CareerSource TAMPA BAY

January 1   December 31
2023-2024

Workforce Innovation and Opportunity Act
LOCAL WORKFORCE PLAN TWO-YEAR MODIFICATION

TALENT MEETS OPPORTUNITY

Local Workforce Development Board 15

PLAN CONTACT:

JOHN FLANAGAN, PRESIDENT & CEO

📞 813-397-2024

📠 813-243-1554

✉ flanaganj@careersourcetb.com

🌐 www.careersourcetampabay.com

4350 W. Cypress Street, Suite 875, Tampa, 33607

Submission Date: September 27, 2022

TABLE OF CONTENTS

INTRODUCTION

These instructions provide direction for local workforce plans (local plans) submitted under Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA) [Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA)](). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local plan. Chief local elected officials, LWDB members, core program partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state plan as well as [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy]() .

B. Align with the CareerSource Florida Board of Director's business and market-driven principles to be the global leader for talent. These principles include: • Increasing the prosperity of workers and employers.
    a. Reducing welfare dependency.
    b. Meeting employer needs.
    c. Enhancing productivity and competitiveness.

C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, as well as other required and optional partners.

D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefit recipients, individuals with disabilities, and individuals residing in rural areas.

E. Set forth a strategy to utilize all allowable resources to:

- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
- Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
- Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including Enterprise Florida, Inc. in relation to:
  - Job training;
  - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes;
  - The attainment of a postsecondary degree or credential of value; and
  - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
- Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
- Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
- Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.

F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.

G. Provide a comprehensive view of the systemwide needs of the local area.

H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.

I. Lead to greater efficiencies, reduce duplication, and maximize financial and human resources.

J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on customer service excellence.

[REMAINDER OF PAGE LEFT BLANK]

KEY DATES

PUBLIC COMMENT PROCESS

Prior to the date on which the LWDB submits the local plan, the LWDB must provide an opportunity for public comment on the development of the local plan. To provide adequate opportunity for public comment, the LWDB must:

(1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)).

(2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).

(3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan, required attachments and contact information for primary and secondary points of contact for each local plan via the state's online form established for WIOA local plan submissions. Hard copies of local plans or attachments are not required. **All local plans must be submitted no later than 5:00 p.m. (EDT) on Monday, October 3, 2022. Please note, the local plan and all attachments must be submitted in a searchable PDF format that is Americans with Disabilities Act compliant.[2]**

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

The web address for the state's online form for submitting local plans, required attachments and links to requested documents is https://careersourceflorida.com/wioa-form/.

Please carefully review these instructions and those posted online prior to submitting plans.

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

ATTACHMENTS

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

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

B. **Executed agreement between the chief local elected official(s) and the local workforce development board.**

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

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

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

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

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

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

I. **Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

J. **A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

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

Name:	Kimberly Overman
Title:	Commissioner - District 7, Countywide, Chair
Company:	Hillsborough County Board of County Commissioners
Mailing Address:	601 E. Kennedy Blvd., Tampa, FL 33602
Phone:	813-272-5735
Email:	OvermanK@hillsboroughcounty.org

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

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

The CEO also conducts legal reviews of all agreements between the CEO and LWDB, and these agreements are approved by the Board of County Commissioners. Those agreements are included as attachments to this plan.

This plan will also be provided to the CEO for review and input prior to release for public comment and will be brought before the CEO for approval prior to submission to CareerSource Florida.

(2) Local Workforce Development Board

(a) Identify the chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.

Name:	Sean Butler
Title:	Chief People Officer
Company:	Titan Technologies, Inc.
Mailing Address:	4223 W. Sevilla Street, Tampa, FL 33629
Phone:	813-431-6515
Email:	seanmbulter@me.com

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

Name:	Donald H. Noble
Title:	Chief People Officer
Company:	Accelebron, Inc, The Florida CFO Group, Vice Chair
Mailing Address:	6620 Thornton Palms Drive, Tampa, FL 33647
Phone:	978-505-7947
Email:	nobled@careerSourcetb.com

Name:	Gwen Myers
Title:	Commissioner- District 3, 2nd Vice Chair
Company:	Hillsborough County Board of County Commissioners
Mailing Address:	601 E. Kennedy Blvd., Tampa, FL 33602
Phone:	(813) 272-5720
Email:	MyersG@hillsboroughcounty.org

(c) Describe how the LWDB members were involved in the development, review, and approval of the local plan.

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

The 2023-2024 modification was presented to the CSTB Board of Directors and approved on September 1, 2022.

(d) Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.

This plan was advertised to the public on September 7, 2022 and CSTB members and associates of the region's economic development organizations, labor organizations, education providers, and core partners were notified

of access to the plan via email and provided an opportunity to offer input. Prior to publication, CSTB held a virtual meeting with the partners to provide an opportunity to share any updates on their information and engagement of the plan. The LWDB also conducts legal reviews of all agreements between the CEO and LWDB and these agreements are approved by the LWDB. Those agreements are included as attachments to this plan. This plan was provided to the full LWDB Board of Directors for their review and input prior to submission to the Hillsborough County Board of County Commissioners for approval, release for public comment, and subsequent submission to CareerSource Florida.

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

(a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official (WIOA § 107(d)(12)(B)(i)(III) and 20 CFR 679.420).

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

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

CSTB serves as the administrative entity that staffs LWDB 15, which is incorporated in the state of Florida and has a 501(c)(3) designation from the IRS, and the fiscal entity whose function includes but is not limited to receiving and disbursing workforce development funds and ensuring sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, Workforce Innovation and Opportunity Act and the corresponding Federal Regulations and State policies.

(4) One-Stop Operator and One-Stop Career Centers

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

The current one-stop operator agreement with Educational Data Systems, Inc. (EDSI) is effective July 1, 2022 – June 30, 2023.

(b) Describe the steps taken to ensure a competitive process for selecting the one-stop operator(s) (WIOA § 121(d)(2)(A)).

To ensure a competitive process for selecting the one-stop operator once every four years, CSTB maintains a procurement process which provides for full and open competition via competitive request for proposal (RFP). Included but not limited in the procurement process is a period the RFP is open to all for a sufficient window of time for bidders to respond, adequate budgeted funding level is included in the RFP that ensures the responsibilities in the Statement of Work can be performed, and pre-qualified list of potential bidders that is

current and includes enough qualified sources to ensure open and free competition but does not preclude bidders from qualifying during the solicitation period.

(c) If the LWDB serves as the one-stop operator, provide the last date the state board granted approval to the LWDB to serve in this capacity and the approved duration.

N/A

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

The basic role of the One-stop Operator (OSO) will be the convener and oversight to promote and develop quality workforce services that are delivered in the most efficient and effective way possible, through full integration and coordination of the One-Stop Career Center partners, CSTB programs and service delivery partners with associated resources that support seamless delivery. The OSO will ensure the comprehensive Career Center and satellites meet and maintain credentialing requirements.

