The CareerSource Pinellas Board solicits and considers input from the community and customers;
- The CareerSource Pinellas Board maintains a governance structure/framework that is responsive to its stakeholders;
- The CareerSource Pinellas Board requires clarity regarding its role, responsibilities and focus;
- The CareerSource Pinellas Board practices pro-active governance, especially related to board member recruitment and reappointment;
- The CareerSource Pinellas Board oversees the quality of leadership and management;
- The CareerSource Pinellas Board maintains and adheres to a board leadership succession plan; and
- The CareerSource Pinellas Board maintains a constant communication with key stakeholders on the organization’s achievements and plans.

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

- (4) Please 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 the goals of CareerSource Pinellas is to achieve its strategic vision is to improve services to individuals with disabilities and other protected groups to increase their access to high quality workforce services and prepare them for competitive integrated employment.

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

- Bring together core program entities’ staff, key partner staff and the business community to integrate services and supports, “blend” and “braid” funds, and leverage resources across multiple service delivery systems to improve services to individuals with disabilities and other protected groups.
- Create systemic change in service delivery design and relevant programs by establishing partnerships, processes, policies, alternate assessments, and programs that better connect education, training, workforce, and supportive services to improve employment outcomes of individuals with disabilities and other protected groups in existing career pathways programs.

- Promote more active engagement with the business sector to identify the skills and support that workers with disabilities and other protected groups need and to better communicate these needs to the core programs' staff, other key partners, education and training providers, job seekers, and state decision-makers.
- Continue to provide physical and programmatic accessibility to employment and training services for individuals with disabilities.
- Access the physical and programmatic accessibility of all our centers and training vendors' facilities.
- Work with our core program partner, Vocational Rehabilitation, to provide youth with disabilities extensive pre-employment transition services so they can successfully obtain competitive integrated employment.
- Improve the employment outcomes of individuals with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits, by refining and expanding services available through our local centers to connect them to existing successful career pathways programs.
- Provide more and diversified job-driven training opportunities for individuals with disabilities and other protected groups, including work-based training approaches such as on-the-job training, summer STEM programs, Registered Apprenticeships, internships, paid work experience, etc.
- Increase the number of individuals with disabilities and other protected groups who earn credentials, including high school diplomas, industry-recognized certificates, and two- and four-year postsecondary degrees, that enable them to compete for employment along a career pathway in targeted industries and other high-demand and emerging occupations.

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

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

The board members, core program entities, partner agencies, local employers, County chief elected official representatives, and other participants had the opportunity to communicate and offer guidance on their areas of interest and expertise within the plan. The plan process has also provided an opportunity for public comment and input into the development of all components of the plan, including the vision and goals established, as CareerSource Pinellas made the plan

available through a posting on our website, other electronic means and in open meetings to ensure transparency to the public. With the dynamic exchange of information and input received, we have been able to successfully develop a solid strategic plan which identifies the vision, goals and objectives that CareerSource Pinellas will pursue to provide enhanced and coordinated programs and activities offered to our customers within this workforce area.

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

CareerSource Pinellas' past high level of achievement and experience in management of the federal performance accountability measures namely; assisting local job seekers enter employment, retain their employment and earn a self-sufficient wage has been pivotal in the adoption of the LWDB's vision and underlying goals noted below:

Helping to prepare job seekers to enter or reenter the workforce through basic career services, individualized career services, skills upgrades, receipt of stackable certifications, and work-based training provide a skilled workforce to the local employers resulting in employment which supports and drives federal performance measures.

CareerSource Pinellas's noted goals below relate to and support attainment of LWDB performance levels.

Collaboration across core and other partners, and other local area workforce boards supports efficiencies across programs, sharing of resources and promotes common goals driving higher levels of performance for the entire one-stop system as well supporting economic growth and job seeker self-sufficiency.

The LWDB's goals promote a system of monitoring, self-assessment, and evaluation helping to define improvements and targeted change to maintain a model of continuous improvement driving achievement of federal performance levels.

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

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

- The needs of business, workers and job seekers drive workforce solutions;
- CareerSource Pinellas' centers provide excellent customer service to job seekers and employers through a focus on continuous improvement;

- Our workforce development system supports strong local and regional economies and plays an active role in the community and workforce development; and
- Continuous improvement is supported through evaluation, accountability, identification of best practices and data driven decision-making.

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

Annually under CareerSource Administrative policy #FG-OSPS 88, CareerSource Florida with Department of Economic Opportunity (DEO) acting as the representative of CareerSource Florida, requires the local Boards and CareerSource Florida to negotiate and reach agreement to local levels of performance for each of the 12 performance indicators identified under 20 CFR 666.300. Negotiated local levels of performance or annual goals are based upon regression modeling methodology transitioning to statistical analysis modeling as to be determined by CareerSource Florida and the DEO. Current negotiated levels of performance for CareerSource in the Tampa Bay area are as follows:

PY 2014 - 2015 FLORIDA WORKFORCE COMMON MEASURES PERFORMANCE		
July 1, 2015 - June 30, 2016 Negotiated LWDB Goals		
Local Area Performance Indicator	CareerSource Pinellas	CareerSource Tampa Bay
Common Measures	PY 2015-2016 Performance Goals	PY 2015-2016 Performance Goals
Adults:		
Entered Employment Rate	96.90%	80.10%
Employment Retention Rate	94.00%	90.40%
Average 6-Months Earnings	\$22,492.30	\$19,191.00
Dislocated Workers:		
Entered Employment Rate	97.20%	86.00%
Employment Retention Rate	94.60%	90.20%
Average 6-Months Earnings	\$17,086.10	\$16,971.40
Youth Common Measures:		
Placement in Employment or Education	91.30%	74.25%
Attainment of a Degree or Certificate	90.30%	43.36%
Literacy and Numeracy Gains	76.00%	30.52%
Wagner-Peyser:		
Entered Employment Rate	62.00%	64.00%
Employment Retention Rate	77.00%	79.00%
Average 6-Months Earnings	\$12,190.00	\$12,000.00

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

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

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

Self-sufficiency for dislocated workers is defined as having a job with a wage that is at least 80% of the dislocated worker's pre-layoff wage. This 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. Self-sufficiency for employed adults is defined as a wage that is equal to or above \$26/hour or a family income above 250% of the LLSIL, whichever is higher. If the self-sufficiency wage level is above 250% of the LLSIL and above the average wage in this region, the Board will include justification in the individual's file that the level is required to provide for the individual and his/her family.

COORDINATION OF SERVICES

- (1) **Coordination of programs/partners:** Please describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. TEGL 3-15

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

Core Programs managed through direct services include:

- CareerSource Pinellas Labor Exchange services provided under Wagner-Peyser staff;
- CareerSource Pinellas Veteran's Employment program;
- CareerSource Pinellas WIOA Adult, Dislocated worker and Youth services;
- CareerSource Pinellas Trade Adjustment Assistance programs;
- CareerSource Pinellas TANF programs authorized under Social Security Act Title IV, Part A;
- CareerSource Pinellas Reemployment Services and Eligibility Assessment Program (RESEA) providing employment services to DEO's state Unemployment Compensation program; and
- CareerSource Pinellas Information and local navigation assistance to DEO's state Unemployment Compensation program.

Core programs and services managed through a contract provider of CareerSource Pinellas or partner under Memoranda of Understanding, including:

- CareerSource Pinellas WIOA Youth services (Pinellas contract provider);
- Title IV program services through the Department of Vocational Rehabilitation (referral and Memorandum of Understanding);
- Offender reentry services through the Pinellas County Ex-offender Re-entry Coalition (referral and Pinellas Memorandum of Understanding);
- Department of Juvenile Justice (referral and Memorandum of Understanding);
- Senior Community Service Employment program (referral and Memorandum of Understanding);
- Adult education and Literacy programs under Title II, local County Schools Adult and Education (referral and Memorandum of Understanding); and
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs (referral and formal Vendor agreements);
- Hillsborough County Social Services (referral and Memorandum of Understanding);
- Division of Blind Services (referral and Memorandum of Understanding); and
- Multiple Housing Agency Authorities across Pinellas County (referral and Memorandum of Understanding);

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

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

When it is determined that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available to the individual through CareerSource Pinellas center resources, center staff or partners. Frontline staff is highly familiar with the functions, basic eligibility requirements and the services of each program and can appropriately assist customers to access CareerSource Pinellas programs and services, make knowledgeable referrals to partner programs; as needed and as appropriate given the authorized scope of the program. CareerSource Pinellas 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 CareerSource Pinellas team strives to coordinate staff and partner communication, capacity building, and training efforts. Service integration focuses on serving all customers seamlessly included targeted populations by providing a full range of services staffed by cross trained teams fluent with the purpose, scope and requirements of each program.

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

Coordination is maintained and enhanced through a trained and equipped one-stop center and partner staff. Staff training is an ongoing learning process providing knowledge, skills and motivation to provide superior services to include individualized career services to job seekers inclusive of the LWDB priority populations in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise and efficiency as well to enrich the customer experience. Cross training drives a

solid understanding of each program, sharing of staff expertise and supports all staff to better serve all customers. It is also important to ensure staff are aware how their particular function supports and contributes to the overall vision of the local board as well as key to seamless delivery of individualized services. CareerSource Pinellas strives to develop and maintain operational policies and procedures to support staff training and fluency with CareerSource Pinellas standards, local practices, and program integration resulting in improved coordination without duplication of services.

- (2) Coordination with Economic Development Activities:** Please provide a description of how the local board will coordinate workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promote entrepreneurial training and microenterprise services. WIOA §108(b)(4)(iii)

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

- For over three years the CareerSource Pinellas has had agreements with the local EDC for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, EDC training, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs. These agreements will continue to be refined on an annual basis. The partnerships with the local EDC including the area's Small Business Development Centers and other county funded programs will enhance the promotion of entrepreneurial training and microenterprise services.
- CareerSource Pinellas will continue to co-host, in coordination with local EDC, a minimum of 4 Business Seminars that provide small businesses with training to maintain and expand. The seminars also serve as a forum for CareerSource Pinellas to understand the needs of local businesses. This information is useful for the provision of a skilled workforce that meets the needs of local business while aligning services that have value to the business community. A special emphasis is placed on promoting workforce activities such as Labor Market Information, job placement services, apprenticeship, internships, on the job training and employed worker training programs.
- CareerSource Pinellas in collaboration with Pinellas County Economic Development, the Tampa Bay Partnership, Tampa Hillsborough Economic Development Corporation and the Florida High Tech Corridor performed Skills

Gap Analyses in the following industries: Information Technology, Manufacturing, and Financial & Shared Services. Tampa Bay Skills Gap Analyses were undertaken to quantify the current and future demand for skill sets, so that a pipeline of talent could be developed for the area's most challenging to hire skill sets. Research included focus groups, interviews, and surveys. The analyses sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps. Updates to these analyses will continue every 2 years.

- CareerSource Pinellas will continue to participate in the Florida Economic Development Council and local chambers of commerce as part of our efforts to remain abreast of emerging industries, emerging jobs and the workforce needed to fill new and future jobs.
- A collaboration has been established with the Tampa Bay Partnership, the regional organization focused on stimulating economic growth and economic development in the Tampa Bay area via corporate relocation and business expansion. The diverse economy has matured into one of the leading job generators in this country while the enviable quality of life continues to attract wealth and investment. The Tampa Bay Partnership is recognized as the convener of leaders on regional economic development issues.
- Additionally, the CareerSource Pinellas works directly with twenty-four Business Associations to identify the workforce needs of the businesses, job seekers and workers in the local area. Business Associations increase the awareness of the region and its services in the community. Ongoing communication is critical to the success of the partnerships. Ongoing meetings to discuss business needs and satisfaction of employers ensure the region has an inside look at the workforce from an economic development perspective.

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

While the workforce system's core functions remain focused on employment, WIOA's legislative intent was to significantly impact state policies and ultimately provide more access to postsecondary credentials than occurs with workforce and postsecondary systems working independently.

CareerSource has an extensive history of effective alignment between workforce programs and public secondary and post-secondary institutions and agencies particularly those within community colleges and technical training institutions. CareerSource Pinellas continues to work collaboratively with the local secondary

and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

Two of CareerSource Pinellas strategic goals are: 1) CareerSource Pinellas will place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and jobs seekers through sector partnerships related to in-demand industry sectors and occupations; and 2) CareerSource Pinellas will work with our core partner programs to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels complete the education and training they need to attain industry recognized credentials and as a strategy to meet the skills requirements of business in demand industries or occupations. In order to achieve these strategic goals our relationship with educational providers in the region is paramount. Examples of coordinated strategies include, but are not limited to, the following:

- CareerSource Pinellas has established a referral process with secondary and post-secondary educational providers that allow us to leverage our WIOA funds for students that are just entering training or those who are already actively enrolled. Through our coordination of services, we can evaluate and assess the customers' need for financial assistance through an ITA and often times provide wrap-around supportive services and employment assistance to candidates who have already covered their training expenses.
- CareerSource Pinellas staff reviews customers financial analysis, financial aid and can supplement Pell grants with WIOA funds for training that leads to certification or credentialing.
- CareerSource Pinellas works closely with the local educational providers to promote the full array of WIOA programs and services. Collateral materials are placed in our approved training providers locations, various community-based sites and faith-based organizations throughout the county.
- CareerSource Pinellas staff routinely meets with educational partners to discuss WIOA programmatic eligibility/suitability requirements, application process and availability of funds.
- CareerSource Pinellas 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.
- CareerSource Pinellas staff that are co-located at the Technical Centers provides job seekers with immediate access to discuss education and workforce needs with a WIOA trained counselor.

- CareerSource Pinellas staff discusses career pathway options with customers and encourages utilization of online assessments to help determine this process. In addition, onsite assessment, eligibility determination, case management, ITA's and supportive services are provided to the customer throughout the duration of training.
- CareerSource Pinellas has a dedicated full time staff assigned to be onsite at the various Adult Education centers to promote programs and services. The staff conducts onsite employability skills workshops, teaches customers how to register and effectively utilize. EmployFlorida Marketplace 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.
- CareerSource Pinellas collateral outreach materials are shared with the management staff and students onsite at the Adult Education centers.

Additional coordination efforts are evident through the following strategies:

- Designing and implementing practices that actively engage industry sectors and use economic and labor market information, 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, workforce development programs, and present an update/overview of their programs/services to CareerSource Pinellas staff.
- Participating in outreach events including: college nights, open houses and job fairs onsite at educational providers.
- Conducting annual training provider meetings that address relevant WIOA eligibility criteria changes, service delivery process and an overview of all workforce programs and services.
- Conducting annual training provider fair, an event open to the general public that allows our educational partners to promote their programs and services to job seekers and CareerSource Pinellas 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.

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

- (4) **Coordination of transportation and other supportive services:** Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)

CareerSource Pinellas utilizes technology to manage its coordination and delivery of transportation services and other supported services. Through the state management information systems; EFM and OSST, the need for and program issuance of transportation services and other supported services is supported, tracked and record retention maintained. Additionally a fiscal system, the MICROIX accounting system, and an issuance system, the Card Tracker system, maintain inventories of services, customer receipt of services and issuance history. The ATLAS system, an electronic document management system, retains the participant electronic records giving global access to center staff supporting coordination across programs and locations.

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

Additionally CareerSource Pinellas Program Directors participate in the regional Metropolitan Planning Organizations Transportation Disadvantaged Coordinating Board. This ensures that workforce development representation is present to address the needs and issues facing our customers. It also provides us with the opportunity to provide input on budget issues facing public transportation needs in our community, as well as service delivery.

- (5) **Coordination of Wagner-Peyser Services:** Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C

49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services. WIOA §108(b)(10)

CareerSource Pinellas, in partnership with the state agency, the Department of Economic Development (DEO), provides employment services through the one-stop system under the Wagner-Peyser Act. Funding for state employees is provided through the DEO as well as oversight of human resources and policy guidance in the delivery of WP employment services. CareerSource Pinellas management directly hires and fires under approval of the DEO, develops and trains state employees and supervises all day-to-day functions along with the delivery of WP services within the CareerSource Pinellas one-stop system in coordination with all other programs and services.

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

CareerSource Pinellas has developed and maintains operational policies and procedures for the delivery of programs and program services to include WP employment services under the Wagner-Peyser act. Staff training and development is seamless across board, partner and state staff. Staff supervision is also seamless across board and state staff. All CareerSource Pinellas staff, including DEO staff, manages and tracks delivery of services through a single integrated state management system, Employ Florida Marketplace (EFM), which captures staff-assisted, self-services through labor exchange. One central MIS system strongly supports coordination and reduces duplication of services. The CareerSource Pinellas central document management system, ATLAS system, supports participant record retention and promotes coordination of services and reduce duplication of services.