OSO responsibilities include but are not limited to (1) functional integration of all workforce investment activities of the centers to ensure that they meet the needs of employers and career seekers by enhancing communication, coordination, collaboration, and engagement (2) Promoting benefits of education, training and upskills to job seekers and community through centralized outreach Establish and/or maintain linkages between all One-Stop partners designated by CSTB to improve communication, referral, service delivery, and tracking performance of the partners.(3) Creating strong feedback loops within the partners and CSTB so successes or issues are brought to light immediately for resolution or celebration, Coordinate and hold meetings with all One-Stop partners designated by CSTB and publish minutes for each partner meeting. (4) Managing CSTB's partnership efforts with the State of Florida required partners such as Division of Blind Services (DBS) and Division of Vocational Rehabilitation (VR) Services. Maintain list of Partner, referral process and increase number of partners. (5) Managing, tracking, evaluating and overseeing CSTB's Employer and Customer Satisfaction initiatives for job seekers and employers using an accepted CSTB methodology and (6) Recommending methods of continuous improvement to CSTB's executive leadership.

(e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center, affiliate site or specialized center, as described in CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.

Full Service One-Stop Center

1. Tampa Center: 9215 N Florida Ave, Suite 101, Tampa, FL 33612

Satellite Centers

2. Brandon Center: 6302 E Dr Martin Luther King, Tampa, FL 33612
3. Bullard Family Foundation: 2011 East Sligh Avenue, Tampa, Florida 33610
4. Plant City Center: 307 N Michigan Ave, Plant City, FL 33563
5. Ruskin Center: 201 14th Avenue Southeast, Ruskin, FL 33570

(f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.

1. Tampa Center: Monday - Friday 8 a.m. to 5 p.m.
2. Brandon Center: Monday - Friday 8 a.m. to 5 p.m. (Closed daily for lunch from 12-1 p.m.)
3. Bullard Family Foundation: Wednesday 9 a.m. to 1 p.m. (Appointment only)
4. Plant City Center: Monday - Friday 8 a.m. to 5 p.m. (Closed daily for lunch from 12-1 p.m.)
5. Ruskin Center: Monday - Friday 8 a.m. to 5 p.m. (Closed daily for lunch from 12-1 p.m.)

(g) For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals).

The Tampa One-Stop is a full service One-Stop center providing resource room access, WIOA (Adult, DW and Youth), WTP (TANF), WP, MSFW, TAA, Veterans, SNAP, TTW-Disability Navigator, RESEA, and Business Services. There are more than seven partners currently co-located at this center.

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

To increase its ability to reach customers who may have barriers such as transportation and/or childcare issues that prevent them from fully participating at a CareerSource Center, CSTB works with contracted service providers to develop and implement alternative service delivery methods, such as virtual services or additional community access points. CSTB also provides virtual services through resources such as CareerEdge and Metrix Learning: Skill Up.

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

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

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

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

CSTB retained Emsi/Burning Glass (now known as Lightcast) to evaluate the available resources in Hillsborough County in the form of a workforce asset database while considering the relationship and effects these assets may have on the labor market. With the help of CSTB and partners like the Crisis Center of Tampa Bay and

United Way, Emsi Burning Glass conducted an extensive analysis of the assets in Hillsborough County to identify ways that CSTB could address potential misalignments to better serve the county's population. By evaluating the available resources in Tampa Bay in the form of an asset database, CSTB can consider the relationship and effects these assets may have on the labor market.

(5) Provider of Workforce Services

(a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system.

EDSI provides direct services for One-Stop Operator and Career Services, Business Services and WIOA Adult and Dislocated Worker Programs.

(b) Identify and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.

EDSI guides the day-to-day operations of CSTB's One-Stop Operator Services under the guidance of the CSTB Board of Directors. EDSI provides the following workforce services (1) operate a service delivery model that enhances the ability of CSTB to meet the needs of career seekers and businesses. The model will operate a system that ensures that business and industry are the primary customers whose needs serve as the foundational core of our operations. This model should be business-focused and will better meet businesses' needs by increasing career seekers' access to all services available through CSTB and (2) assist CSTB to facilitate and encourage designated One-Stop partners to use the principles of universal design in their operations to promote and ensure customer access. Universal design is defined as a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. CSTB 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. This includes, but is not limited to, ensuring assistive technology and materials are in place, and front-line are trained in the use of all assistive technology.

(c) Identify and describe what career services are provided by the designated provider of workforce services (except training services).

Career services primarily include:

- Provision of local labor market information to include job vacancies, demand occupations, wages, job skills needed, and opportunities for advancement;

- Provision of information on: • eligible training providers' programs to include performance and costs (per program), • eligible providers of youth workforce services and activities, • providers of adult education, • providers of career and technical education activities at the postsecondary level, • career and technical education activities available to school dropouts, • providers of vocational rehabilitation services, • how the local area is performing on performance accountability measures, • availability of supportive services or assistance and referral, as appropriate, • filing claims for unemployment compensation (Reemployment Assistance);

-If determined to be appropriate to obtain or retain employment, the provision of: • comprehensive and specialized assessments of skills levels and service needs which may include diagnostic testing and in-depth interviewing and evaluation

- Development of individual employment plan; -Group counseling; - Individual counseling; - Career planning; - Short term pre-vocational services; - Internships and work experiences that are linked to careers; - Workforce preparation activities; - Financial literacy services; - Out-of-area job search assistance and relocation assistance; - English language acquisition and integrated education and training programs; and - Follow-up services.

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

CSTB provides direct services for the WIOA Youth program, as most recently approved in the Extension of Designation Request as Direct Services Provider (valid through 6/30/2023).

(6) Youth Service Provider

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

CSTB provides direct services for the WIOA Youth program.

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

Not applicable.

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

Not applicable.

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

CSTB incorporates the 14 program elements of WIOA into our local youth program design:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies.
2. Alternative secondary school services, or dropout recovery services, as appropriate
3. Paid or unpaid work experience is a component of academic and occupational education (not less than 20 percent of funds shall be used for this).
4. Occupational Skills Training (OST) shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

6. Leadership development opportunities which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
7. Supportive services.
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
11. Financial literacy education.
12. Entrepreneurial skills training.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area (career awareness, career counseling, and career exploration).
14. Activities that help youth prepare for and transition to post-secondary education and training.

ANALYSIS OF NEEDS AND AVAILABLE RESOURCES

The local workforce plan must describe strategic planning elements, including:

(1) A regional analysis of:

(a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and

LWDB 15 represents Hillsborough County, part of the fast-growing Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (MSA), which encompasses the surrounding counties of Hernando, Pasco and Pinellas. In 2021, the Tampa MSA had a population of 3.3 million, and the region represents the second largest MSA in Florida, behind the Miami-Fort Lauderdale-Pompano Beach MSA (6.2 million people in 2020). The Tampa MSA is also among the 20 largest MSAs in the U.S.