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

CareerSource Pinellas has had long standing, effective relationship with Adult Education in our region. The Department of Adult and Community Education facilitates educational services that provide basic literacy and Adult General

Education services to address the goals and objectives of both state and national priorities. The Adult and Community Education Department commits its material resources and professional staff to maintain the partnership between all One-Stop Centers and the district's Title II Adult Education program.

CareerSource Pinellas continues to work collaboratively with the Adult Education community to implement WIOA. CareerSource Pinellas is in the process of aligning all of the Adult Education policies with WIOA. One of CareerSource Pinellas 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, are coordinated and complementary so job seekers acquire skills and credentials to meet employers' needs.

Title II of the *Workforce Innovation and Opportunity Act* legislation requires a partnership among the Federal Government, States, and local workforce development boards to provide adult education and literacy activities. The overarching goals outlined in WIOA for

Adult Education includes:

- (1) Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;
- (2) Assisting adults who are parents or family members to obtain the education and skills that—
 - (A) Are necessary to becoming full partners in the educational development of their children; and
 - (B) Lead to sustainable improvements in the economic opportunities for their family;
- (3) Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways; and
- (4) Assisting immigrants and other individuals who are English language learners in—
 - (A) Improving their—
 - (i) Reading, writing, speaking, and comprehension skills in English; and
 - (ii) Mathematics skills; and
 - (B) Acquiring an understanding of the American system of Government, individual freedom, and the responsibilities of citizenship.

Outlined below are additional services that Adult Education provides to the workforce development system and One-Stop Career Center:

- printed information about the educational services available
- assistance to participants in obtaining available financial aid information and make appropriate referral
- referrals for GED preparation and testing

- information on nontraditional career opportunities
- information on youth and adult apprenticeship programs
- job shadowing opportunities through School-to-Careers
- information on special events focusing on career exploration
- information to One Stop staff on educational and training opportunities

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

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

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

In addition, we have conducted meetings with the 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. We have shared customer data to identify opportunities for dual enrollment and have begun to share performance outcome data on exiters.

CareerSource Pinellas has Adult Education staff co-located within CareerSource Pinellas centers wherever possible and feasible. CareerSource Pinellas 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.

- (7) Cooperative Agreements:** Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.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 will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

Division of Vocational Rehabilitation

CareerSource Pinellas partners with the Division of Vocational Rehabilitation through Memorandum of Understanding. The purpose of the MOU is to facilitate cooperative workforce training, employment and economic development efforts to be taken by each to assure an effective One-Stop delivery system. Efforts of cooperation, collaboration and coordination include, but are not limited to, referrals, providing an area within the CareerSource Pinellas One-Stop for collaborative meetings, preparing and reviewing monthly performance reports that quantify successful employments, providing logistical and IT support for the two entities to be fully integrated and meeting periodically to discuss the effectiveness and success of the partnership.

See proposed Memorandum of Understanding in Attachment C

Florida Department of Education, Division of Blind Services

CareerSource Pinellas partners with the Division of Blind Services through an MOU. This Agreement is a collaborative effort to assist the Division of Blind Services through granting the Division exclusive rights to provide vending machine services within the CareerSource Pinellas One-Stop. The purpose of this MOU is to assist the Division of Blind Services to gainfully employ people with the disability of being blind by providing a revenue generating vending machine location.

The collaborative steps taken to achieve these results include the successful distribution of informational materials to customers within the One-Stop locations of CareerSource Pinellas and the continued inventory management of said material. Referrals to the Division of Blind Services for customers needing assistance are also performed by CareerSource Pinellas employees.

See proposed Memorandum of Understanding in Attachment D

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

- (1) **General System Description:** Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners. WIOA §108(b)(6)
 - A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

Yes, all of the required WIOA partners are included in the CareerSource Pinellas one-stop delivery system. CareerSource Pinellas system of one-

stop centers directly provides the full array of employment services and connects customers to work-related training and education. CareerSource Pinellas provides high-quality career services, education and training, and supportive services customers need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current workforce.

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

The Six CORE WIOA Programs are outlined below:

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

WIOA Title I	Youth Employment & Training	WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.
	Adult Employment & Training	WIOA Adult program services include career services, training services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient.
	Dislocated Worker Employment & Training	WIOA dislocated worker program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.
WIOA Title II	Basic Education for Adults	Adult Education and Literacy services include: adult education; literacy, workplace, family literacy, and English language acquisition activities; and integrated English literacy and civics education, workplace preparation activities, and integrated education and training.
WIOA	Wagner-	Wagner Peyser Employment Services, often referred to

Title III	Peysner Employment Services	as basic labor exchange services provide access to employment services to all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
WIOA Title IV	Vocational Rehabilitation Services	Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

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

- Career and Technical Education (Perkins)
- Community Services Block Grant
- HUD Employment and Training Programs
- Job Corps
- Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program
- National Farmworker Jobs Program (Hillsborough county only)
- Senior Community Service Employment Program
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs; and
- YouthBuild.

Outlined below is a description of roles and resource contributions of these partners:

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 through ITAs • Job placement assistance • Promotes CareerSource Pinellas programs and services in their Career and Technical Education Centers by providing collateral materials flyers etc. • Involves CareerSource Pinellas management staff in their Advisory Boards.

Community Services Block Grant	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at the One Stop Career Center • Co-location of One Stop Career Center staff • Training services provided through community block grants and limited supportive services • Job placement assistance • Promotes CareerSource Pinellas 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 CareerSource Pinellas 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 occupational skills training • Job placement assistance • Promotes CareerSource Pinellas programs and services in their offices by providing collateral materials, flyers etc.
Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program	<ul style="list-style-type: none"> • CS provides Direct services as approved by CS Florida
National Farmworker Jobs Program	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at the One Stop Career Centers • Training services provided and limited supportive services • Job placement assistance • Promotes CareerSource Pinellas programs and services in their offices by providing collateral materials, flyers etc.
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 CareerSource Pinellas programs and services in their offices by providing collateral materials flyers etc.
Temporary Assistance for Needy Families (TANF)	<ul style="list-style-type: none"> • CareerSource Pinellas provides direct services as approved by CS Florida

Trade Adjustment Assistance Programs	<ul style="list-style-type: none"> • CareerSource Pinellas provides Direct services as approved by CS Florida
Unemployment Compensation Programs; and	<ul style="list-style-type: none"> • CareerSource information and local navigation assistance to DEO's centralized State Unemployment Compensation program.
YouthBuild	<ul style="list-style-type: none"> • In partnership with grant recipient or as part of a federal grant award.

B. Identify any non-required partners included in the local one-stop delivery system.

CareerSource Pinellas has exercised the allowable flexibility in WIOA to include the following additional partners in the one-stop centers:

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

- TANF program employment and training services to the non-custodian parent through the CareerSource Pinellas Non-Custodial Parent Employment and Training program (NCPEP contract provider);
 - Supplemental Nutrition and Assistance Program (SNAP) Employment and Training program;
 - SSA Employment Network and Ticket to Work program along with a CareerSource Pinellas sustained Disability Employment Initiative or program; and
 - CareerSource Pinellas Internship program.
- CareerSource Pinellas continually seeks out opportunities within the region to develop Workforce Services Agreements with partner organizations including community-based, faith-based, and/or non-profit organization, as well as employment, education, and training programs that align with our vision mission and strategic goals. Ongoing partnership development is paramount to our success by ensuring that we are sharing promising and proven practices by doing what is best for our communities to enhance the overall economic development.

C. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs. WIOA §108(b)(6)(D).

The LWDB, with the agreement of the chief elected official, developed and entered into a Memorandum of Understanding between the local board and the following one-stop partners, including new core program partners.

- *DOE Division of Blind Services
- *DOE Division of Vocational Rehabilitation

*Vocational Rehabilitation

See Attachments C, D, and E for proposed MOUs with our core partners.

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

CareerSource Pinellas 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, dislocated worker, and youth programs; Title II adult education and literacy programs; Title III Wagner-Peyser 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, CareerSource Pinellas 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.

CareerSource Pinellas 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 customers, both 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 CareerSource Pinellas and the partners.

These career center policies are clearly established/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 referral 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 not fully integrated at this point in time, conversations have been held between the partners in an effort to promote this integration with the intent to continue this dialogue.

In addition, several of CareerSource Pinellas' goals to achieve its strategic vision speak to promoting maximum integration of service delivery within our Career Centers for our customers, both the job seekers and employers. For example, goal #1 states that CareerSource Pinellas will tactically align its workforce development

programs to ensure that employment and training services provided by the core program entities identified in the WIOA (WIOA, Wagner-Peyser, Vocational rehabilitation and Adult Education) are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs. Goals 3, 4, 9, and 10 that are described under the section of this plan for Local Vision and Strategic Goals also address this integration of service delivery. CareerSource Pinellas plans to accomplish these goals by continuing, improving and/or implementing the following objectives:

- CareerSource Pinellas will convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs.
- CareerSource Pinellas will hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core programs' key staff will be invited to participate in these strategic meetings and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers.
- CareerSource will conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core programs' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CareerSource Pinellas to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
- CareerSource Pinellas will make every attempt to ensure that key partners and services will be available at our centers, either through co-location, informational brochures and/or referrals. CareerSource Pinellas will also continue to invite Vocational rehabilitation and Adult Education to co-locate within CareerSource Pinellas centers whenever possible and feasible and explore aligning of resource / cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives.
- CareerSource Pinellas will 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.
- CareerSource Pinellas will develop strategies to support and encourage staff training and awareness across programs supported under WIOA as well as other key partner organizations to increase the quality and expand the accessibility of services that job seekers and employers receive.
- CareerSource Pinellas will develop updated Memoranda of Understanding with core program organizations and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.

- CareerSource Pinellas will 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.
- CareerSource Pinellas will continue to use Florida's common identifier (CareerSource 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.
- CareerSource Pinellas will 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.
- CareerSource Pinellas will continue to promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- CareerSource Pinellas will place a priority on and budget funds for demonstrated effective work-based strategies that meet employers' workforce needs, including on-the-job training, employed/incumbent worker training, registered apprenticeship, and paid work experience.
- Through allowable use of local funds, CareerSource Pinellas will incentivize local employers with on-the-job training reimbursements, employed worker training reimbursements, incumbent worker training reimbursements etc. to meet their workforce needs and offer opportunities for job seekers and workers to learn new skills.
- CareerSource Pinellas will encourage Job Corps to report on the Youth program's common performance measures to increase alignment between the programs.
- CareerSource Pinellas will partner with Job Corps to establish community networks with employers to improve services to and outcomes for participants.
- CareerSource Pinellas will continue to include registered apprenticeship programs on our eligible training provider list for the Adult and Dislocated Worker programs as long as they remain registered and achieve the minimum standard of performance outcomes.
- CareerSource Pinellas will 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, will 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 regarding 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 local workforce development 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, 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.

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

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

- B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

CareerSource Pinellas 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.

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.

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

1. Equitable use – the design is useful for people with diverse abilities
 - a. The same means of use is provided for all users: identical whenever possible; equivalent when not.
 - b. We avoid segregating or stigmatizing any users.
 - c. Provisions for privacy, security, and safety are made equally available to all users.
2. Flexibility in Use - the design accommodates a wide range of individual preferences and abilities.
 - a. We provide choice in methods of use.
 - b. We provide adaptability to the user's pace.
3. Simple and Intuitive Use - use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
 - a. We eliminate unnecessary complexity.
 - b. We try to always meet user expectations.
 - c. We accommodate a wide range of literacy and language skills.
4. Perceptible Information - the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
 - a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information.
 - b. We maximize "legibility" of essential information.
 - c. We make it easy to give instructions or directions.
5. Tolerance for Error- the design minimizes hazards and the adverse consequences of accidental or unintended actions.
 - a. We arrange facility furniture, equipment and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded.
 - b. We provide fail safe features.

6. Low Physical Effort - the design can be used efficiently and comfortably and with a minimum of fatigue.
 - a. Allow user to use reasonable operating forces.
 - b. Minimize repetitive actions.
 - c. Minimize sustained physical effort.
 7. Size and Space for Approach and Use - appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.
 - a. We always attempt to provide a clear line of sight to important elements for any seated or standing user.
 - b. We make reach to all components comfortable for any seated or standing user.
 - c. We provide adequate space for the use of assistive devices or personal assistance.
- C. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. WIOA §108(b)(6)(B)

The LWDB facilitates access to services through our website and one stop facilities located throughout the County. To the extent possible one-stops are strategically located to provide physical access to job seekers and employers. We have worked very closely with our one stop operator to develop online videos and forms for job seekers, program applicants/participants, and employers to access from external locations. These on-line services include but are not limited to; program orientation, applications for training services, e-signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EFM.

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

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

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

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

Whenever possible our intake, case management, and data systems are also integrated between partners to allow for efficient service access. Where systems are not fully integrated at this time, conversations have been conducted between CareerSource Pinellas and the partners in an effort to promote this integration. It is our intent to continue this dialogue between partners to continue to advance our efforts.

CareerSource Pinellas Memorandum of Understanding (MOU) with core program entities and other key partners, document agreed-to strategies to enhance service provision to employers and jobs seekers.

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

Our ATLAS 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 CareerSource Pinellas 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 CareerSource Pinellas Staff, One Stop Committee members and core partner programs.

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

CareerSource Pinellas also utilizes an online WIOA application process called eSignature. This allows job seekers to learn about the programs and services available through WIOA, view an online orientation and determine if the programs and services being offered best meet their needs. The online orientation contains detailed information on the following topics: Priority of Service, Eligibility & Suitability, Program Responsibilities and Obligations, Steps to Apply and an Assessment. Customers are advised of the required documentation to substantiate WIOA programmatic eligibility for Adult and Dislocated Worker programs. This online process ensures message consistency, streamlines the intake and eligibility determination, reduces staff time and can be accessed off-site, including from partner locations. Currently this program is only being utilized for the WIOA Adult and Dislocated Worker program. However, we are considering expanding into other programmatic areas in the future.

In addition, several CareerSource Pinellas goals to achieve this strategic vision promote maximum integration of service delivery within our Career Centers for customers and employers. Additional information on this topic can be found under the Description of Local One Stop Plan – Customer Access section.

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

An invitation to negotiate (ITN) was released in February 2015 for services subsequently identified as the one stop operator responsibilities. The ITN specifically addressed seven areas of services required as follows:

1. Information Technology Support
2. Document filing storage system
3. Procurement of equipment
4. Act as liaison with T-Carrier provider
5. Act as liaison with the Department of Economic Opportunity (DEO) IT
6. Customer tracking
7. Website support

Additional services and support as needed was included. The procurement process led to the selection of Computer Technology Solutions (CTS) as our Vendor for these services with the initial contract year July 1, 2015 through June 30, 2016. CTS will serve as the one stop operator for the LWDB. The contract provides for three renewal periods and provided performance is maintained will last through June 30, 2019. The LWDB will begin the process to procure these services starting July 1,

2019 in February of 2019 and will follow the LWDB procurement policies developed for compliance with all applicable Federal and State laws and regulations.

- (5) **System Improvement:** The state's certification policy has not been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service than required in order to respond to labor market, economic and demographic conditions and trends in the local area. WIOA §108(b)(6)(A)

Although the state's certification policy has not been finalized by the state workforce board, following its completion and issuance CareerSource Pinellas will review and determine whether any additional criteria or higher level service than required will be needed to respond to the labor market, economic and demographic conditions and trends in the local area.

At this time, we are not aware of any additional higher level services that will be needed to respond to labor market, economic and demographic conditions and trends in the local area. However, we will continue to engage employers, job seekers and other interested parties to solicit feedback and input into our services to ensure effectiveness and continuous improvement.

DESCRIPTION OF PROGRAM SERVICES

- (1) **System description:** Please describe the local workforce development system. Identify the programs that are included in the system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment in provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State Plan under WIOA section 102(b)(1)(E). WIOA §108(b)(2)

CareerSource Pinellas is the publicly funded workforce system within the Tampa-Saint Petersburg-Clearwater MSA and share planning across both Hillsborough and Pinellas Counties. CareerSource Pinellas is a quality-focused, employer-driven, customer-centered organization and its mission is to meet the workforce needs of the regional economy. CareerSource Pinellas works to increase access to and opportunities for the employment, training, and support that individuals need to succeed and advance in the labor market inclusive of those with barriers to employment. CareerSource Pinellas strives to align workforce development, education and economic development within regional economic development strategies which meet the needs of local, regional and state employers and provides a high-quality workforce development system.

CareerSource Pinellas provides direct services as approved by CareerSource Pinellas Florida across many of the mandated core programs defined under the WIOA. With direct supervision and accountability falling under the local workforce board, the delivery of core services and alignment in the provision of each core program is fluent and seamless. In addition, CareerSource Pinellas partners with other core program providers through strong, sustained relationships where core programs do not fall under the direct oversight of CareerSource Pinellas and the one-stop system.

Core Programs managed through direct services include:

- CareerSource Pinellas Labor Exchange services provided under Wagner-Peyser staff;
- CareerSource Pinellas Veteran's Employment program;
- CareerSource Pinellas WIOA Adult, Dislocated worker and Youth services;
- CareerSource Pinellas Trade Adjustment Assistance programs;
- CareerSource Pinellas Migrant and Seasonal Farmworker Program (MSFW Hillsborough);
- CareerSource Pinellas TANF programs authorized under Social Security Act Title IV, Part A;
- CareerSource Pinellas Reemployment Services and Eligibility Assessment Program (RESEA) providing employment services to DEO's state Unemployment Compensation program; and
- CareerSource Pinellas Information and local navigation assistance to DEO's state Unemployment Compensation program.

Core programs and services managed through a contract provider of CareerSource Pinellas or partner under Memoranda of Understanding:

- CareerSource Pinellas WIOA Youth services;
- Title IV program services through the Department of Vocational Rehabilitation;
- Offender reentry services through the Ex-offender Re-entry Coalition;
- Offender reentry services through Hillsborough County ((referral and Memorandum of Understanding);
- Department of Juvenile Justice;
- Senior Community Service Employment program;
- Adult education and Literacy programs under Title II, local County Schools Adult and Education; and
- Career and postsecondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs;
- County Social Services;
- Division of Blind Services; and
- Multiple Housing Agency Authorities.

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

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

All of core programs directly under CareerSource Pinellas are focused on alignment of service strategies and on reducing duplication and confusion among employers and jobseekers relative to having workforce needs met. Partners delivering core programs such as Adult and Literacy, Career and Technical Education, Division of Blind Services and Department of Vocational Rehabilitation are represented within the CareerSource Pinellas 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. Due to changes to Title II Adult Education and Literacy and Title IV Vocational Rehabilitation program performance measures, CareerSource Pinellas continues to plan and discuss future opportunities.

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 the Community College or Career and Technical center 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. Or 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 CareerSource Pinellas and Adult Education entities across the region. This partnership extends into Carl D Perkins Career and Technical Education entities in same local area. An example of such is the Annual Business and Education planning event where workforce, Adult Education and Career and Technical Education come together at an Annual Summit to meet with local and regional business to identify the needs of business and gaps within workforce and education in meeting the needs of business. Referrals are routinely made between the core programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by the other or the natural continuum of service is adult education leading to postsecondary Career and Technical education to work readiness and ultimately employment.

- (2) Subgrants and contracts:** Please provide a description of the competitive process to be used to award subgrants and contracts in the local area for WIOA-funded activities. WIOA §108(b)(16)

All subgrants and contracts will be procured through CareerSource Pinellas formal procurement policy processes such as Request for proposal (RFP) or Invitation to Negotiate (ITN). The LWDB has established procurement policies and procedures in compliance with Federal and State laws and regulations. These policies and procedures are audited by independent CPA's in the conduct of our annual single audit and are monitored by state staff during the conduct of their administrative monitoring processes.

The competitive process used by CareerSource Pinellas to award subgrants and contracts for WIOA funded activities adheres to the ITN (invitation to negotiate) guidelines within the procurement policy of CSTB and CSPIN and therefore, to guidance provided by 2-CFR-200 (Super-Circular). The competitive process begins with a public issuance of the ITN, notification of interested parties and a legal public notification in order to ensure as many proposals as possible are received. A minimum of three proposals is required. Proposals are received and reviewed by an internal committee comprised of Director level staff. Submissions are reviewed, procedure is taken to ensure any responding companies are not on the excluded list or that any conflicts of interests exist, and a tentative selection is made. The selection is then presented to the CEO and later to the Board of Directors for final approval. The contract is drafted between CareerSource Pinellas and the winning bidder that includes all requirements of 2-CFR 200.

- (3) Expanding access to employment:** Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). WIOA §108(b)(3)

After collaboration and consultation among workforce development program leaders and their teams, the local board has developed a comprehensive plan for expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credentials. The key strategic priorities are organized principles around with the workforce plan is structured, 1) increase business engagement with clear value stream; 2) workers receive integrated services that lead to employment and careers; 3) technology and accessibility; and 4) next generation performance accountability system.

Businesses need simple paths to the workforce system and a better understanding of the benefits, whether it's filling open positions with qualified applicants or shaping training programs to ensure workers have industry-specific skills. In addition, once businesses and industries are engaged – be it through sector strategies or recruitment services – the workforce system must build and sustain these partnerships. The system's essential promise to these partnerships is streamlined and integrated services that are easy for an employer to navigate and perceive value.

Workers need to be able to effectively find and navigate the workforce development pathway that is best for them. This means CareerSource Pinellas's richly complex system must eliminate duplication, increase transparency and improve the customer experience. Services are designed and delivered with individuals as the focal point. In addition to acquiring skills and jobs that put them on the path to prosperity, workers should also understand they have continuous access to the workforce development system through their working lives. For sustained, lifelong success, individuals can reengage in the workforce system throughout their career and "lifelong learning" journey.

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

The local Workforce Development Board has been a leader in developing rigorous accountability measures for workforce development programs in the Tampa Bay area. The annual workforce program evaluation shows training results, including how much they earned, the skills they obtained, and if they were satisfied with their program, among other measures. We will continue to review continuous improvement and research new generation performance indicators to help ensure continue to press the region forward with ensuring a more integrated workforce development system.

Based on extensive stakeholder input, the local Workforce Development Board, and customer need, the following commitments underpin the strategic plan for expanding access to employment.

Focus on workers facing barriers: With the plan's heightened emphasis on program alignment, many agencies and their stakeholders voiced concern that this would result in reduced services for their clients. Each community urged that customer

receive increased services, not less. The services will continue to be provided in a manner that reflects their unique needs, ranging from one-on-one services to early intervention. The plan consistently directs that priority populations receive the resources they require to be successful and that each community is included in the goal of prosperity and success for everyone. This is a “universal” plan.

System-Wide Partnerships: A culture of cooperation and partnership is needed to achieve positive results in a complex workforce system. Aligning goals across all service providers and customers is essential in continuing to build and enhance this culture of partnership. Through shared goals, we can achieve the seamless system envisioned in this plan. These goals include the following: delivering prosperity and success in a measureable way for the system’s key customers, workers and businesses; addressing strategically and efficiently the economic needs of workers and businesses and ensuring sustainable results.

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

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

In conclusion, a key objective to developing and writing this plan was to have every team member and their stakeholder endorse and embrace the plan. This process required time and engagement with numerous committees, task forces, public forums and inclusive writing teams. This plan strives to honor and fully embody that partnership.

- (4) **Key Industry Sectors:** Identify how the LWDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations. WIOA §134(c)(1)(A)(v)

The Tampa Bay region is a combination of businesses, from financial services, to technology, health and professional services. As the economy continues on an upward trend, the region is anticipating a bright outlook of increased job creation and business development in the area.

The data indicates that within the next five years the fastest growing industries within the Tampa Bay region are as follows:

Industry	2015 Jobs	2020 Jobs	Change in Jobs (2015-2020)	% Change	2015 Earnings Per Worker
Health Care and Social Assistance	144,041	156,976	12,935	9%	\$57,814
Professional, Scientific, and Technical Services	83,292	92,490	9,197	11%	\$82,771
Administrative and Support and Waste Management and Remediation Services	70,679	77,773	7,093	10%	\$40,506
Government	118,744	122,560	3,817	3%	\$72,118
Accommodation and Food Services	104,350	107,718	3,367	3%	\$21,535
Educational Services	18,737	21,186	2,449	13%	\$46,584
Finance and Insurance	69,333	71,713	2,380	3%	\$83,615
Management of Companies and Enterprises	24,114	26,441	2,327	10%	\$98,008
Real Estate and Rental and Leasing	23,440	25,309	1,869	8%	\$50,398
Construction	51,653	53,481	1,828	4%	\$54,779

EMSI, 12/2015

CareerSource Florida identified two industries, Healthcare and Manufacturing as a primary focus for the local boards. CareerSource Pinellas has also conducted gap analysis in the areas of Information Technology and Financial and Professional Services. Findings indicate a strong need for trained workers in both of these industries. The LWDB identified the following in demand sectors as a primary focus for the region:

- Sector 1: Healthcare
- Sector 2: Manufacturing
- Sector 3: Information Technology
- Sector 4: Financial & Professional Services

*For more information on specific occupations within these sectors see the 2015-2016 Regional Demand Occupations List for AD and DW.

Additional industries and specific occupations considered under Youth and Welfare Transition programs include:

- Transportation
- Retail
- Government
- Education
- Construction

*For more information on specific occupations within these sectors see the 2015-2016 Regional Demand Occupations List for Youth and WT.

Annually, the Workforce Solutions Committee composed primarily of business leaders, reviews the Targeted Occupations List for the region and makes recommendations for specific occupations and industries to focus on. Each quarter the region's Workforce Solutions Committee reviews the performance of approved training providers in order to monitor performance and job placement.

The CareerSource Pinellas ITA policy caps training at \$3500 annually over a 2-year training period. Types of training related services may include tuition, books, lab fees, registration fees, school supplies or tools needed for training program.

- (5) Industry Partnerships:** Describe how the LWDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed. WIOA §134(c)(1)(A)(iv)

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

The region has a strong collaboration with Pinellas County Economic Development, the Tampa Bay Partnership, Tampa Hillsborough Economic Development Corporation and the Florida High Tech Corridor. A GAP Analysis in the following industries: Information Technology, Manufacturing, and Financial & Shared Services 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 Analyses sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps. Partnership infrastructure will be enhanced by the development and creation of pre-vocational training programs to address the needs identified by employers. Updates to these analyses, along with new strategies for closing the gaps identified will continue periodically. Additional industries will also be considered for study.

Another strategy that will continue to be used to develop sector partnerships within various industries and will assist in regularly convening employers is the region's Business Associations Program. Under this program, a solicitation is issued annually to seek performance based partnership agreements with local business associations/ chambers of commerce.

The region will also continue to host the "Taking the Next Step" Tampa Bay Regional Business & Education Summit. This event has been held for eight consecutive years and is a highly anticipated annual event. This event brings together more than 200 business and educational leaders from both sides of Tampa Bay in one setting to focus on regional, specific industry needs. A report card to measure data on key indicators which will be used as a baseline to monitor trends for the Tampa Bay region will be developed annually. The Region is committed to creating a high skilled and competitive workforce to meet the demands of businesses in order to keep our region competitive. To align the area with the Regional Business Plan for Economic Development and CareerSource Florida, Inc., CareerSource Pinellas chose the following targeted industries sectors as a priority:

- Aviation /Manufacturing
- Construction
- Financial / Professional Services
- Healthcare
- Information Technology

Based on regional trends, the Business and Education Summit will focus on industries determined to be a priority within the year the event is held. Labor Market Information (LMI) from all identified industry sectors will be presented in separate breakout sessions. 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. From the breakout sessions and survey information a yearly strategic report card is developed to serve as a tool for both the CareerSource Pinellas's Board of Directors to remain cognizant of issues related to business and economic development.

- (6) **In-demand training:** Describe the process utilized by the local board 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. WIOA §134(c)(G)(iii)

CareerSource Florida’s policy places the responsibility of developing an annual regional Targeted Occupations List (TOL) in the hands of the local workforce boards with the goal to:

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

As a result, CareerSource Pinellas developed and approved a policy that states: “It is the policy of the Board to seek out and utilize all relevant local labor market information, input from targeted industries and individual employers, and feedback from education institutions and other partner agencies to create and maintain an annual list of occupations that are currently or are projected to be in demand in the Tampa Bay area at an entry wage established by the Board for the purposes of targeting federal job training funds to those occupations on the list. This list of targeted occupations shall be known as the Regional Targeted Occupations List (TOL).”

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

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

- Access data on the website of the Labor Market Statistics Center within Florida’s Department of Economic Opportunity to obtain the most current labor market information for the Tampa Bay area. Information requested will include, but not be limited to, the following by occupational area (SOC and ONET codes) localized for the Tampa Bay area: annual data from the Help Wanted On-Line 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 code, largest employers hiring, and whether the occupation is on Employ Florida’s Targeted List.
- Evaluate outcomes attained locally by participants by occupational training area.
- Evaluate reports from FETPIP 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 make certain that our region continues to provide training that meets our customers' demands and results in employment, the Board may:

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

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, the following minimum standards may be applied to the inclusion or deletion of an occupation from this Region's TOL:

- Occupations may be included on the TOL 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 Regional TOL.
- 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 Regional TOL 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 Regional TOL.
- 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 1 year.

(7) Employer Engagement: Please describe the strategies and services that will be used in the local area to:

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

The region has a designated team of well trained professionals that meet with employers within this local area. The region is divided into designated geographical area teams based on employer location in order to serve all employers, including small and industry in-demand employers within the region. Each team has four main components: a Director of Business Services, a Lead Recruiter, multiple Recruiters and Placement Specialists. Veteran services staff work together with this team to provide the most comprehensive and highest quality of service for the employer. The region has also established a single point of contact assigned to each employer which allows for a uniform service delivery system for employers.

Employers are frequently visited for the purpose of obtaining job orders and job development for a specific individuals, inclusive of veterans. Employer packets containing brochures and information on listing job orders, training programs, and WIOA training are provided to employers. Options of self-service through The Employ Florida Marketplace (EFM) system or working directly with a Business Recruiter is discussed to best meet each employers staffing needs. All visits are followed up by phone calls or emails.

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

Another strategy to facilitate engagement of employers, including small business and in-demand industry sectors is the region's Business Associations Program. Under this program a Request for Qualifications is issued annually to seek performance based partnership agreements with local business associations/ chambers of commerce.

The "Taking the Next Step" Tampa Bay Regional Business & Education Summit is an event that facilitates engagement of all size employers. This event that brings together more than 200 business and educational leaders from both sides of Tampa Bay in one setting to focus on regional, specific industry needs. A report card to measure data on key indicators which will be used as a baseline to monitor trends for the Tampa Bay region will be

developed annually. The region is committed to creating a high skilled and competitive workforce to meet the demands of businesses in order to keep our region competitive.

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

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

- Access to a Database of Thousands of Professionals
- Assessments & Testing
- Business & Economic Demographics
- Business Seminars
- Career Fairs
- Easy & Convenient Job Postings
- Employee Training Grants
- Featured Employer Partnership
- Grants for New & Expanding Businesses
- Labor Market Information
- Local & National Recruiting
- On-The-Job Training Grants
- Internship/Candidate Matching
- Paid Work Experience Program
- Networking
- On-site Interviews
- Pre-screening Candidates for Available Positions
- Professional Outsourcing Services
- Specialized Recruitment Events

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

- C. better coordinate workforce development programs and economic development;

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

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

The region will continue to proactively promote outplacement services to employers through advertising and networking. If employers are in need of assistance due to downsizing, the local area stands ready to assist in cases where a formal WARN notice is received or any type/size of potential layoff. The Reemployment and Emergency Assistance Coordination (REACT) Team provides onsite and offsite rapid response to coordinate services for employers and/or workers affected by temporary or permanent layoff. Recruitment teams will immediately contact other employers to assess their hiring needs and supply resumes of impacted workers. In the event that the dislocation is as a result of outsourcing, the local REACT Coordinator will attempt to educate the business' senior management on the positive factors for filing a petition for Trade Adjustment Assistance with the U.S. Department of Labor. The local TAA Coordinator will assist the business with filing of the petition if necessary. If the petition is subsequently approved, the TAA Coordinator will conduct Trade Adjustment Assistance specific information sessions with all potentially eligible workers.

Another linkage between the one stop delivery system and unemployment insurance programs is the On-The-Job Training and Paid Work Experience Programs. Both of these programs provide the opportunity for staff to identify those receiving unemployment and refer unemployed individuals to employers interested in participating in these programs.

Employers are also informed about the Professional Talent of Tampa Bay program for those unemployed individuals with a minimum of a Bachelor's degree or 10 years upper-level management experience and the local area's Transitioning Executive network the comprises VP through C-level executives. The goal is to make these programs a primary hiring source for companies seeking highly skilled talent.