With an estimated 2021 population of over 1.5 million, Hillsborough County's metro area is the fourth most populous county in Florida, estimated to have grown by nearly 21 percent since 2010 according to the U.S. Census Bureau. Hillsborough County's population growth is projected to outpace MSA, state and national growth through 2025, supporting rapid regional development.

Economic analysis[1] of the region shows:
- As of 2021, the region's population increased by 8.9% since 2016, growing by 124,252. The population is expected to increase by 6.9% between 2021 and 2026, adding another 105,617 residents.
- From 2016 to 2021, jobs increased by 5.7% in Hillsborough County, FL from 740,904 to 783,080. This change outpaced the national growth rate of 0.7% by 5.0%. As the number of jobs increased, the labor force participation rate increased from 63.4% to 64.2% between 2016 and 2021.
- The median household income in 2019 was $58,900, $4,000 below the national median household income of $62,800.
- The top three industries in 2021 are Restaurants and Other Eating Places, Local Government, Excluding Education and Hospitals, and Education and Hospitals (Local Government).

---

[1] Lightcast. (2022 Data Set) *Economic Overview, Hillsborough County*

Figure 1.1: Population Trends

Source: Lightcast, Q2 2022 Dataset
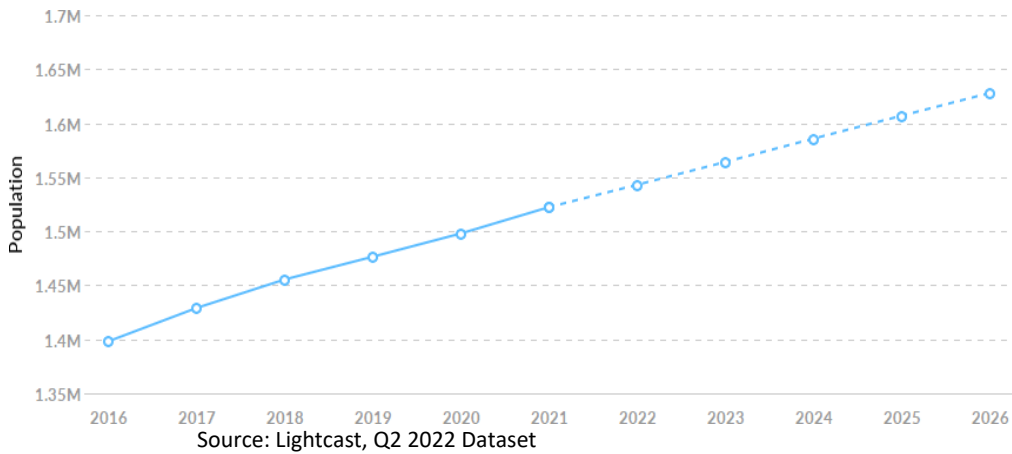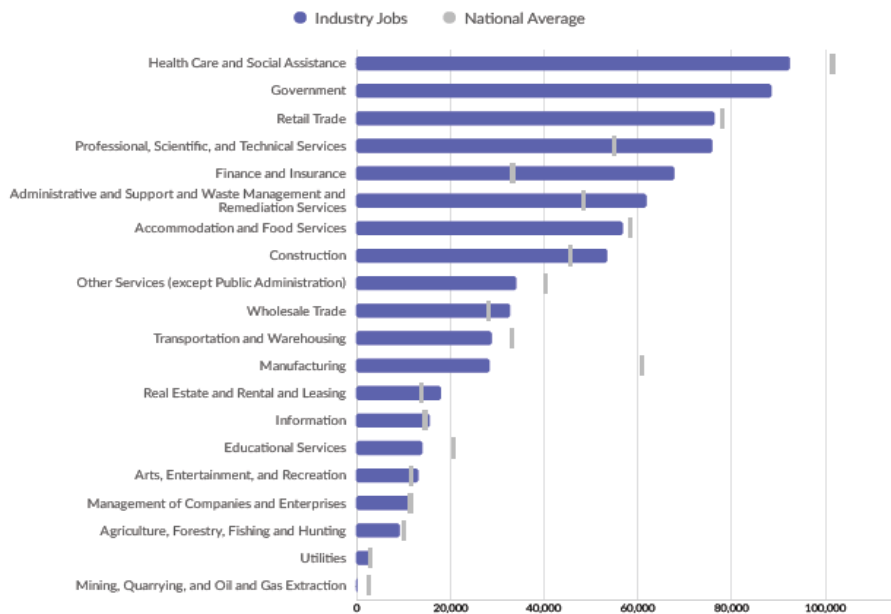
**Industry Overview**

Figure 1.2: Largest Industries

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

Source: Lightcast, Q2 2022 Dataset

Figure 1.3: Largest Occupations

The two largest occupations for the region, Office and Administrative Support and Sales, are also reported higher than the national average.
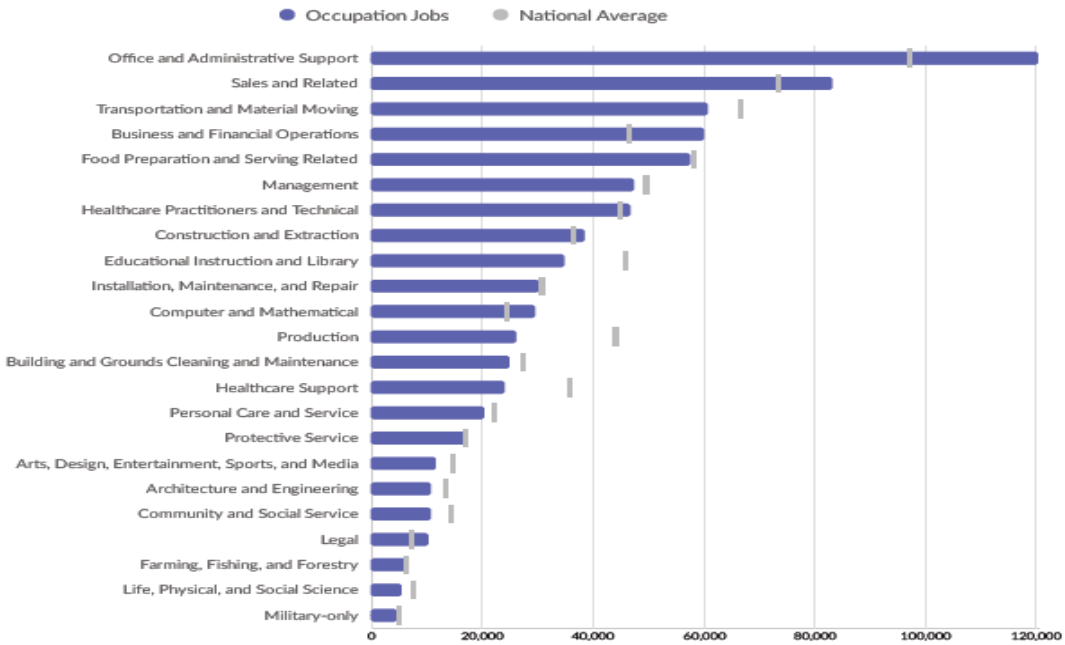
Source: Lightcast, Q2 2022 Dataset

Figure 1.4: Top Growing Industries

The top growing industries require workers with high technical skills, with Professional, Scientific, and Technical Services; Finance and Insurance; and Health Care and Social Assistance representing the top rising industries by number of jobs.
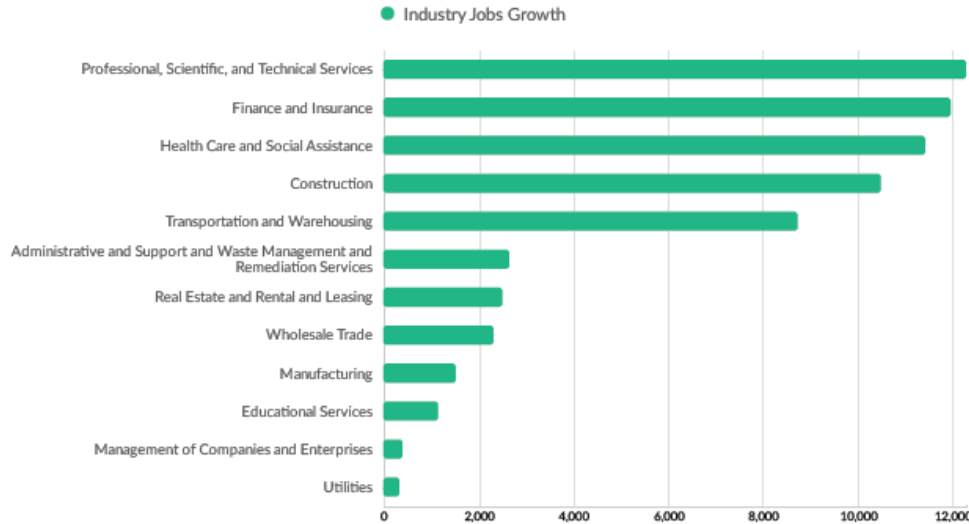
Source: Lightcast, Q2 2022 Dataset

Figure 1.5: Top Growing Occupations

Reflective of the region's diverse economy and position as a popular tourism destination, jobs growth by occupation includes high to lower skilled positions, with Business and Financial Operations, Management, Transportation and Material Moving, and Construction and Extraction positions representing the top increasing occupations.

Source: Lightcast, Q2 2022 Dataset

(b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations5 (20 CFR 679.560(a)(1)(ii)).

CSTB's industry sectors and corresponding North American Industry Classification System (NAICS) codes for 2020-2024 are:

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

[REMAINDER OF PAGE LEFT BLANK]

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

Transportation and Trades

Figure 1.6: Supply (Jobs)
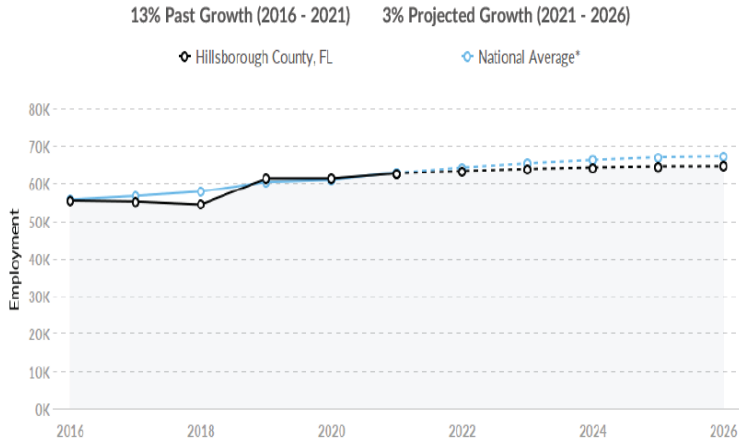
Source: Lightcast, Q2 2022 Dataset

Manufacturing and Logistics

Figure 1.7: Supply (Jobs)
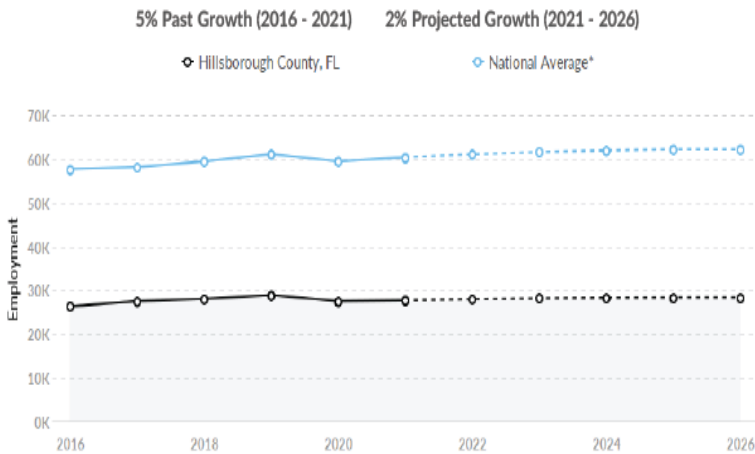
Source: Lightcast, Q2 2022 Dataset

[REMAINDER OF PAGE LEFT BLANK]

Hospitality, Tourism and Retail

Figure 1.8: Supply (Jobs)
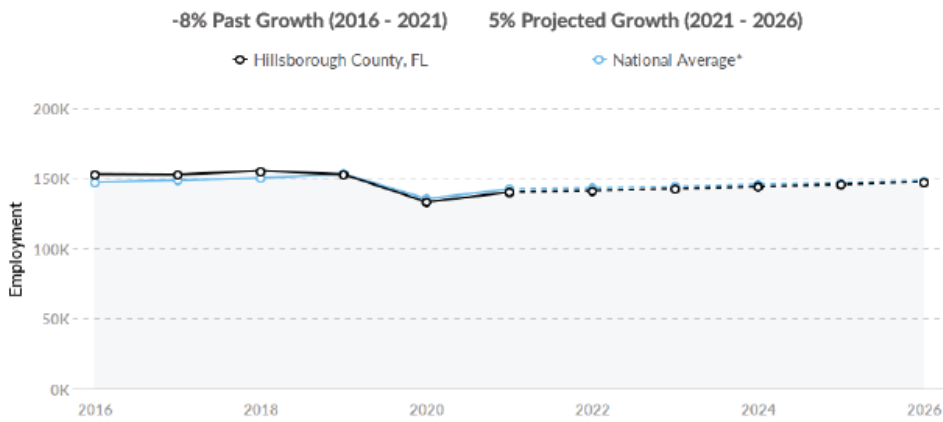
Source: Lightcast, Q2 2022 Dataset