- (8) Priority for Services:** Describe the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.

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 U.S. Department of Labor (38 U.S.C. 4215). The Priority of Service regulations, codified at 20 CFR 1010, were issued December 19, 2008 and require qualified job training programs to implement priority of service for veterans and eligible spouses, effective January 19, 2009.

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

CareerSource Pinellas staff have been trained to inform all veterans or eligible spouses at the time of their arrival at any of the CareerSource Pinellas One- Stop centers that they are eligible for priority of service. CareerSource Pinellas 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.

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 service or resources earlier in time than the non-covered person and the service or resource is limited, the veteran or covered persons receive access to the service or resource instead of or before the non- covered person. Services can range from basic functions of the CareerSource Pinellas System, such as assistance with job search and identification of needed skills, to more customized initiatives such as creating career pathways, with corresponding competency assessments and training opportunities.

The identification of priority of service doesn’t mean that the veteran or eligible spouse must immediately verify their 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 they will be asked to provide validation of any required items.

CareerSource Pinellas priority of service covers WIOA, youth, Trade Adjustment Assistance (TAA), Wagner-Peyser programs and reemployment services/referrals. Eligible veteran employed workers visiting the One-Stop center may take advantage of Wagner-Peyser program services with priority level of service. Non-veterans/non-eligible spouses who meet the mandatory target criteria must receive the second level of priority. This means that the non-veteran/non-eligible spouse falling within the mandatory class of candidates to be served will receive priority over veterans and eligible spouses who do not meet this mandatory priority.

However, priority of service does not cover CareerSource Pinellas programs funded through other grants such as the Welfare Transition Program funded through the state’s TANF block grant and the Supplemental Nutrition Assistance Program Employment & Training program (aka Food Stamp Employment and Training Program), funded through U.S. Department of Agriculture grants. CareerSource Pinellas relies on the TANF funds received to provide the necessary training assistance to TANF program recipients.

WIOA Priority:

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

Priority does not apply to the dislocated worker population.

CareerSource Pinellas has notified our core program entities, partner agencies, staff and general public through social media of the WIOA Priority of Service requirements. All CareerSource Pinellas staff have been trained on the Veterans Priority of Service and WIOA Priority of Service requirements. CareerSource Pinellas conducts recruitment from our Supplemental Nutritional Assistance Employment & Training program (SNAP E&T), Welfare Transition Program, Wagner-Peyser program registrants and Adult Education partners to provide career services to this targeted population.

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

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

- (9) **Training Services:** Please describe how training services will be provided, including, if contracts for training services are to be used, how such contracts will be coordinated with the use of ITAs. WIOA §134(c)(1)(A)(v)

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

CareerSource Pinellas provides diversified job-driven training opportunities for individuals, including pre-vocational training, occupational skills training, work-based training, summer STEM programs, registered apprenticeships, internships, paid work experience, etc. Priority consideration is given to programs that lead to a

recognized post-secondary credential and/or industry-recognized credential aligned with in-demand industry sectors or occupations.

CareerSource Pinellas has implemented innovative programs and strategies designed to meet the needs of employers, which may include employed worker training programs, customized training, on-the-job training, internships, paid work experience, sectoral and industry cluster strategies, implementation of industry or sector partnerships, career pathway programs, microenterprise and entrepreneurial training and layoff aversion strategies.

CareerSource Pinellas has placed a priority on and budgeted funds for demonstrated effective work-based strategies that meet employers' workforce needs, including on-the job training, employed /incumbent worker training, registered apprenticeships and paid work experience.

CareerSource Pinellas Board has implemented procedures to direct all Dislocated Worker and Adult

WIOA ITA dollars to occupations within the following industry sectors:

- Sector 1: Healthcare
- Sector 2: Manufacturing
- Sector 3: Information Technology
- Sector 4: Financial & Professional Services

Career pathways, customized training, employer based training including on-the-job training, employed worker training, paid work experience, apprenticeship and internships will still apply to all targeted occupations within any industry sector. Training for WIOA Youth and the Welfare Transition program will also follow the expanded targeted occupational list (TOL).

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

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services.
- Candidate is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
- Candidate has selected a training program or training services that are directly linked to the demand occupations that will lead to employment opportunities in the local area or the planning region.
- Candidate has the skills and qualifications to successfully participate in the selected training program.
- Candidate doesn't currently possess skills in a demand occupation.
- Candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.

- **On-the-Job Training Services:** Candidate has been unable to secure self-sufficient employment with current skills. Customer is in need of assistance with training in a targeted occupation in order to become more skilled with the goal to retain employment following the subsidized OJT training period.

CareerSource Pinellas provides occupational skills ITA based training services through an open training provider application process. Applications must meet the minimum standards established by CareerSource Florida.

- (10) Customer choice process:** Describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. WIOA §108(B)(19)

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

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

Our local CareerSource Pinellas Approved Training Vendor List and Regional Targeted Occupations list (RTOL) are posted on our website. The (RTOL) was developed after extensive and exhaustive research in our local, regional and statewide Labor/Job Market. In addition, our CareerSource Pinellas Board of Directors, consisting of local business experts, reviews and approves this RTOL annually or as needed. Customers interested in pursuing training services are encouraged to review these tools to explore and research the training programs listed prior to selecting a training program in a growth and demand occupation. CareerSource Pinellas staff ensures that each customer is made aware of the full array of training services available under WIOA. Program staff do not promote any training provider however; provide relevant performance outcome data for consumers to make informed training decisions.

Occupational skills training shall be provided in a manner that ensures informed customer choice in the selection of training for regionally in-demand occupations and prudent use of public funds in the selection of such providers. This process ensures transparency and supports informed customer choice in the evaluation and selection of training providers and programs.

Guidelines for establishing Individual Training Accounts (ITA's) are to be used to access approved training programs provided by "eligible training providers. (ETPs)" Eligible training providers are those that are approved by the Board and are

maintained on a statewide listing of approved training vendors known as the ETP state list.

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

In addition, CareerSource Pinellas ensures that there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

(11) Individual training accounts: Describe the process and criteria for issuing Individual Training Accounts. WIOA §108(b)(19)

A. Describe any ITA limitations established by the board

It shall be the policy of the Board to effectively and efficiently manage the ITA system to ensure that the participants' needs are met whenever possible, the issuance of training vouchers follow the priorities of the board, and the training vendors and programs are approved by the Board for inclusion on the regional training provider list and targeted occupational list (TOL). Since the Board may have limited funds for ITA vouchers, ITA vouchers will be capped at \$3,500 per eligible customer per program year. Exceptions to this policy will be considered on a case-by-case basis and must be submitted to the CEO or his designee for review and consideration prior to issuance of an ITA exceeding this threshold.

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

CareerSource Pinellas staff ensures that each customer is made aware of the full array of training services available under WIOA. Program staff does not promote any training provider however, provides relevant performance outcome data for consumers to make informed training decisions. Although training selection is customer choice driven, staff reviews all available training programs with customers and discusses total costs. If a customer selects a training program above the ITA cap they must be able to demonstrate how

they will be able to cover the remaining balance of training before an ITA will be considered. All customers are required to apply for the other financial aid resources including the Pell grant if they meet eligibility criteria.

The ITA funding policy allows customers to participate in entry-level training, but also encourages our customers to participate in training that may result in a high skill/high wage occupations. Occupational Skills training provided by CareerSource Pinellas is directly linked to an in-demand industry sector or occupation in the local area or the planning region, or in another area to which an adult or dislocated worker receiving services is willing to relocate.

The CareerSource Pinellas Board has implemented procedures to direct all Dislocated Worker and Adult WIOA ITA dollars to occupations within the following targeted industry sectors:

- Sector 1: Healthcare
- Sector 2: Manufacturing
- Sector 3: Information Technology
- Sector 4: Financial & Professional Services

Training for WIOA Youth and the Welfare Transition program will follow the expanded TOL.

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

CareerSource Pinellas will continue to include registered apprenticeship programs on our eligible training providers list for the Adult and Dislocated Worker programs as long as they remain registered and achieve the minimum standard of performance outcomes.

Guidelines for establishing Individual Training Accounts (ITA's) are to be used to access approved training programs, provided by eligible training providers (ETP). Eligible training providers are those that are approved by the Board and are maintained on a statewide listing of approved training vendors known as the ETP.

If a customer selects a training provider and/or training program that is outside of the region, our Board has established a policy that requires a waiver request to be submitted and approved by the CEO or his designee. With the intent of WIOA to permit customer choice in the selection of a training provider, customers in this region may select, and it is the intent of the Board, to fund only those training programs on the state Targeted Occupational List (TOL.)

The ITA will be viewed as a purchase order, actual expenses may be less than the ITA voucher, but not allowed to exceed the total ITA voucher amount.

Vouchers are requested by CareerSource Pinellas front line staff and approved by management staff after validating appropriate backup documentation for requested ITA items such as tuition, required books, tools, supplies, etc.

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

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

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

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services.
- Candidate is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
- Candidate has selected a training program or training services that are directly linked to the demand occupations that will lead to employment opportunities in the local area or the planning region.
- Candidate has the skills and qualifications to successfully participate in the selected training program.
- Candidate doesn't currently possess skills in a demand occupation.
- Candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.

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 Region's TOL or the State Eligible Training Provider (ETP);

2. Through assessment be determined to be appropriate for and able to complete the chosen occupational skills training program;
 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/her current skill set;
 5. Successfully pass a background check if requesting to enroll in a training program that requires State or Federal licensure/certification;
 6. Complete all the WIOA requirements;
 7. Score at or above the recommended competency level as published by Florida's Department of Education for the selected training program or develop a plan for remediation in addition to post-secondary training if within two grade levels of the recommended competency.
 - a. Test results within the past year will be accepted.
 - b. Potential exceptions include if the applicant:
 - i. Is self-enrolled and has been enrolled with satisfactory progress;
 - ii. Has taken a Computerized Placement Test (CPT) or Post-secondary Education Readiness Test (PERT) assessment required by a Community College for entrance and has been granted admittance with no remedial classes required as a result of that CPT/PERT test.
 - iii. Career Counselor assessment determines that educational success is within the applicant's skills, abilities and experience.
 8. Make a commitment to seek employment in a training related job after completing training;
 9. Complete and submit an application for other financial assistance (i.e. Pell Grant) when available and appropriate;
 10. Demonstrate, through a documented financial analysis, the ability to support themselves financially for the length of training.
- B. Describe any exceptions to the use of ITA

Training services will be provided pursuant to a contract for services in lieu of an ITA if such services are on-the-job training, paid work experience, provided by an employer, customized training or if the Board 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. Solicitation of these training services will be handled in accordance with this region's Procurement Standards and Procedures which can be found as part of the Local Administrative Plan.

No ITA is authorized to be issued for any OJT, paid work experience, customized training or a program of demonstrated effectiveness. This is

monitored by CareerSource Pinellas Lead staff who reviews the decision to enroll as well as by Finance staff who review and approves ITA prior to issuance.

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

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

CareerSource Pinellas recognizes the importance of coordinating workforce and economic development activities in order to focus on long-term economic growth. Part of our plan for long-term economic growth is the referral mechanisms and coordination strategies established to enhance entrepreneurial training and microenterprise services.

Many of these referral mechanisms and coordination strategies were enhanced as the result of CareerSource Pinellas participating in the USDOL funded StartUp Quest entrepreneurial training program over the past two years. While this program is scheduled to end on June 30, 2016, CareerSource Pinellas plans to continue to work with our local partners to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical. CareerSource Pinellas currently coordinates entrepreneurial training and microenterprise services with many varied organizations throughout the area. See chart below for partner and program information.

Entity	Location	Services Provided	Coordinated Efforts
Tampa Bay Innovation Center / TEC Garage	St. Petersburg	<p>The Tampa Bay Innovation Center creates successful entrepreneurs, fosters the creation of high-tech jobs, and develops new sources of technology and manufacturing capabilities by nurturing early stage ventures as they grow and launch their products into the marketplace.</p> <p>Programs:</p> <ul style="list-style-type: none"> *TEC Garage – Charges for space, some classes and consultation *StartupXchange *TechTalk 	<ul style="list-style-type: none"> *TBIC board members have been Speakers and Judges for the Startup Quest program. *CareerSource Pinellas staff attend the TechTalk and StartupXchange events. * CareerSource Pinellas staff refer individuals to apply for consideration if they appear to have a solid business idea. * TBIC refers individuals to CareerSource Pinellas

			staff if a need is identified that our services can address.
1 Million Cup	St. Petersburg	1 Million Cups is a free, weekly national program designed to educate, engage, and connect entrepreneurs. Developed by the Kauffman Foundation, 1MC is based on the notion that entrepreneurs discover solutions and network over a million cups of coffee.	*We frequently attend the weekly events. *We refer individuals to attend as an entrée into the Pinellas entrepreneurial community. * 1MC refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.
SCORE	Clearwater	For individuals just starting a business, SCORE mentors can provide the practical action plan, education and tools needed to open doors and establish a customer base. Programs: *Local Workshops *Online Workshops *Business Mentoring	*SCORE members have been Mentors, Speakers and Judges for the Startup Quest program * CareerSource Pinellas staff actively participate in SCORE meetings and steer participants to SCORE for assistance. * SCORE refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.
Small Business Development Center at Pinellas County (through the SBDC at USF)	Clearwater	Assists existing and emerging businesses in Pinellas county, through no-cost confidential business consulting, information, and low-cost training. Consultants assist entrepreneurs in a variety of business areas, including: marketing, business certification, capital access, market diversification, developing strategic business plans, export services, and web optimization. Programs:	*SBDC Pinellas has been a sponsor and provided speakers for Startup Quest. * CareerSource Pinellas staff encourages and refers individuals to their services. * SBDC refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.

		<p>*Training Seminars *Business Consulting</p>	
St Pete Greenhouse	St. Petersburg	<p>The Greenhouse is a collaboration between the St. Petersburg Area Chamber of Commerce and the City of St. Petersburg. It is a one-stop facility for starting or growing your local business. They provide business counseling, training, networking, growth or specialized assistance and access to capital and credit for startups. Programs: *Entrepreneurship program – 8 week program</p>	<p>* CareerSource Pinellas staff refer individuals to their services. * The Greenhouse refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
Saint Petersburg College (SPC) Entrepreneur Program	Seminole, FL	<p>SPC offers the following degrees and programs: *New! Entrepreneurship Certificate (4 courses) *New! Associate Degree in Business Administration with an Entrepreneurship Subplan *Bachelor Degree with an Entrepreneurship Specialization</p>	<p>* CareerSource Pinellas staff refer individuals to these training opportunities. * SPC refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
USFSP Entrepreneurship Program	St. Petersburg	<p>The USFSP Entrepreneurship program is dedicated to providing the educational experience and direction to help you make your aspiration to start or own your own business a reality. Our interdisciplinary approach centered on all aspects of business, prepares you to assume roles of influence in entrepreneurial small and mid-sized firms also. Programs: *Bachelor’s degree in Entrepreneurship *Minor in Entrepreneurship</p>	<p>* CareerSource Pinellas staff refer individuals to these training opportunities. * USFSP refers individuals to CareerSource Pinellas staff if a need is identified that our services can address.</p>
Technical Arts Facility for Innovation and Entrepreneurship (TAFFIE)	Clearwater	<p>TAFFIE provides start-ups with the resources they need to turn their business ideas into high-growth companies. TAFFIE makes it possible with a community focus on education, a place to meet and work, tools to get the job done,</p>	<p>* CareerSource Pinellas staff plan to establish more enhanced cross referral coordinated efforts with this partner.</p>

		mentors to help guide and develop fledgling entrepreneurs and funding to go from seed-stage to high-growth. Programs: *Co-working space *Digital, electronics and mechanical tools *SBDC classes and consultants on site weekly	
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(13) Enhancing Apprenticeships: Please describe how the LWDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's career centers. TEGL 3-15

CareerSource Pinellas is committed to promoting Registered Apprenticeship (RA) opportunities as a career pathway for job seekers and as a job-driven strategy for employers and industries. Resources are made available to support participants of apprenticeship programs in the form of ITAs, OJT contracts for new hires, supportive services to include training materials such as books and tools, and employed worker training funds for companies that carry out programs under the National Apprenticeship Act.

CareerSource Pinellas 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 existing or development of new apprenticeship programs based on employer demand in the region. The coordination with eligible training providers, 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. Interactive Voice Response (IVR) outreach calls are an additional resource to target recruitment efforts for openings in specific programs. CareerSource Pinellas also assists apprenticeship programs with the placement of apprentices not currently engaged with a participating employer by providing referrals of job seekers to employers seeking an apprentice.