Finance and Professional Services

Figure 1.9: Supply (Jobs)
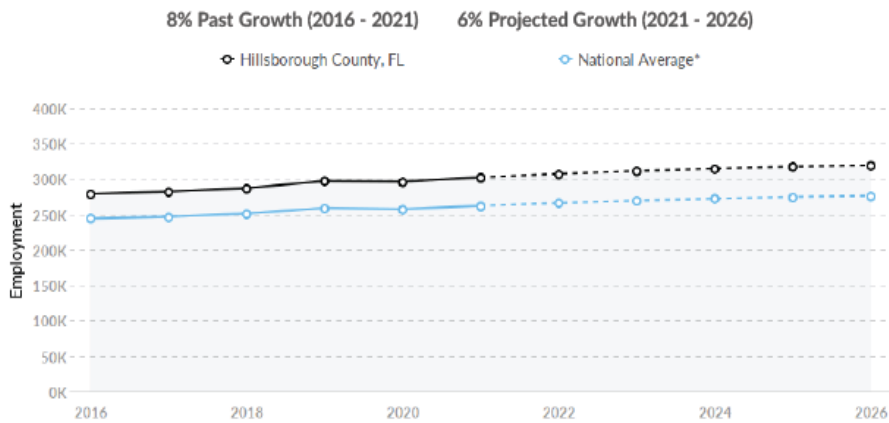
Source: Lightcast, Q2 2022 Dataset

[REMAINDER OF PAGE LEFT BLANK]

Information Technology

Figure 1.10: Supply (Jobs)

-6% Past Growth (2016 - 2021)   -6% Projected Growth (2021 - 2026)

◇ Hillsborough County, FL   ◇ National Average*
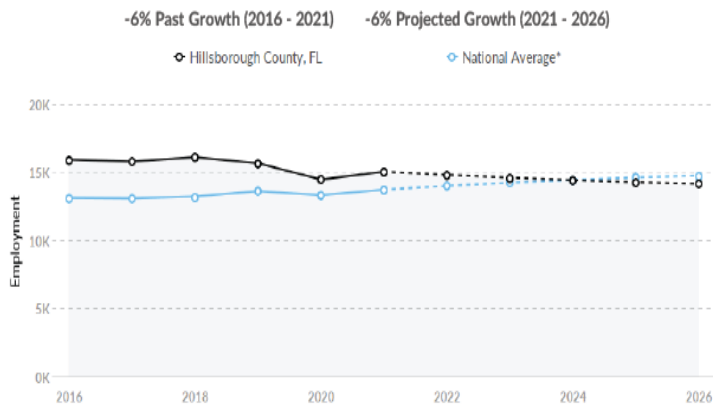
Source: Lightcast, Q2 2022 Dataset

Healthcare and Life Sciences

Figure 1.11: Supply (Jobs)

14% Past Growth (2016 - 2021)   12% Projected Growth (2021 - 2026)

◇ Hillsborough County, FL   ◇ National Average*
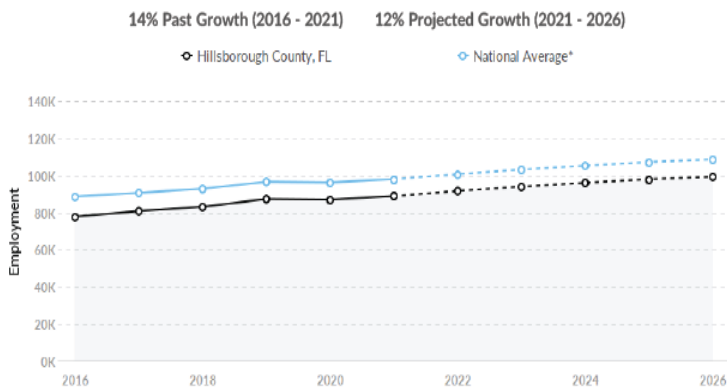
Source: Lightcast, Q2 2022 Dataset

Further outlook to 2029 shows double-digit growth regarding CSTB's targeted sectors and the top 15 fastest growing industries.

[REMAINDER OF PAGE LEFT BLANK]

Table 1.1:

FASTEST-GROWING INDUSTRIES

WORKFORCE DEVELOPMENT AREA 15 - HILLSBOROUGH COUNTY

Rank	NAICS Code	NAICS Title	Employment 2021	2029	Growth	Percent Growth
1	721	Accommodation	4,548	7,564	3,016	66.3
2	711	Performing Arts and Spectator Sports	3,394	5,093	1,699	50.1
3	448	Clothing and Clothing Accessories Stores	4,532	6,240	1,708	37.7
4	713	Amusement, Gambling & Recreation Ind	8,310	11,322	3,012	36.2
5	532	Rental and Leasing Services	3,452	4,674	1,222	35.4
6	442	Furniture and Home Furnishings Stores	3,026	4,049	1,023	33.8
7	812	Personal and Laundry Services	7,712	9,949	2,237	29.0
8	624	Social Assistance	11,868	15,005	3,137	26.4
9	523	Financial Investment & Related Activity	4,201	5,304	1,103	26.3
10	488	Support Activities for Transportation	3,759	4,687	928	24.7
11	333	Machinery Manufacturing	1,590	1,953	363	22.8
12	339	Miscellaneous Manufacturing	2,426	2,973	547	22.5
13	562	Waste Management and Remediation Service	3,190	3,861	671	21.0
14	722	Food Services and Drinking Places	53,049	64,131	11,082	20.9
15	622	Hospitals	33,473	40,283	6,810	20.3
16	623	Nursing and Residential Care Facilities	11,147	13,397	2,250	20.2
17	621	Ambulatory Health Care Services	39,522	47,339	7,817	19.8
18	325	Chemical Manufacturing	2,133	2,550	417	19.5
19	541	Professional and Technical Services	76,681	90,895	14,214	18.5
20	321	Wood Product Manufacturing	973	1,153	180	18.5

Source: Florida Department of Economic Opportunity (DEO) 2021-2029 Statewide and Regional Employment Projections Data

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

Table 1.2:

INDUSTRIES GAINING THE MOST NEW JOBS

WORKFORCE DEVELOPMENT AREA 15 - HILLSBOROUGH COUNTY

| Rank	NAICS Code	NAICS Title	Employment 2021	2029	Growth	Percent Growth
1	541	Professional and Technical Services	76,681	90,895	14,214	18.5
2	722	Food Services and Drinking Places	53,049	64,131	11,082	20.9
3	621	Ambulatory Health Care Services	39,522	47,339	7,817	19.8
4	622	Hospitals	33,473	40,283	6,810	20.3
5	561	Administrative and Support Services	60,568	66,345	5,777	9.5
6	524	Insurance Carriers & Related Activities	39,149	43,846	4,697	12.0
7	238	Specialty Trade Contractors	27,740	30,903	3,163	11.4
8	624	Social Assistance	11,868	15,005	3,137	26.4
9	721	Accommodation	4,548	7,564	3,016	66.3
10	713	Amusement, Gambling & Recreation Ind	8,310	11,322	3,012	36.2
11	611	Educational Services	13,219	15,578	2,359	17.8
12	920	State Government	19,924	22,215	2,291	11.5
13	623	Nursing and Residential Care Facilities	11,147	13,397	2,250	20.2
14	812	Personal and Laundry Services	7,712	9,949	2,237	29.0
15	236	Construction of Buildings	9,956	11,671	1,715	17.2
16	448	Clothing and Clothing Accessories Stores	4,532	6,240	1,708	37.7
17	711	Performing Arts and Spectator Sports	3,394	5,093	1,699	50.1
18	441	Motor Vehicle and Parts Dealers	10,215	11,830	1,615	15.8
19	531	Real Estate	10,711	12,248	1,537	14.3
20	551	Management of Companies and Enterprises	12,808	14,342	1,534	12.0

Source: Florida Department of Economic Opportunity (DEO) 2021-2029 Statewide and Regional Employment Projections Data

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

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

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

Figure 2.1: In-Demand Skills
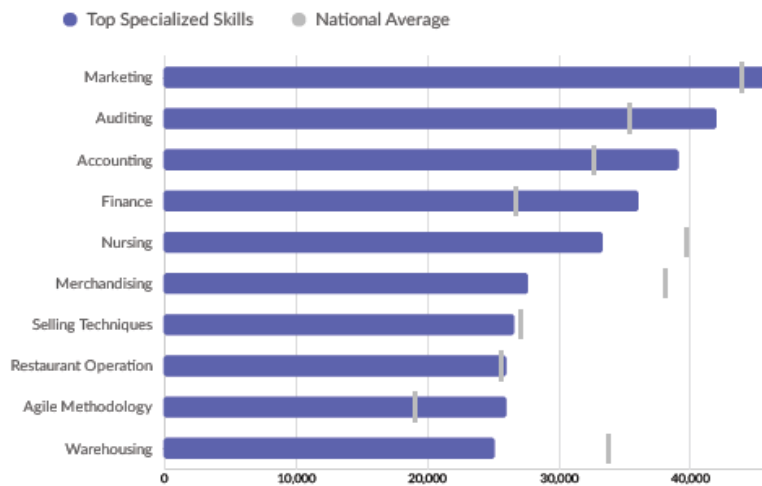
Source: Lightcast, Q2 2022 Dataset

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

[REMAINDER OF PAGE LEFT BLANK]

Transportation and Trades

Figure 2.2:

Top 15 Skills for All Job Types by Quarter

Skills help us understand the direction an industry is headed.
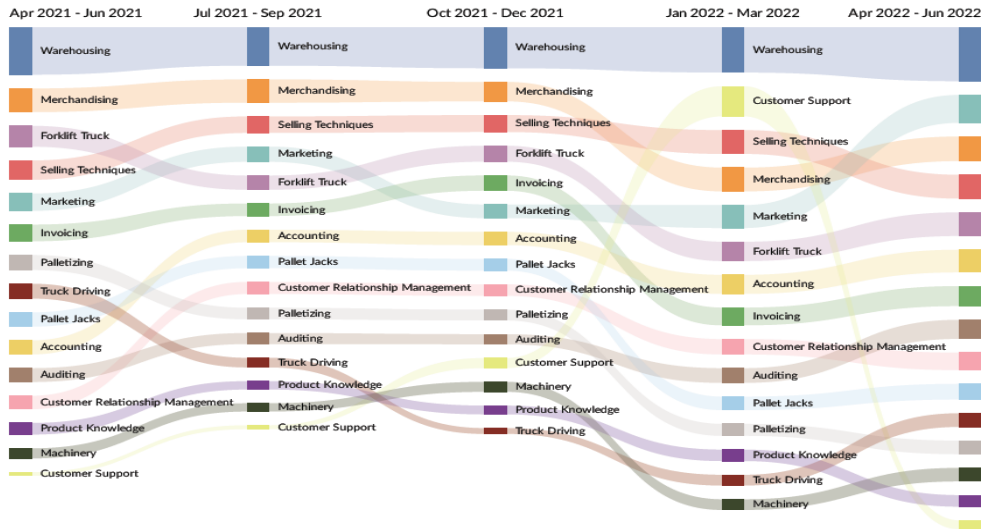
Source: Lightcast, Q2 2022 Dataset

Manufacturing and Logistics

Figure 2.3:

Top 15 Skills for All Job Types by Quarter

Skills help us understand the direction an industry is headed.

Source: Lightcast, Q2 2022 Dataset

Hospitality, Tourism and Retail

Figure 2.4:

Top 15 Skills for All Job Types by Quarter

Skills help us understand the direction an industry is headed.

Source: Lightcast, Q2 2022 Dataset

Finance and Professional Services

Figure 2.5:

Top 15 Skills for All Job Types by Quarter

Skills help us understand the direction an industry is headed.

Source: Lightcast, Q2 2022 Dataset

Information Technology

Figure 2.6:

Top 15 Skills for All Job Types by Quarter

Skills help us understand the direction an industry is headed.

Source: Lightcast, Q2 2022 Dataset

Healthcare and Life Sciences

Figure 2.7:

Top 15 Skills for All Job Types by Quarter

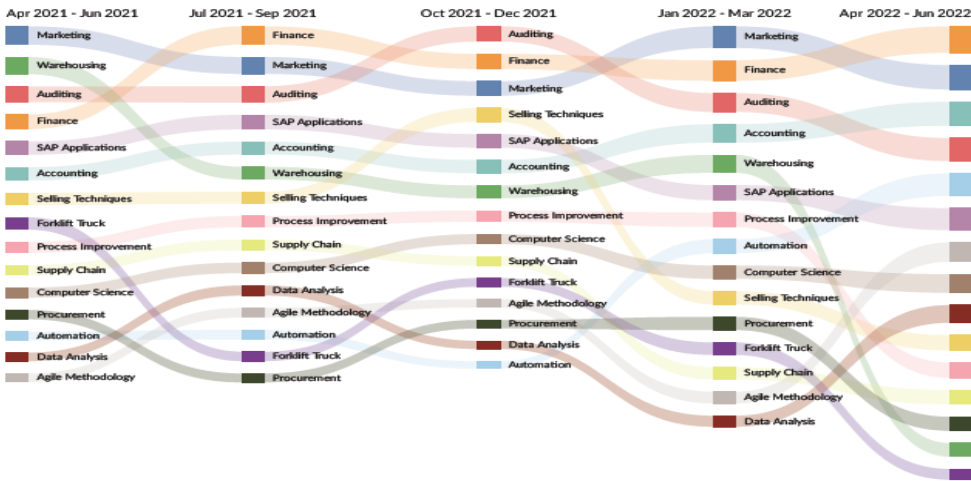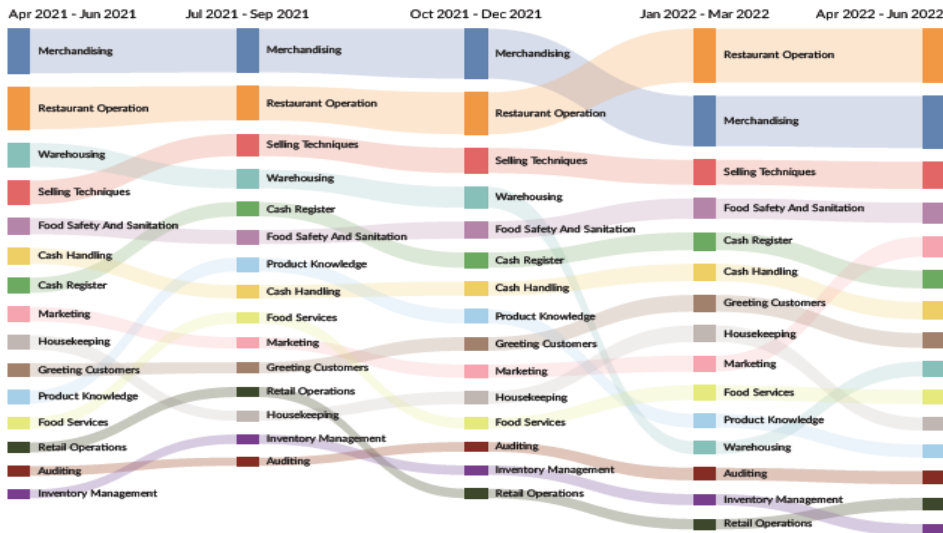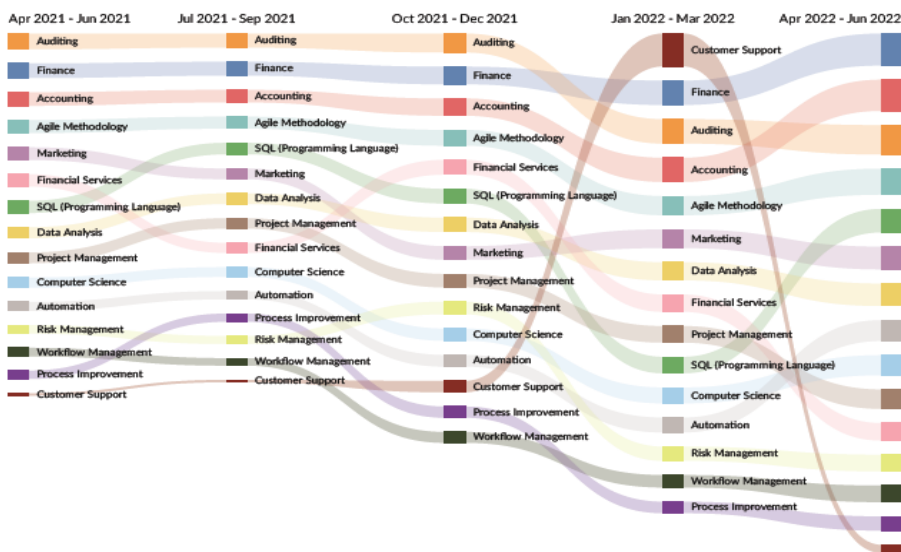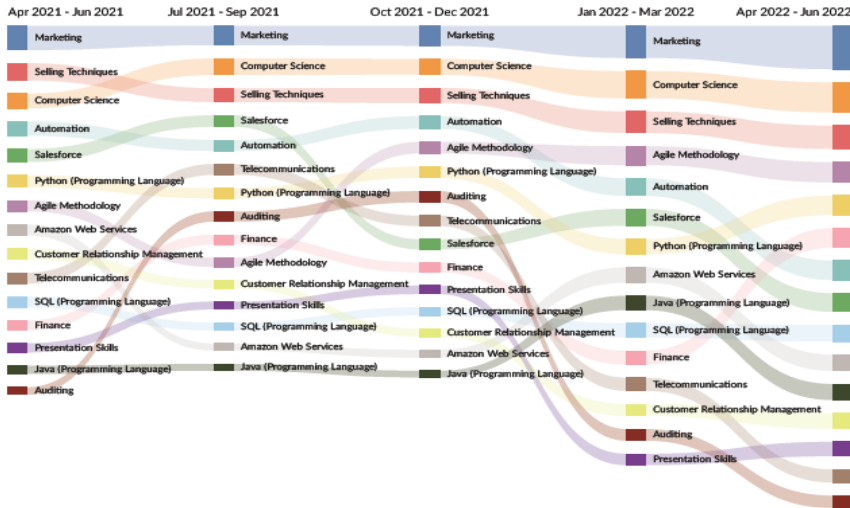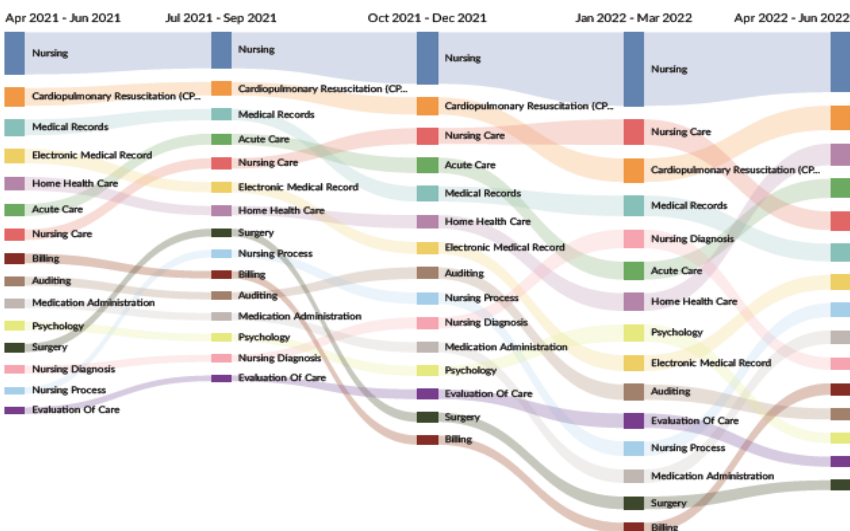Skills help us understand the direction an industry is headed.

Source: Lightcast, Q2 2022 Dataset

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

LWDB 15 represents an estimated 1,522,345 individuals in Hillsborough County, with a labor force participation rate of 64% as of March 2022.[2]

Figure 3.1:

Dec 2021 Labor Force Breakdown

	Population
16+ Civilian Non-Institutionalized Population	1,215,331
Not in Labor Force (16+)	434,699
Labor Force	780,632
Employed	759,579
Unemployed	21,053
Under 16, Military, and institutionalized Population	307,014

1,522,345 Population

Source: Lightcast, Q2 2022 Dataset

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

Table 3.1: Labor Force Comparison – June 2022-June 2021

|	June 2022				June 2021			
	Labor Force	Employment	Unemployment		Labor Force	Employment	Unemployment	
			Level	Rate			Level	Rate
Workforce Region 15	802,124	779,429	22,695	2.8%	773,027	735,832	37,195	4.8%
Tampa-St. Petersburg-Clearwater, FL MSA	1,645,691	1,598,481	47,210	2.9%	1,585,014	1,508,850	76,164	4.8%
Florida	10,692,000	10,378,000	314,000	2.9%	10,331,000	9,798,000	533,000	5.2%
United States	165,012,000	158,678,000	6,334,000	3.8%	162,167,000	152,283,000	9,883,000	6.1%

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

The unemployment rate for the region was 2.7 percent in July 2022, (the latest date figures were available) according to Florida Department of Economic Opportunity (DEO).