(14) Other Program Initiatives: Describe the services to be provided that 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 pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board’s vision and strategic goals described in Section III. WIOA §134(c)

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

The training addresses skill gaps of the incumbent workers, impacts company stability, and enhances the employees’ continued employability. On-the-job training continues to provide a bridge between employers and workers, offering a timely and cost effective solution to meet the needs of both. On-the-job training is an effective option for upgrading skills and ultimately retaining employment.

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

(15) Service Provider Continuous Improvement: Describe the local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the needs of local employers, workers and jobseekers. WIOA §108(b)(6)(A).

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

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

Role	Description of Activities
CareerSource 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 who were enrolled in WIOA funded training.

	<ul style="list-style-type: none"> • Shares feedback regarding the performance of various providers with the Executive Committee. • Reviews the local area occupations in demand list annually and more frequently, if necessary to respond to changes in the economy. • Maintains 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, Dislocated Workers and Youth)	<ul style="list-style-type: none"> • Receive technical assistance and training on a continuous basis to maintain current skills needed to support participants.
Management/Leadership Team	<ul style="list-style-type: none"> • Provides quarterly progress reports on service providers' enrollment, outcomes and expenditures, and makes recommendation for areas in need of improvement. • Reviews results of customer surveys to ensure that participant needs are being met; reviews any negative comments with the service providers. • Addresses any issues regarding training service providers.

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

The LWDB youth program aligns with USDOL's goals of preparing workers for good jobs and assuring the attainment of the skills and knowledge that ensure workers succeed in a knowledge-based economy. The LWDB program specifically targets at-risk youth that are current or former high school dropouts with the greatest challenges to finding good jobs. The program is designed as a holistic approach to provide technical training, educational training, employability (soft) skills, and social skills. Youth will participate in a continuum of services designed to permanently remove the "at-risk" label and set them on their chosen career pathway. The LWDB has developed one stop centers specifically designed to facilitate this program which is rooted in the USDOL's YouthBuild program design.

Following this design will inherently provide for a program that can be effectively measured by any or all five of the WIOA performance measures to include; 1) placement in employment, education, or training; 2) attainment of degree or certificate; 3) literacy and numeracy gains and 4) retention in employment and earnings after entry into unsubsidized employment.

The LWDB youth program is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. Youth learn technical skills while participating in pre-vocational programs lasting 3 – 12 weeks and/or vocational programs of up to 24 months. Youth split their time between the pre-vocational training and the classroom, where they earn their GED or high school diploma, learn to be community leaders, and prepare for college and other postsecondary training opportunities. The LWDB program includes significant support systems, such as a mentoring, follow-up education, employment, and personal counseling services; and participation in community service and civic engagement.

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

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

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

The LWDB youth programs emphasize community involvement and will periodically offer participants an opportunity to volunteer for community development projects. Participation in these projects provides a sense of purpose and transformation for youth participants while it teaches important soft skills, such as team work, personal accountability, and problem solving. The work site experience, coupled with earning an industry-recognized certificate, increases opportunities for post-program

employment. The LWDB program addresses the challenges faced by unemployed, high school dropouts by providing them with an opportunity to gain both the education and occupational skills that will prepare them for good jobs with good wages. In addition, many of these youth, buoyed by their academic success in the Youth program will continue on to post-secondary education.

The LWDB youth will have the opportunity to participate in training and work experience in advanced manufacturing fields as well as with other in-demand industries. These occupations include health care, construction trades, information technology, and other occupations that are high-growth fields locally with strong career pathways and industry-recognized credentials. The LWDB youth program provides access to training opportunities to align youth interests and aptitudes with employer needs.

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

The LWDB staff work closely with employers and RA programs to 1) strengthen local apprenticeship opportunities for at risk young people trained in the construction trades; 2) promote self-sufficiency for youth and 3) connect employers to underserved populations.

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

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies.
Included in the framework enrolled youth will have the opportunity to attend GED prep classes and/or obtain a high school diploma. The LWDB has experienced great success with using on-line high school diploma programs in lieu of GED which has become much more difficult to attain. We work closely with our Adult Education partners to provide GED instructors and have labs set up in selected one stop centers specifically for these activities. Tutoring and mentoring will be provided through the instructors, on-line vendor, volunteers, interns, and AmeriCorps participants.
- Alternative secondary school services, or dropout recovery services, as appropriate.

Selected one stop centers will serve as alternative schools, in partnership with our Adult Education partners as described above. The LWDB addresses these

issues to some extent; however these activities are under the purview of the Adult Education programs administered by the local school districts. The LWDB staff have established MOU's to address general partnership framework, but have also developed strong ties at the frontline service level by having Adult Ed staff working in our one stops and having LWDB staff outreach to Adult Ed/GED classes throughout the region and providing one stop services such as employability skills training and job search/placement activities at various Adult Ed locations.

See Attachment E for MOU with Adult Education Programs.

- Paid or Unpaid work experiences that have as a component academic and occupational education (Not less than 20% of funds shall be used for this) which include: Summer employment opportunities and other employment opportunities available throughout the school year. Each year during the month of May, in partnership with surrounding LWDB's, we conduct a virtual job fair for youth. Staff market to employers to list job orders that will provide employment opportunities for youth. These opportunities may range from part-time temporary summer employment to full-time career opportunities.
- Pre-apprenticeship programs.
The LWDB's have been very involved in the development and ongoing activities of a construction trades pre-apprenticeship program for over ten years. Each spring a career fair is held for employers to interview program participants and wage subsidies are offered for hiring program participants.
- Internships and job shadowing
The LWDB has developed and maintains ongoing activities related to internship programs. To facilitate matching employment opportunities and students we developed a website www.tampabayintern.com. We have full time staff dedicated to the internship program, marketing to employers, post-secondary institutions, and students as well as referring individuals to employers for internship opportunities. We focus primarily on paid internship opportunities however employers who are seeking unpaid interns may list those opportunities on our site as well. Internships for K-12 youth are managed through partner agencies such as Junior Achievement and local education foundations.
- On-the-job training opportunities
On-the-job training programs and Paid Work Experience have been a priority of service for the past five years. Many of our youth lack experience and OJT/PWE is a great way to establish employment opportunities, improve partnerships with employers, and provide our job seekers with a better chance of being retained by offsetting some of the initial training cost of a new employee.

- Occupational skills training, which 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.

The LWDB's have selected four industry sectors to focus training and employment activities. Manufacturing, Healthcare, Information Technology (IT), and Financial and Shared Services. The LWDB's targeted occupations list is reflective of this decision. Youth enrolled in the LWDB's programs will have access to post-secondary training that will lead to industry recognized credentials. The LWDB has over 40 public and private schools approved locally to provide training.

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

The LWDB has established programs in selected one stop centers that will concurrently offer education, technical training, and/or OJT/PWE. The LWDB will continue to work internally to design additional programs, and externally with technical schools and community colleges to design programs that offer concurrent activities that will lead to employment in targeted occupations.

- Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.

The LWDB has experience with community service and peer centered activities as a result of administering YouthBuild programs. That knowledge will be incorporated into our year round activities. Through partnership with Junior Achievement and the local Job Corp center we'll be able to enhance existing program through existing programs.

- Supportive services.

Supportive services may be made available to all LWDB youth participants. Primarily these services consist of transportation, clothing and employment-related supplies. The LWDB has developed relationships with homeless shelters and other community, faith based, and government funded programs to provide assistance when applicable. Partners include Goodwill, County Government, Dress for Success, City Government, Transit Authorities, and Early Learning Coalitions.

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

Mentoring is currently provided to a limited number of customers who are also enrolled in education foundation programs. We will actively recruit mentors from employers who hire through PWE/OJT, AmeriCorps, and our faith and

community based organizations.

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

LWDB policies and procedures require post-exit follow up services for at least once per quarter and more frequently if determined necessary. The counselor assigned to the individual when enrolled maintains responsibility for seeing youth through until follow up is completed. The counselor serves as a mentor to the program participant, as well.

- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
LWDB counselors are responsible for comprehensive career service counseling and identifying the need for additional types of counseling. Individuals needing counseling for other barriers are referred out to our partner agencies who are experts at working with individuals with alcohol and drug abuse issues.
- Financial literacy education.
LWDB partners with numerous financial institutions, Junior Achievement, Housing and Education Alliance, Community based organizations as well as internal staff who are trained in financial literacy. Workshops are available at regularly scheduled times at selected one stop locations.
- Entrepreneurial skills training.
LWDB is partnering with local government funded programs to develop user friendly guides to starting your own business. Partners such as Junior Achievement and chambers of commerce offer programs for referrals.
- 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).

LWDB career counselors have numerous tools to use including local Targeted Occupations List, DOL website, State of Florida, EFM, 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.

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

All of the activities discussed in the program design and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners such as employers, local school districts, community colleges, private schools, junior achievement,

education foundations, other government funded programs and other community-based and faith-based organizations provide a system of support for youth to succeed in their career and their personal lives.

- A. **Definition of the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”** Describe how the local board defines whether a youth is unable to demonstrate these skills well enough to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290

The primary assessment tool is the Test of Adult Education “TABE”. 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 counselors will assess individual’s verbal, written, and computer skills during the, WIOA pre-screening, suitability, application and enrollment process. Career counselors will also discuss other barriers to employment that require support services or additional counseling from partner agencies. It is largely incumbent upon the career counselor to assess the youth and develop the appropriate strategy to best serve the individual. This may not include enrollment into the LWDB youth program if it’s not in the individuals best interest.

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

- Youth who are low-income and meet one of the following criteria (requires additional assistance) are eligible for WIOA:
- An individual who is assessed at 2 or more years behind in reading, math or science from their current grade level.
- An individual who is unable to complete a resume, lacks interviewing skills, is unaware of the local job market or other lack of preparedness to seek employment.
- Dysfunctional family as documented by career counselor
- Enrolled in a drop-out prevention program
- Enrolled in a GED program
- Evidence of alcohol or substance abuse
- Frequent moves between schools
- GPA below 3.0
- Inability to secure adequate Child Care on a continuous basis disrupting attendance at school, work or activity leading to employment or post-secondary.
- Individual has completed educational program, but lacks the appropriate license for that occupation
- Individual with no or poor work history
- Consistently worked within the last 6 months and needs of job seeking skills.

- Limited or no English proficiency
- Low grades – failing two or more basic skill areas including math, reading or science
- Low Standardized test scores – below standard in grade or age appropriate level and may include FCAT, SAT, ACT or standard pre-tests given by the school district.
- Parents or siblings dropped out of school
- Residing in subsidized housing or an empowerment zone.
- Retained one or more times in school during the last 5 years
- School discipline problem – pattern of formal or informal disciplinary action(s) for inappropriate behavior in school or school function during current or previous school year.
- Transportation Barrier or a daily trip route requiring 2 or more transfers or a total commute time in excess of 1 hour
- Truancy or excessive absences – has exceeded school attendance standard and named a truant

REGIONAL PLANNING ANALYSIS

The *Workforce Innovation and Opportunity Act (WIOA)* provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Pinellas Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida’s vision for talent development.

Please describe your strategy toward analyzing potential WIOA planning regions as defined in WIOA section 106(a)(2). Such strategy should include, but not be limited to:

- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area
- (2) Specific milestones and timelines for consultation with:
 - A. Other local workforce development boards
 - B. Local elected officials;
 - C. Economic development organizations;
 - D. Core and mandatory one-stop partners for potential regional implications;
 - E. Analysis of coordination of services with potential regional implications.

CareerSource Pinellas is well positioned to move forward in analyzing potential WIOA planning regions as described in WIOA section 106(a)(2) as this local workforce area already has many mechanisms and organized efforts in place to work with surrounding

local workforce boards in a coordinated manner. Some examples of the procedures, processes and efforts already underway include the following:

- CareerSource Pinellas was the lead entity in a multi-region response to Workforce Florida's call for the formation of eight (8) Regional Business Teams (RBTs) with the stated goal "the creation, launch and management of region-based, state-connected strategy and action to drive job and business retention." Through this successful effort we worked in partnership with four other regions and their respective workforce boards, economic development organizations, local education agencies, one-stop partners, local government entities, etc. Part of that effort was the on-going analysis of our local economies, labor market areas, and industry sectors. A product of this coordinated effort is an on-line asset map covering all local areas that shows the locations of one-stop centers, EDCs, higher education entities, entrepreneurial agencies, local training providers, local employers from targeted industry sectors, etc. as well as the services provided by each. All of which can be "sliced and diced" to obtain varying reports by category of information. The next step for this asset map effort is to work jointly with the other local area workforce boards in this region to seek out on-going input from the various partners to maintain the map's accuracy and validity.
- CareerSource Pinellas works with local area workforce boards to establish and maintain common practices to provide coordinated services and processes to local employers, such as Bay Care, whose business footprint reaches across multiple workforce board local areas. This allows area employers to receive the same or similar services in response to their need no matter which board is contacted or if multiple boards are providing services to the same employer.
- CareerSource Pinellas and CareerSource Tampa Bay worked together to create TampaBayIntern.com, a website where employers can list their internship positions and individuals who are looking for an internship opportunity can post their resumes. Staff then matches the employers' needs with the expressed desires of the potential intern. This website was created with the intent to serve a wider labor market area, not just Pinellas and Hillsborough, and other local area workforce boards in this area were invited to utilize the website for their own internship efforts.
- Annually, CareerSource Pinellas and CareerSource Tampa Bay host a virtual job fair for youth as a result of the expressed needs of local employers. Several years ago, other local area workforce boards in this area were invited to participate in this virtual job fair and many do so each year.
- Special projects planned in response to grant opportunities issued by the federal government or other funding entities are written after an analysis of the regional labor market demands and are inclusive of the economic and industry sector needs of other local area workforce boards in this area, whenever possible. If funded, CareerSource Pinellas works with the other workforce boards to implement the program in a coordinated effort.
- CareerSource Pinellas and CareerSource Tampa Bay have established and are realizing a more efficient delivery of services through a coordinated administrative arrangement of the two local area workforce boards. This

successful arrangement is substantiated through the low administrative costs realized in the past years and the continued success in meeting or exceeding required performance standards, both the Governor's and DOL's, on an annual basis.

These examples of our coordinated efforts will provide CareerSource Pinellas the experience that will be the foundation needed to begin and complete the new WIOA regional planning process to include an analysis of the regional economy, labor market areas and industry sectors. We thoroughly understand that this regional planning process has been designed to promote alignment with economic development and education; improved services to employers, workers and job seekers; improved performance in the delivery of workforce services; and more efficient delivery of services through coordinated administrative arrangements.

Specific milestones and timelines to accomplish our coordinated analysis of the regional economy, labor market areas, and industry sectors in this region and the resulting regional plan development in consultation with the other local workforce development boards, local elected officials, economic development organizations, core and mandatory one-stop partners, follows.

Milestone	Timeline
Initial discussion between local area workforce boards in the CareerSource Florida designated region to review instructions, compose any interpretive questions to be sent to CareerSource Florida, identify tasks, assign responsibilities, and establish due dates.	Within 30 days of receiving final written instructions from CareerSource Florida and/or DEO.
Each local area workforce board will be responsible for reaching out to their local economic development organizations, education agencies, customers, one-stop partners, local elected officials, etc. to obtain necessary input to the analysis of the regional economy, labor market areas, and industry sectors and input into the subsequent regional plan.	Within 4 months of receiving final written instructions from CareerSource Florida and/or DEO.
Analysis of the regional economy, labor market areas, and industry sectors in the designated region as well as discussions about coordination of services will be managed through coordinated discussions and sharing of pertinent information gained from the input solicited.	Within 6 months of receiving final written instructions from CareerSource Florida and/or DEO.
Draft regional plan and receive "buy in" to draft from the local area workforce boards in the designated region.	Within 9 months of receiving final written instructions from CareerSource Florida and/or DEO.
Publish draft of regional plan for input from the	Within 9 months of receiving final written

local workforce board members, public, local elected officials, employers, industry associations, one-stop partners, etc.	instructions from CareerSource Florida and/or DEO.
After considering input received, finalize regional plan	Within 10 months of receiving final written instructions from CareerSource Florida and/or DEO.
Submit regional plan to local area board of directors for final review, approval, and signature.	Within 11 months of receiving final written instructions from CareerSource Florida and/or DEO.
Submit regional plan to local elected officials for final review, approval and signature.	Within 12 months of receiving final written instructions from CareerSource Florida and/or DEO.
Submission of regional plan to CareerSource Florida and DEO	By date announced by CareerSource Florida

DRAFT

SIGNATURE PAGE

This plan represents the efforts of CareerSource Pinellas to implement the *Workforce Innovation and Opportunity Act* in the following county:
Pinellas

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

Workforce Development Board Chair

Chief Elected Official

Signature	Signature
Name	Name
Title	Title
Date	Date



2016 – 2020

LOCAL WORKFORCE SERVICES PLAN

ATTACHMENT A:

LOCAL AGREEMENT WITH PINELLAS

BOARD OF COUNTY COMMISSIONERS



AGREEMENT
between
PINELLAS COUNTY, FLORIDA
and
WORKNET PINELLAS, INC. DBA CareerSource Pinellas

This Agreement was originally made and entered into on the 20th day of September, 2005 (“Effective Date”) and subsequently amended, by and between Pinellas County, a political subdivision of the State of Florida, hereinafter referred to as the “County”, and WorkNet Pinellas, Inc., a Florida nonprofit corporation, in its capacity as the workforce board created and existing under Chapter 445, Florida Statutes, hereinafter referred to as “CSPIN”.

WITNESSETH:

WHEREAS, the Workforce Innovation and Opportunity Act of 2014, Public Law 113-128 (“WIOA”) authorizes expenditures of federal funds for workforce development programs in areas of the state designated by the Governor as a Local Workforce Development Area; and

WHEREAS, Chapter 445, Florida Statutes, “the Workforce Innovation Act of 2000” (“Workforce Innovation Act”) further delineates the roles and responsibilities of all parties in the expenditure of federal funds for workforce development programs in such designated areas; and

WHEREAS, Pinellas County, Florida has been designated by the Governor of the State of Florida as a Local Workforce Development Area; and

WHEREAS, the WIOA and Workforce Innovation Act require the chief local elected officials of each designated Local Workforce Development Area to establish a workforce development board; and



WHEREAS, CSPIN has requested and received certification as the Local Area Workforce Development Board by CareerSource Florida, Inc., the State of Florida Workforce Development Board; and

WHEREAS, the County and CSPIN previously entered into an Interlocal Agreement dated June 18, 2004 defining their respective duties and responsibilities (“Original Interlocal”); and

WHEREAS, the County and CSPIN desire to revise the terms of the Original Agreement to define the scope of their relationship and their respective duties and responsibilities for the administration and operation of workforce programs within this Local Workforce Development Area, as provided herein.

NOW THEREFORE, IN CONSIDERATION OF THE ABOVE AND THE MUTUAL COVENANTS HEREIN, THE PARTIES HERETO AGREE AS FOLLOWS:

1. Purpose:

The purpose of this agreement is to establish and maintain a partnership to carry out the requirements of the WIOA, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (Public Law 104-193), Workforce Innovation Act (State Statute 445), applicable federal, state and local regulations including OMB circulars and future state and federal workforce initiatives and laws (together the “Acts”).

2. Development of the Four Year Plan:

Pursuant to the WIOA and in accordance with the requirements established by the Governor of the State of Florida, CSPIN shall develop the Four Year Plan and other plans, as required, and shall present said plans to the County for review and approval. Upon approval and

execution of the plans by the County when required by the Acts, acting through the County Commission, or its designees, the plans will be submitted to the proper funding authorities by CSPIN.

3. Duties and Responsibilities of CSPIN:

The County hereby designates CSPIN as the local subgrant recipient and local fiscal agent for all WIOA and workforce development programs operating within this Local Workforce Development Area (the "Program"). In that capacity, CSPIN shall act as its own administrative entity, and be responsible for all Program activities as required by the Acts, including and/or subject to the following:

A. CSPIN shall employ personnel to carry out the effective and efficient operation of the Program and to provide necessary technical assistance to CSPIN, acting in partnership with the County as provided herein;

B. CSPIN shall organize and train such staff as necessary to conduct the functions and operations of CSPIN as provided herein;

C. CSPIN, through the actions of said personnel, as authorized, approved or directed by the CSPIN of Directors, shall:

1. Prepare planning documents required by applicable state and federal law and, after any required approval by the County, submit them to the appropriate funding authorities for approval;
2. Prepare and submit for approval by the County, an annual budget for the proper allocation and expenditure of all funds allocated to CSPIN;
3. Direct the receipt and expenditure of funds in accordance with the Acts, this Agreement, approved local plans and budget, and/or all applicable Federal, State or Local Laws;

4. Execute contracts, subgrants and other agreements necessary to carry out the programs authorized by the Acts, including making the designation of the One Stop Operator, selecting and designating youth service providers, identifying and designating eligible providers of adult and dislocated worker core and training services, and maintaining a list of those providers with performance and cost information;
5. Reach agreement with the Governor on local performance measures;
6. Develop and implement policy and program procedures for program management, planning, operation, evaluation and other necessary functions;
7. Evaluate program performance and determine whether there is a need to reallocate program resources and to modify the grant agreement with the State of Florida;
8. Establish and maintain such committees as determined by the CSPIN Board of Directors;
9. Establish and maintain in force agreements with each of the required local One Stop Partner agencies;
10. As the fiscal agent, collect, account for, invest and expend Program income generated by Program activities pursuant to the Acts and State of Florida requirements and approved CSPIN bylaws, procurement policies, finance and accounting policies and cash management policies;
11. Conduct oversight with respect to activities, programs and expenditures under WIOA and such other federal programs that assign responsibility for oversight over programs, activities and expenditures. Oversight shall include monitoring related to administrative costs, duplicated services, career counseling, record maintenance and retention, economic development, equal access, compliance and accountability, and performance outcomes.
12. Enforce all agreements and take action against any subrecipient or vendor for abuse in the programs in order to protect the funds and the integrity of the program, subject to final approval or ratification by the Audit Committee and the CSPIN Board of Directors;
13. Coordinate workforce investment activities with economic development strategies and develop employer linkages;

14. Promote private sector involvement in the statewide and local workforce investment system through effective brokering, connecting and coaching activities through intermediaries in the local area or through other organizations to assist employers in meeting hiring needs;
15. Develop and administer a system to hear and resolve all grievances or complaints filed by participants, subcontractors or other interested parties as required by the Acts, Regulations or State Laws, subject to approval by the County; and
16. Perform any other functions as necessary or appropriate to meet its responsibility for the operation of the Programs.

D. CSPIN shall have authority to seek, compete for and secure other sources of funding consistent with and in accordance with its purpose and for such other purposes as CSPIN may deem appropriate and necessary.

E. CSPIN shall perform or cause to have performed internal audits and monitoring of all funds as required by the Acts and in accordance with the provisions of paragraph 6(c) herein; shall satisfactorily resolve any questions or problems arising from said audits and monitoring; and present audit and monitoring findings directly to the Audit Committee.

F. CSPIN shall adopt such procedures to ensure compliance with applicable conflict of interest and public meetings laws. Members of the CSPIN Board of Directors shall ensure there is no conflict of interest in the actions of the CSPIN Board or its members with respect to all activities by complying with all disclosure, conflict of interest statutes, and other regulations and guidelines, as well as complying with all public meeting requirements, notifications and restrictions as prescribed by law.

G. In order to exercise its independent Program oversight, CSPIN shall serve as the one stop operator and/or a direct service provider of certain components or all components of workforce services if deemed necessary by the CSPIN Board of Directors.

H. CSPIN shall promote and solicit participation by the business community in the Programs in order to maximize services to eligible residents of the area.

I. CSPIN shall collect or have collected appropriate labor market information to determine business and industry needs for specific job categories in Pinellas County.

J. CSPIN shall approve, in conjunction with the County, all plans as may be required under the Wagner Peyser (employment services) Act and any other Act or regulation for which CSPIN is responsible.

K. CSPIN shall exert every reasonable and necessary effort to resolve disagreements between CSPIN and the County.

L. CSPIN shall comply with all the filing and other requirements mandated by the Florida not-for-profit corporation statutes, and applicable IRS and Department of Labor regulations and filings.

M. CSPIN shall complete and submit all assurances and certifications as required by the funding sources.

4. Duties and Responsibilities of the County:

The Board of County Commissioners is designated as the Chief Elected Official under the WIOA, and in the capacity as the local grant recipient shall have the following duties and responsibilities:

A. Appoint and reappoint members to the CSPIN Board of Directors in a timely



manner so as to maintain the minimum number of members required by CSPIN bylaws and as provided in the WIOA.

B. Consult from time to time on a continuing basis with CSPIN as either party requests.

C. Exercise approval authority, which will not be unreasonably withheld over the budget adopted by CSPIN.

D. Provide such Program oversight to ensure the effective and efficient delivery of all services as provided for in accordance with this Agreement, CSPIN's approved plans, and as defined in the WIOA.

E. Review, make recommendations, and approve, in its reasonable discretion, all plans as may be required under the WIOA, Wagner Peyser Act and any other Act or regulation for which CSPIN is responsible.

F. Take prompt corrective action as it determines appropriate in its reasonable discretion when necessary to comply with the Acts, or to assure that performance standards are met.

G. Ensure, in accordance with the plans and any other agreements with CSPIN, that adequate administration and management is provided for all funds and programs handled by CSPIN including, but not limited to, such activities as receipts and disbursement of funds, monitoring, evaluation and contracting.

H. Exert every necessary and reasonable effort to resolve disagreements between CSPIN and the County.



I. Appoint one of its members (a County Commissioner) to serve as a member of, and Second Vice-Chair, of the CSPIN Board of Directors.

5. Financial Responsibility for the Program:

As provided in the WIOA, the Board of County Commissioners of the County, as the Chief Elected Official, is not relieved of the liability for the misuse of grant funds by the designation of CSPIN as sub grantee and fiscal agent as provided herein, as authorized by the WIOA, and CSPIN agrees to the following, in order to provide assurances to and protection for the Chief Elected Official as to sound fiscal management of the Program in compliance with the Acts:

A. Indemnification. Unless determined to be contrary to applicable law, CSPIN shall indemnify, pay the cost of defense, including attorneys' fees, and hold harmless the County, its officials and employees from all suits, actions or claims of any character brought on account of any injuries or damages received or sustained by any person, persons or property by or from CSPIN, its agents or employees; or by, or in consequence of any act or omission, neglect or misconduct in the performance of this Agreement; or on account of any act or omission, neglect or misconduct of CSPIN, its agents or employees; or by, or on account of, any claim or amounts recovered under the "Workers' Compensation Law" or of any other laws, by-laws, ordinance, order or decree, except only such injury or damage as shall have been occasioned by the sole negligence of the County.

B. Insurance and Bond Requirements. CSPIN shall provide and comply with the insurance and bond requirements attached hereto and incorporated by reference herein as Exhibit A.

C. Audit Committee. An Audit Committee shall be established consisting of representatives of CSPIN and Pinellas County. The Audit Committee shall be responsible for (i) arranging and procuring the annual audit of any and all programs operated by CSPIN in compliance with the OMB circular, including selection of the audit firm and approving annual audit plans; (ii) arranging and procuring performance audits as determined by the Audit Committee; (iii) conducting monitoring of activities, programs and expenditures under the WIOA and such other programs of CSPIN as determined by the Audit Committee; and (iv) completing such other interim or annual reviews and reports, whether conducted by an audit firm, entities expert in evaluation and/or monitoring of programs of CSPIN, or County staff, as determined by the Audit Committee. The Audit Committee shall consist of the County Commissioner serving as Second Vice Chair on the CSPIN Board, an Assistant County Administrator, one at large county staff person, CSPIN's Finance Committee Chair, and CSPIN's Executive Director. The County Administrator will select the Assistant County Administrator and the at-large county staff person to serve on the committee. CSPIN's Finance Director shall serve as staff to the Audit Committee. CSPIN shall be solely responsible for all costs, fees or expenses incurred in conducting any audits, reviews or monitoring required by the Audit Committee.

D. Disallowed Cost Liability. In the event CSPIN is found responsible for any disallowed costs, through whatever means, CSPIN and the County will mutually work to resolve all such disallowed costs. In the event that repayment of funds is demanded by the funding source, CSPIN will have first responsibility for repayment, through its insurance, bonds, grant or nongrant funds as allowed by the Acts. If CSPIN's insurance, bonds, grant or nongrant funds are



insufficient for the demanded repayment, then any repayment obligation shall be determined as provided by the Acts.

E. Additional Financial Assurances. During the term hereof, in addition to any other remedies provided by law, the Acts, or in this Agreement, in the event the County reasonably determines that additional financial or performance assurances are necessary to protect the interests of the County, as the Chief Elected Official, after written notice to CSPIN, the County may: (i) require CSPIN to withhold payments from its designated one stop operator(s) or service providers; (ii) require that all contracts, and payments thereon, provide for the retainage of a portion of payments due; (iii) make any appearances in any proceedings or conduct any reviews or examinations the County reasonably deems necessary; or (iv) post such security, as the County reasonably deems necessary, for the performance of any obligations as provided in the Acts or this Agreement.

6. Term and Termination:

A. Term. The term of this Agreement shall commence on the Effective Date or the filing of this Agreement as provided in paragraph 12 herein, whichever occurs last, and continue through June 30, 2017, unless otherwise terminated as provided herein. Thereafter, this Agreement shall automatically renew for additional one year terms commencing on July 1 and ending in June 30, unless either party provides written notice of its intent not to renew on or before March 1 of any extension period.

B. Termination for Convenience. Either Party may terminate this Agreement, without cause, by giving one hundred fifty (150) days prior written notice of the termination hereof pursuant to this provision.

C. Termination on Default.

1. Each of the following shall constitute an Event of Default:

(a) The failure or refusal by either party to substantially fulfill any of its obligations in accordance with this Agreement, provided, however, that no such default shall constitute an Event of Default unless and until the nondefaulting party has given prior written notice specifying that a default or defaults exist which will, unless corrected, constitute a material breach of this Agreement, and the defaulting party has either corrected such default or has not cured the defaults, as determined by the nondefaulting party to correct the same within thirty (30) days from the date of such notice;

(b) the written admission by CSPIN that it is bankrupt, or the filing by a voluntary petition as such under the Federal Bankruptcy Act, or the consent by CSPIN to the appointment by a court of a receiver or trustee or the making by Contractor of any arrangement with or for the benefit of its creditors involving an assignment to a trustee, receiver or similar fiduciary regardless of how designated, of all or a substantial portion of Contractor's property or business, or the dissolution or revocation of CSPIN's corporate charter.

2. Upon the occurrence of an Event of Default, the nondefaulting party shall have the right to immediately terminate this Agreement upon written notice to the party in default.



D. Fiscal Nonfunding. In the event that sufficient budgeted funds are not available for a new fiscal period, the County shall notify CSPIN of such occurrence and the Agreement shall terminate on the last day of the current fiscal period without penalty or expense to the County.

7. Notice:

Except as otherwise provided in this Agreement, any notice required or permitted to be given hereunder shall be delivered personally or sent by mail with postage pre-paid to the following addresses or to such other places as may be designated by the parties hereto from time to time.

For CSPIN:

Edward Peachey
President & CEO
13805 58th Street N Ste 2-140
Clearwater, FL 33762

For the County:

Mark Woodard
County Administrator
315 Court Street – 6th Floor
Clearwater, FL 33756

8. Merger:

It is understood and agreed that the entire Agreement between the parties is contained herein and that this Agreement supersedes any and all oral agreements and/or negotiations between the parties relating to the subject matter thereof. All items referred to in this Agreement are incorporated or attached and deemed to be a part of this Agreement.

9. Modification:

This Agreement may be modified by the mutual consent of the parties thereto, in any lawful manner and consistent with the Acts, Regulations or any rule promulgated thereto.

10. Resolution of Disagreements:

A. To facilitate the timely and effective resolution of any controversy or dispute that may rise under this Agreement, the Chairman of CSPIN and the County Administrator shall undertake negotiations to resolve the matter. To the extent the controversy or dispute cannot, after good faith effort, be resolved either party may refer the matter to non-binding mediation to be held within Pinellas County, Florida. The dispute will be mediated by a mediator chosen jointly by CSPIN and County within thirty (30) days after written notice demanding non-binding mediation by either party. Neither party may unreasonably withhold consent to the selection of a mediator, and CSPIN and County will share the cost of the mediation equally. The parties may also, by mutual agreement, replace mediation with some other form of non-binding alternate dispute resolution ("ADR") procedure.

B. In the event that any claim, dispute or demand cannot be resolved between the parties through negotiation or mediation as provided herein within 60 days after the date of the initial demand for non-binding mediation, then either party may pursue any remedies as provided by law or this Agreement.

11. Independence of Terms:

In the event any terms or provisions of this Agreement or the application to any of the parties hereto, person or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, or the application of such terms or provision to the parties hereto, persons or circumstances other than those as to which it held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by the Acts.



12. Filing of Agreement:

This Agreement shall be filed with the Pinellas Clerk of the Circuit Court as required by Sec. 163.01(11) Florida Statutes.

13. Termination of Original Interlocal:

This Agreement supersedes all prior agreements between the parties, and said prior agreements, including the Original Interlocal between the parties are hereby terminated.

<SIGNATURE PAGE FOLLOWS>



WORKNET PINELLAS, INC.

DBA CareerSource Pinellas

By: _____
Title: Chairperson

PINELLAS COUNTY, a political
subdivision of the State of Florida, by and
through its Board of County Commissioners

By: _____
Chairman

ATTEST:
KEN BURKE

By: _____
Deputy Clerk

APPROVED AS TO FORM
SUBJECT TO PROPER EXECUTION:

OFFICE OF THE COUNTY ATTORNEY

APPROVED AS TO FORM:

OFFICE OF THE COUNTY ATTORNEY



2016 – 2020

LOCAL WORKFORCE SERVICES PLAN

ATTACHMENT B:
BY-LAWS



BY-LAWS

The provisions of this document constitute the By-Laws of WorkNet Pinellas, Inc., a Florida not-for-profit corporation, which shall be utilized to govern the management and operation of WorkNet Pinellas, Inc. for all purposes.

ARTICLE I – NAME, SERVICE AREA, AND OFFICE LOCATION

SECTION I – Name

The name of the organization shall be WorkNet Pinellas, Inc. doing business as and hereinafter referred to as CareerSource Pinellas.

SECTION 2 – Service Area

CareerSource Pinellas shall primarily serve the employers and residents of Pinellas County, Florida. Other geographical areas may be served as determined by the CareerSource Pinellas Board of Directors.

SECTION 3 – Office Location

The official office location and mailing address shall be as determined by the Executive Committee of CareerSource Pinellas.

ARTICLE II – PURPOSE AND USE OF FUNDS

SECTION I – Purpose

The purposes for which CareerSource Pinellas is formed, and its business goals and objectives are as follows:

- A. To deliver customer-focused, value-added workforce solutions designed to meet the specific needs of customers, both employers and job seekers alike.
- B. To administer workforce programs and act as a fiscal agent and administrative entity as defined by the Federal Workforce Innovation and Opportunity Act (WIOA), authorized by the State of Florida, the U.S.

Department of Labor, and in agreement with the Pinellas County Board of County Commissioners serving as the Chief Elected Official (CEO).

- C. To enhance the provision of workforce development services; increase the involvement of the business community, including small and minority businesses, in workforce development activities; to increase private sector employment opportunities; and to ensure the economic health of the community.
- D. To place special emphasis on service to welfare recipients, economically disadvantaged adults and youth, dislocated workers, and individuals and employers needing workforce development services as identified in the CareerSource Pinellas strategic plan.

SECTION 2 – Use of Funds

CareerSource Pinellas shall use available funding in ways that will most effectively satisfy the labor demand needs of the residents and business community to enhance the economic well-being of the community.

ARTICLE III - BOARD MEMBERSHIP

SECTION I – Governing Body

CareerSource Pinellas shall be governed by a Board of Directors, to be appointed as provided herein.

SECTION 2 – Authority and Responsibilities of the Board

The authorities and responsibilities of the Board shall include all authorities and responsibilities delegated to it by applicable federal, state and local laws, regulations, policies and mandates, and shall include:

- A. Establishing and adopting policy for governance, administration and operation of the CareerSource Pinellas Board of Directors;
- B. Developing, ratifying and submitting or amending the local workforce plan pursuant to Public Law No. 113-128 WIOA and the provisions of Florida Statute 445.007 subject to the approval of the Pinellas County Board of County Commissioners;
- C. Coordinating agreements with the Pinellas County Board of County Commissioners that are necessary to designate the fiscal agent and administrative entity;
- D. Oversight of programs;
- E. Oversight of administrative costs;
- F. Oversight of performance outcomes;
- G. Identifying and selecting providers of training services, intensive services, youth providers and One-Stop Operators as necessary and applicable;

- H. Developing a budget, subject to the approval of the Pinellas County Board of County Commissioners, for purposes of carrying out the duties of the Board under applicable state and federal law;
- I. Oversight of the budget;
- J. Negotiating and reaching agreement on local performance measures;
- K. Coordinating the workforce investment activities with economic development strategies and developing other employer linkages with such activities; and
- L. Developing the Regional Targeted Occupations List.

SECTION 3 – Authority of Individual Board Members

Board members have authority over the affairs of CareerSource Pinellas only when acting as a Board of Directors legally in session. The Board shall not be bound in any way by any action or statement on the part of any individual Board member except when such statement or action is taken when carrying out specific instructions by the Board of Directors of CareerSource Pinellas.

SECTION 4 - Categories of Board Membership

All the members of the Board of Directors of CareerSource Pinellas shall be appointed by the Pinellas County Board of County Commissioners in accordance with Federal and State legislation, regulations and policies and shall be made from the following categories:

- A. Representatives of business. These individuals shall constitute a majority of the membership of the Board, and shall be individuals; who are owners, chief executive officers, or other individuals with optimum policymaking or hiring authority, provide employment opportunities that include high-quality, work relevant training and development in in-demand industry sectors or occupations, and are nominated for these seats by local business, professional and trade organizations.
- B. Not less than 20 percent shall be representatives; of local labor organizations nominated by local labor federations, member of a local labor organization or a training director from a joint labor-management apprenticeship program, or if no joint program exists an individual from an apprenticeship program, **MAY** include community based organizations that have demonstrated experience and expertise in addressing employment needs of individuals with barriers, including organizations that serve veterans or individuals with disabilities, and out of school youth,
- C. Representatives of education and training shall include; providers administering adult education and literacy activities under WIOA title II, institutions of higher education providing workforce investment activities (including community colleges), **MAY** include local educational agencies and community based organizations with expertise in education and training of individuals with barriers to employment.
- D. Representatives of governmental, and economic and community development entities; economic and community development entities, State

Employment office/Wagner-Peyser Act 29 U.S.C. 720 et seq, WIOA title I of rehabilitation act of 1973, **MAY** include agencies representing transportation, housing, public assistance, and philanthropic organizations.

- D. Representatives of entities or individuals as the chief elected official determine to be appropriate.
- E. All representatives must have optimum policymaking authority
- F. An individual may be appointed as a representative of more than one agency if the individual meets all criteria for such representation. If an individual represents more than one membership area, he or she must be appropriately nominated by the organization or entity he or she will represent and must have optimum policymaking authority within each agency represented. This shall be determined by the Pinellas County Board of County Commissioners.
- G. A representative with “optimum policymaking authority” is an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action.
- H. Nominees shall represent the urban and suburban nature of Pinellas County as well as the demographic, ethnic, and gender characteristics reflective of the County.
- I. The Chairman of the Pinellas County Board of County Commissioners or his/her designee from the Board of County Commissioners, shall fill one of the mandatory seats on the Board as appropriate and as established by Federal and State legislation, regulations and/or policies.

SECTION 5 – Appointment of Board Members

- A. Members of the CareerSource Pinellas Board of Directors shall be appointed by the Pinellas County Board of County Commissioners subject to the provisions of WIOA and its regulations, and pursuant to the Florida Workforce Innovation Act and policies established by the Governor for the State of Florida. The maximum number of Board members and the categories of membership shall conform to Federal and State legislation, regulations and policies.
- B. The CareerSource Pinellas Board may make recommendations regarding nominations to the Pinellas County Board of County Commissioners. Such nominations shall be in accordance with the nomination process set forth in the governing statutes. Appointments to the Board shall be at the discretion of the Pinellas County Board of County Commissioners.
- C. Members of the Board shall serve at the pleasure of the Pinellas County Board of County Commissioners.

ARTICLE IV – BOARD OF DIRECTORS

SECTION I – Terms of Membership

- A. Members of the Board shall serve for fixed and staggered terms of two years with the exceptions described within these By-Laws.
- B. In accordance with the federal law and Florida State law, whenever a mandatory seat on the Board must be filled by an individual occupying a specific position in an organization, agency or institution, their term of office shall not expire except and unless the federal or state statute is amended to exclude the position.
- C. If a member resigns prior to the expiration date of his/her term in office, nominations for filling the vacancy shall be made to the Pinellas County Board of County Commissioners in the same manner as is described within these By-Laws. Upon appointment, the new member shall serve the unexpired term of the member whose vacancy he/she is filling.
- D. The Chairman of the Pinellas County Board of County Commissioners, or his or her designee, is not subject to the Board membership term limits specified herein.

SECTION 2 – Resignation

A member may resign his or her membership on the CareerSource Pinellas Board at any time by submitting a resignation in writing to the Chair or President & CEO. In the case of the resignation of the Chair, a resignation shall be submitted in writing to the Chair Elect or President & CEO. A resignation shall become effective upon the date specified in such notice, or, if no date is specified, upon receipt of the resignation by the Chair.

Three (3) consecutive absences from regularly scheduled meetings of the CareerSource Pinellas Board without an excuse approved by the Chair shall constitute a de facto resignation of the Board member. Three (3) consecutive absences from regularly scheduled committee meetings of CareerSource Pinellas, without an excuse approved by the committee chair, shall constitute a de facto resignation of the committee member from that committee. De facto resignation from a committee will not impact the individuals' membership on the Board or membership on other committees.

SECTION 3 – Revocation of Membership

The Executive Committee may, by a two-thirds affirmative vote at a meeting where a quorum has been established, recommend revocation of membership to the Pinellas County Board of County Commissioners for the following reasons:

- A. Should a Board member cease to represent the category to which they were appointed to fill on the Board through change in status;
- B. Disability, illness or inability to perform their duties on the Board; or
- C. Unethical or illegal practices or actions.

SECTION 4 – Notification of Vacancies

The Chair of the Board will notify the Board of County Commissioners when vacancies occur through written correspondence with the Commissioner assigned to serve on the

board of directors and will annually submit written notification of all vacancies at the beginning of each fiscal year.

ARTICLE V - BOARD OFFICERS

The Officers of CareerSource Pinellas shall consist of a Chair, a Chair Elect, a Vice Chair, a Secretary and a Treasurer. The Chairman of the Pinellas County Board of County Commissioners, or his/her designee from the Board of County Commissioners, shall occupy the Vice Chair position.

SECTION 1- Election of Officers

The Chair, Chair Elect, Treasurer, and Secretary of the CareerSource Pinellas Board shall be elected as follows:

- A. The slate of Officers shall be recommended to the CareerSource Pinellas Board of Directors by the Ad-Hoc Nominating Committee and selected based upon a majority vote of the quorum present at the annual meeting at which the slate is presented.
- B. The annual meeting at which the slate of Officers shall be elected shall take place in June or on a date as otherwise set by the Board, and the Officers shall take office in July.
- C. The CareerSource Pinellas Chair, Chair Elect and Treasurer shall be selected from among the representatives of the private sector Board members.

SECTION 2 – Duties of Officers

- A. Duties of the Chair shall include:
 - Presiding at all meetings of the CareerSource Pinellas Board of Directors;
 - Serving as chair of the Executive Committee;
 - Making all committee chair appointments;
 - Calling special meetings of the Board;
 - Establishing Ad-Hoc Committees as deemed necessary to conduct the business of the Board and make appointments thereto;
 - Serving as a member of the Executive Committee; and
 - Performing all duties incident to the office of Chair.
- B. Duties of the Chair Elect shall include:
 - Presiding over meetings in the absence of the Chair;
 - Serving as a member of the Executive Committee; and
 - Performing all duties incident to the office of Chair in the absence of the Chair.
- C. Duties of the Treasurer shall include:

- Serving as a member of the Executive Committee;
 - Serving as a member of the Audit Committee;
 - Serving as Chair of the Finance Committee; and
 - Making a report on the financial status at each regular meeting of the Board.
- D. Duties of the Secretary shall include:
- Serving as a member of the Executive Committee;
 - Signing all bank resolutions; and
 - Reviewing all Board minutes prior to official adoption by the Board of Directors.
- E. Duties of the Vice Chair shall include:
- Presiding over meetings in the absence of the Chair and the Chair Elect;
 - Serving on the Audit Committee; and
 - Ensuring compliance with the inter-local agreement.

SECTION 3 – Terms of Office

The term of office for the Chair, Chair Elect, Secretary and Treasurer of CareerSource Pinellas shall be for one (1) year, from July 1 through June 30.

CareerSource Pinellas Officers may serve two consecutive terms of one year each in the same office, if re-elected, provided that the time in office does not exceed the limits of their term of membership on the Board. After two consecutive terms, the Officer shall then step down from their position for a minimum of one year, although they may continue to serve as CareerSource Pinellas Board members, or in other offices.

The Vice Chair is not subject to the Officer term limits specified herein.

SECTION 4 – Vacancy in One of the Officer Positions

If a vacancy in any office but the Chair occurs due to the illness, resignation, etc. of the Officer elected, a replacement shall be elected to serve the unexpired term of office at the next regularly scheduled Board meeting. If the office of Chair becomes vacant, the Chair Elect will assume the office of Chair.

ARTICLE VI – COMMITTEES

SECTION 1 – Standing Committees

The Standing Committees of CareerSource Pinellas shall be the Executive Committee, the One Stop Committee, the Workforce Solutions Committee, the Finance Committee, and the Audit Committee. In addition, there may be such ad hoc committees as determined necessary by the Chair.

Other than those committees required by law, CareerSource Pinellas may vote to expand or combine Committees as appropriate for the efficient operation of the business of CareerSource Pinellas.

SECTION 2 – Terms of the Executive Committee members and Committee Chairs

CareerSource Pinellas Executive Committee Members and Committee Chairs may serve in those positions for two consecutive terms, if re-elected or re-appointed and shall then step down from their position for a minimum of a year, although they may continue to serve as CareerSource Pinellas Board members, or in other offices.

SECTION 3 – General Committee Membership

- A. A committee member, with the exception of an Executive Committee member, may designate an alternate in writing who shall have the powers, including voting, of the committee member when that alternate attends committee meetings in lieu of the committee member. No member or delegate may vote through proxy.
- B. CareerSource Board members shall comprise a majority of each committee.
- C. The Chair of any standing committee with the exception of the Executive Committee, at his/ her discretion, may appoint board and non-board members to serve on the committee.
- D. Non-board committee members shall serve for a two-year term from their appointment date. Terms are renewable for additional two-year periods at the discretion of the committee chairperson.

SECTION 4 – Executive Committee Membership, Duties and Responsibilities

CareerSource Pinellas shall have an Executive Committee consisting of the Officers, the Chairs of the Standing Committees, Past Chair, and up to five at-large members appointed by the Chairperson.

The Executive Committee shall have and exercise the authority of the Board of Directors in the governance of the affairs of CareerSource Pinellas with the exception of adopting, repealing, or amending these By-Laws. Delegation of this authority to the Executive Committee shall not relieve the Board of Directors or any individual Director of any responsibility imposed on it, or him or her, by the Bylaws or by any applicable law.

Duties of the Executive Committee shall also include, but are not limited to:

- Reviewing qualifications of individuals nominated to serve on the Board of Directors and forwarding nominations with recommendations and rationale for appointment or non-appointment to the Board of Directors for action. If approved by the Board, the nominations shall be submitted to the Pinellas County Board of County Commissioners for its consideration; and
- Planning, conducting and/or recommending Board Member development or in-service activities.

Section 5 – One Stop Committee Membership, Duties and Responsibilities

The One Stop Committee shall be chaired by a Board Member appointed by the Board Chair and shall consist of those members deemed appropriate and appointed to the committee by the One Stop Committee Chair. The One Stop Committee shall be responsible for:

- Providing assistance with planning, operational and other issues relating to the one-stop delivery system;
- Providing assistance with planning, operational, and other issues relating to the provision of services to youth;
- Providing assistance with planning, operational and other issues relating to the provision of services to individuals with disabilities;
-
- Reviewing the plans and services of other agencies and one-stop partners with the intent to improve coordination of services;
- Reviewing customer survey feedback to ensure customer input is made part of the plan of service;
- Reviewing the enrollment and training of individuals under the Workforce Investment Act;
- Reviewing the services delivered to welfare transition customers;
- Reviewing services and programs delivered to recognized target groups;
- Reviewing the operation and performance of any grants or other funding received;
- Reviewing periodic reports on performance in accordance with the committee’s annual strategic plan; and
- Planning for future changes and improvements to the one-stop system.
-

SECTION 6 – Workforce Solutions Committee Membership, Duties and Responsibilities

The Workforce Solutions Committee shall be chaired by a Board member appointed by the Board Chair and shall consist of those members deemed appropriate and appointed to the Committee by the Workforce Solutions Committee Chair. The Workforce Solutions Committee shall be responsible for:

- Reviewing and approving the services and programs delivered to employers;
- Reviewing and approving training vendor applications and other actions pertaining to training vendors;
- Reviewing periodic training vendor performance reports;

- Reviewing the region's activities related to targeted industries;
- Creating and maintaining the regional targeted occupations list; and
- Reviewing and approving the Board's partnerships with economic development organizations and other business associations in accordance with the committee's annual strategic plan.

SECTION 7 – Finance Committee Membership, Duties and Responsibilities

The Finance Committee shall be chaired by the Treasurer, and shall consist of those members deemed appropriate and appointed to the Committee by the Treasurer. The Finance Committee shall be the Committee of the Board charged with oversight responsibilities regarding the fiscal affairs of the Agency. The Committee's responsibilities shall include, but are not limited to:

- Reviewing a draft of the annual budget and submitting the tentative annual budget, along with a recommendation, to the Board of Directors for action;
- Reviewing and approving all subsequent modifications to the budget;
- Reviewing the annual audit and accompanying management letters with agency responses;
- Providing oversight through review of monitoring reports;
- Reviewing the agency's periodic financial statements and report on the organizations financial status at each meeting of the Executive Committee; and
- Serving on procurement review panels at the request of the President and CEO and/or CFO.

SECTION 8 – Audit Committee Membership, Duties and Responsibilities

The Audit Committee shall consist of the County Commissioner serving on the CareerSource Pinellas Board of Directors, an Assistant County Administrator or one at large county staff person, the Chair of the CareerSource Pinellas Finance Committee, and the CareerSource Pinellas' President and CEO. The Administrator of Pinellas County will select the Assistant County Administrator or the at-large county staff person to serve on the Committee. The Audit Committee shall be responsible for:

- Arranging and procuring the annual audit of any and all programs operated by CareerSource Pinellas in compliance with OMB Circular A-133, including the selection of an audit firm;
- Reviewing reports on the monitoring of activities, operations and expenditures under the programs operated by CareerSource Pinellas; and
- Reviewing such other interim or annual reviews and reports, whether conducted by an audit firm, entities expert in evaluation and/or monitoring of CareerSource Pinellas programs or county staff as determined by the Audit Committee.

SECTION 11 – Ad-Hoc Nominating Committee Duties and Responsibilities

The Chair of CareerSource Pinellas shall appoint the Chair and members of the ad-hoc Nominating Committee from among the membership of the Board. The responsibilities of

The Nominating Committee shall include:

- Meeting prior to the fourth quarterly or annual board meeting to select a slate of Officers to be presented to the CareerSource Pinellas Board at the annual meeting; and
- Reviewing Board members' length of service and recommending renewal of membership to the Executive Committee as appropriate.

ARTICLE VII - MEETINGS

SECTION I – Notice, Minutes, etc.

- A. Regular meetings of CareerSource Pinellas Board and Committees of the Board shall be held at a place to be determined by the members, at such times and as often as they may deem necessary.
- B. The President & CEO or his/her designee shall send written notice of each Board and Committee meeting to the members at such times and as often as they may deem necessary.
- C. The public shall be informed of Board and Committee meetings through notice(s), which shall state the purpose of the meeting, the time and the place. Special meeting notices shall state the purpose of the meeting and whether it has been called by the Chair or by petition.
- D. All Board and Committee meetings shall be subject to the Sunshine and Open Meeting Laws of the State of Florida.
- E. The CareerSource Board may allow one or more members to participate in Board and Committee meetings by telephone or other types of communications technology provided that access be given to the public at such meetings through the use of such devices as a speaker telephone that would allow the absent member or members to participate in discussions to be heard by other board members and the public to hear discussions taking place during the meeting.
- F. Special meetings of members may be called at any time by the CareerSource Pinellas Chair or by a petition signed by not less than twenty-five percent (25%) of the membership of CareerSource Pinellas, setting forth the reason for calling such a meeting.
- G. CareerSource Pinellas committees shall meet at the call of the Committee Chair, the Committee Vice Chair or the CareerSource Pinellas Board Chair.
- H. Minutes shall be kept of all Board and Committee meetings. Minutes shall be reviewed and approved at the next CareerSource Pinellas Board or Committee meeting as appropriate. The official minutes of meetings of the Board and Committees of the Board are public record and shall be open to inspection by the public. They shall be kept on file by the Board Secretary at the administrative office of CareerSource Pinellas as the record of the official actions of the Board of Directors.

SECTION 2 – Limitation on Participation

Participation in Board meetings and Executive Committee meetings shall be limited to members of the Board, Committees and staff with the following exceptions:

- A. Regularly scheduled agenda items that call for reports or participation by non- members.
- B. A time shall be set on the agenda for the receipt of public comment.

SECTION 3 – Parliamentary Procedures

When parliamentary procedures are not covered by these by-laws, Robert's Rules of Order, Revised, shall prevail.

ARTICLE VIII – QUORUM AND VOTING

SECTION 1 – Quorum

- A. A quorum of the Board shall consist of one-third (33%) of the Board membership.
- B. A quorum of the Executive Committee shall consist of half (33%) of the Executive Committee members.
- C. Except for the Executive Committee, the number of Committee Members present for a committee meeting shall constitute a quorum for the purpose of conducting the business of the Committee.
- D. Board members participating by telephone or other types of communications technology will be included as part of the quorum as a quorum does not have to be physically present to conduct business.

SECTION 2 – Voting and Related Party Contracts

- A. Any action that may be taken by the CareerSource Pinellas Board of Directors or a committee of the Board shall be considered the act of the Board or Committee only if the action is taken by an affirmative vote of the majority of the members in attendance at a meeting where a quorum has been established.
- B. Each member of the CareerSource Pinellas Board of Directors shall have one (1) vote when present at a meeting of the Board, whether in person or by phone or other type of communication technology. Members may not vote by proxy.
- C. Voting privileges of non-board members selected to serve on a committee are limited to that committee.
- D. A member of the Board who is present, either in person or by other communication means, at a meeting of the Board or a committee of the Board at which action on any matter is taken shall be presumed to have assented to the action taken unless his or her dissent is declared and entered in the minutes of the meeting
- E. When an issue presents a possible conflict of interest to a member, said

member shall disclose the conflict of interest and shall abstain from voting on said issue. A conflict of interest is any matter which has a direct bearing on services to be provided by that member or any organization which such member directly represents, or any matter which would financially benefit such member or any organization such member represents.

- F. Contracts awarded to members of the CareerSource Pinellas Board of Directors shall require a 2/3 affirmative vote of the quorum in attendance at the Board meeting.
- G. A Board member acting as presiding Officer at a meeting of the Board or a Committee of the Board held pursuant to these By-Laws shall be entitled to vote on the same basis as if not acting as the presiding Officer.
- H. Any item considered, voted on and approved by a committee of the CareerSource Board of Directors, excluding approval of meeting minutes and adjournment of meeting, shall be brought forth to the Executive Committee for consideration at its next meeting.

SECTION 3 – Consent Agenda

As soon as practicable following a meeting of the Executive Committee, minutes of the meeting shall be transmitted to Members of the Board of Directors. Any Board Member shall have five (5) days from receipt of the minutes within which to request that an action of the Executive Committee be brought before the full Board. If no such request is made, the action of the Executive Committee shall stand.

ARTICLE IX - AMENDMENTS

These By-laws may be amended or replaced by an affirmative vote of two-thirds of the membership of the CareerSource Pinellas Board, after notice, which shall specify or summarize the changes proposed to be made. Such notice shall be made no less than five (5) days prior to the meeting at which such amendment or repeal is acted upon.

ARTICLE X - GENERAL PROVISIONS

Nothing in these By-laws shall be construed to take precedence over federal, state or local laws or regulations, or to constrain the rights or obligations or the units of the local elected officials or governments party to the consortium agreement.

ARTICLE XI - INDEMNIFICATION

SECTION I – Indemnification of Board Members

CareerSource Pinellas, Inc. shall indemnify any CareerSource Pinellas Board member, staff person, Officer, or former CareerSource Pinellas Board member, staff person, or

Officer for expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit or proceeding, civil or criminal, in which he or she is made a party by reason of being or having been a CareerSource Pinellas Board member, staff person, or Officer, except in relation to matters in which he or she was adjudged, in the action, suit or proceeding, to be liable for negligence or misconduct in the performance of his or her CareerSource Pinellas duties.

SECTION 2 – Rights to Indemnification

The right to indemnification under this Article is only available to the extent that the power to indemnify is lawful and to the extent that the person to be indemnified is lawful and to the extent that the person to be indemnified is not insured or otherwise indemnified.

SECTION 3 – Indemnification Insurance

CareerSource Pinellas and the Pinellas County Board of County Commissioners shall have the power to purchase and maintain insurance sufficient to meet this Article's indemnification requirements.

ARTICLE XII - ENACTMENT PROVISION

These By-laws shall become effective after approval by a two-thirds vote of the membership after due notice to the membership. Reasonable notice shall be given prior to the meeting at which these By-laws are enacted.

These amended By-Laws were adopted as of this _____.



2016 – 2020

LOCAL WORKFORCE SERVICES PLAN

ATTACHMENT C:

MOU WITH VOCATIONAL REHABILITATION

MEMORANDUM OF UNDERSTANDING ONE STOP CAREER CENTER SYSTEM

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to Rehabilitation Act of 1973, 29 U.S.C. §721(a)(II) and the Workforce Innovation and Opportunity Act of 2014, and is entered into by the **Division of Vocational Rehabilitation** (hereafter referred to as the Partner) and WorkNet Pinellas, Inc. d/b/a/ **CareerSource Pinellas** (hereafter referred to as "CareerSource").

II. PURPOSE

The Workforce Innovation Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its one-stop customer service delivery system. The One-Stop system assures coordination between the activities authorized in and linked to this Act.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements in order to establish and maintain an effective and successful "One-Stop" delivery system.

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Pinellas County. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within Pinellas County.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

III. PROVISION OF SERVICES

- A. The Pinellas local area workforce board and the Pinellas Board of County Commissioners have designated CareerSource to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource will perform the following functions:
 1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
 2. Coordinate with the Partner to provide access to workforce services and

programs through the one-stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the one-stop system. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; UI; Veterans programs; TAA; TANF program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.
 4. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career centers in accordance with §678.700 through §678.755 of the WIOA and the funding of shared services and operating costs in accordance with §678.760 of the WIOA and any state infrastructure funding mechanism requirements issued by the State of Florida.
 5. Maintain the statewide “CareerSource” branding of each center.
 6. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
 7. Provide an area for the Partner’s meetings and/or co-location as space permits.
 8. Model CareerSource core values and maintain a professional working environment.
 9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
- C. The Partner will perform the following functions:
1. Coordinate with CareerSource to provide access to its workforce services and programs through the one-stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the one-stop system.
 2. Coordinate with CareerSource to ensure that the needs of job seekers,

youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.

3. Coordinate with CareerSource for the funding of the infrastructure costs of the one-stop career centers in accordance with §678.700 through §678.755 and the funding of shared services and operating costs in accordance with §678.760 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One Stop system.
5. Provide CareerSource with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

IV. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

V. CONFIDENTIALITY OF RECORDS

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

VI. TERM

This MOU is effective July 1, 2016 through June 30, 2017 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or

terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

VII. MERGER

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

VIII. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource, the Partner, and the Chief Elected Official and no third party is an intended beneficiary.

IX. GOVERNANCE

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource and the local Chief Elected Officials (CEOs), i.e. the Pinellas Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-Stop delivery system.

SIGNATURES

**Pinellas Board of County
Commission:**

CareerSource Pinellas:

**Vocational Rehabilitation
(Partner):**

Signature

Signature

Signature

Printed Name

Printed Name

Printed Name

Date

Date

Date



2016 – 2020

LOCAL WORKFORCE SERVICES PLAN

ATTACHMENT D:
MOU WITH BLIND SERVICES

MEMORANDUM OF UNDERSTANDING ONE STOP CAREER CENTER SYSTEM

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014, and is entered into by the **Lighthouse of Pinellas** (hereafter referred to as the Partner) and WorkNet Pinellas, Inc. d/b/a/ **CareerSource Pinellas** (hereafter referred to as "CareerSource").

II. PURPOSE

The Workforce Innovation Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its one- stop customer service delivery system. The One-Stop system assures coordination between the activities authorized in and linked to this Act.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements in order to establish and maintain an effective and successful "One-Stop" delivery system.

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Pinellas County. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within Pinellas County.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

III. PROVISION OF SERVICES

- A. The Pinellas local area workforce board and the Pinellas Board of County Commissioners have designated CareerSource to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource will perform the following functions:
 1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
 2. Coordinate with the Partner to provide access to workforce services and programs through the one-stop delivery system in accordance with

published policies and procedures which include the manner in which the services will be coordinated and delivered through the one-stop system. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; UI; Veterans programs; TAA; TANF program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.
 4. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career centers in accordance with §678.700 through §678.755 of the WIOA and the funding of shared services and operating costs in accordance with §678.760 of the WIOA and any state infrastructure funding mechanism requirements issued by the State of Florida.
 5. Maintain the statewide “CareerSource” branding of each center.
 6. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
 7. Provide an area for the Partner’s meetings and/or co-location as space permits.
 8. Model CareerSource core values and maintain a professional working environment.
 9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
- C. The Partner will perform the following functions:
1. Coordinate with CareerSource to provide access to its workforce services and programs through the one-stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the one-stop system.
 2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals

with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.

3. Coordinate with CareerSource for the funding of the infrastructure costs of the one-stop career centers in accordance with §678.700 through §678.755 and the funding of shared services and operating costs in accordance with §678.760 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One Stop system.
5. Provide CareerSource with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

IV. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

V. CONFIDENTIALITY OF RECORDS

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

VI. TERM

This MOU is effective July 1, 2016 through June 30, 2017 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties

to this Agreement.

VII. MERGER

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

VIII. THIRD PARTY BENEFICIARY

This MOU is for the benefit of CareerSource, the Partner, and the Chief Elected Official and no third party is an intended beneficiary.

IX. GOVERNANCE

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource and the local Chief Elected Officials (CEOs), i.e. the Pinellas Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-Stop delivery system.

SIGNATURES

**Pinellas Board of County
Commission:**

CareerSource Pinellas:

**Lighthouse of Pinellas
(Partner):**

Signature

Signature

Signature

Printed Name

Printed Name

Printed Name

Date

Date

Date



2016 – 2020

LOCAL WORKFORCE SERVICES PLAN

ATTACHMENT E:
MOU WITH ADULT EDUCATION

MEMORANDUM OF UNDERSTANDING ONE STOP CAREER CENTER SYSTEM

I. PARTIES

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014, and is entered into by the **Pinellas County School District** (hereafter referred to as the Partner) and WorkNet Pinellas d/b/a/ **CareerSource Pinellas** (hereafter referred to as "CareerSource").

II. PURPOSE

The Workforce Innovation Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its one-stop customer service delivery system. The One-Stop system assures coordination between the activities authorized in and linked to this Act.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements in order to establish and maintain an effective and successful "One-Stop" delivery system.

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Pinellas County. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons within Pinellas County.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

III. PROVISION OF SERVICES

- A. The Pinellas local area workforce board and the Pinellas Board of County Commissioners have designated CareerSource Pinellas to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource will perform the following functions:
 1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
 2. Coordinate with the Partner to provide access to workforce services and programs through the one-stop delivery system in accordance with

published policies and procedures which include the manner in which the services will be coordinated and delivered through the one-stop system. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; UI; Veterans programs; TAA; TANF program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.
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- C. The Partner will perform the following functions:
1. Coordinate with CareerSource to provide access to its workforce services and programs through the one-stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the one-stop system.
 2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals

with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.

3. Coordinate with CareerSource for the funding of the infrastructure costs of the one-stop career centers in accordance with §678.700 through §678.755 and the funding of shared services and operating costs in accordance with §678.760 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One Stop system.
5. Provide CareerSource with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

IV.METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system.

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The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource and the local Chief Elected Officials (CEOs), i.e. the Pinellas Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-Stop delivery system.

SIGNATURES

**Pinellas Board of County
Commission:**

CareerSource Pinellas:

**Pinellas County School
District (Partner):**

Signature

Signature

Signature

Printed Name

Printed Name

Printed Name

Date

Date

Date