---

[2] Lightcast. (2022 Data Set) Economic Overview, Hillsborough County

Figure 3.2: Unemployment Rate Trends

Hillsborough County, FL had a March 2022 unemployment rate of 2.49%, **decreasing from 3.99%** 5 years before.
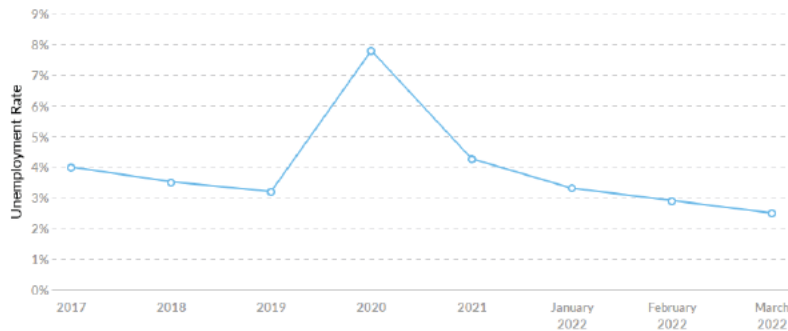
Source: Lightcast, Q2 2022 Dataset

In 2021, Hillsborough County's median household and per capita income was estimated below the national median, with a poverty rate higher than the national rate.

Table 3.2: Income and Poverty Comparison - 2021

	Median Household Income	Per Capita Income (last 12 months)	Poverty Rate
Hillsborough County	$60,566	$33,616	11.9%
Florida	$57,703	$32,848	13.6%
United States	$64,994	$35,384	12.4%

Source: U.S. Census 2021 Quick Facts

High neighborhood poverty rates in the Tampa-St. Petersburg-Clearwater MSA, defined as the share of the poor population who lives in a neighborhood with a poverty rate of more than 20 percent, are estimated at 50.7 percent, according to a Brooking Institute analysis of 2010-2014 economic data.[3] In efforts to combat challenges for residents in accessing services, CSTB center locations are strategically positioned geographically in areas that provide access for individuals to reach the centers by public transportation and through virtual services.

According to the U.S. Census, Hillsborough County's 2021 estimated population of more than 1.5 million is represented by 74 percent white, 18 percent African American, .5 percent American Indian or Alaskan Native, 5 percent Asian, and .1 percent Native Hawaiian or Pacific Islander. An estimated 3 percent report two or more races and 29 percent are Hispanic or Latino.[4]

Concerning educational attainment, 22 percent of residents possess a bachelor's degree (1.7 percent above the national average), and 9.4 percent hold an associate degree (0.7 percent above the national average). Furthermore, 12.6 percent hold a graduate degree or higher, 17.9 percent possess some college education, 27.1 percent attained a high school diploma, and 11 percent attained less than a High School Diploma.[5]

---

[3] Brookings Institute. (2016). *U.S. concentrated poverty in the wake of the Great Recession.* Retrieved from https://www.brookings.edu/research/u-s-concentrated-poverty-in-the-wake-of-the-great-recession/.
[4] U.S. Census. (2022). *Hillsborough County 2021 Quick Facts*. Retrieved from https://www.census.gov/quickfacts.
[5] Lightcast. (2022 Data Set). Economic Overview, Hillsborough County

Characteristics of regional strength include a robust millennial workforce (ages 25-39), strong racial diversity, and a highly skilled veteran population, with rates higher than the national average. Lower than national average violent and property crime rates add to the region's appeal as a place to live and work.[6]

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

In 2022, CSTB enlisted EMSI (now known as Lightcast) to conduct the Tampa Bay Regional Skills Analysis, to strengthen data-based decisions to close workforce equity gaps.

Key insights include:
- Business & Finance; Healthcare; Hospitality, Recreation, & Personal Services; and IT & Math show promise of short- and long-term resiliency. Overall, the four career areas represent about 40% of the region's total employment.
- Despite having a larger concentration of talent in Business & Finance and Hospitality, Recreation, & Personal Services compared to the U.S. average, only the former is experiencing a substantial gap between employer demand and workforce supply in Tampa.
- Significant overrepresentation exists within low paying but in-demand career areas—Transportation & Warehousing—for three target populations in Tampa (Black, Hispanic, and male workers).
- More than 10 roles have been identified in Tampa as the initial step of career pathway opportunities to address equity gaps. The opportunity roles present a substantial supply of regional workers to transition into a diverse set of in-demand careers.

Recommendations include leveraging report data to identify transition opportunities to move individuals from low-paying, oversupplied jobs to in demand, high-paying careers. Many low-paying jobs have an overrepresentation of Black, Hispanic, female, and male workers. As evidenced by this report, these workers have skills in adjacent, higher paying, in-demand careers that will enable transitions via efficient education and training programs.

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

CSTB offers workforce services to businesses and individuals in the region. The services available to individuals include a wide array of career services, including educational scholarships in the form of individual training accounts (ITAs), occupational skills and work-based training, career exploration, career resources, employability skills training, networking opportunities, and onsite recruitment events. The one-stop centers provide resource room access, WIOA (Adult, DW and Youth), WTP (TANF), Veterans, SNAP, TTW – Disability Navigator and RESEA.

---

[6] Ibid

CSTB is constantly engaging in continuous improvement efforts to integrate additional partners into the workforce system and ensure their resources are most current to the needs of employers, both public and private. For example, CSTB partners with the School District of Hillsborough County to offer GED, ESOL and TABE testing on site at CSTB's comprehensive center.

In addition, CSTB has significant services available to businesses including but not limited to in-house recruitment events and job fairs; work-based learning such as Paid Work Experience (PWE), On-the-Job Training (OJT), and Incumbent Worker Training (IWT); Labor Market Information (LMI), job postings, business seminars, and outplacement services. To assist with meeting local employers' needs, we have identified six (6) in-demand industry sectors:

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

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

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

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

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

The strengths of this local workforce board include established strategic alliances with key partners and the ability to continually explore other ways to leverage resources for services; the diversity of service offerings; ongoing partner support and goals alignment; and knowledgeable staff. Conducting quarterly meetings amongst mandatory and co-located partner agencies has been beneficial to continuously expand the service capacity. The agenda items include discussion on partnership activities, identifying duplication of efforts, and data sharing. CSTB implements constant improvements to our workforce services to meet the demands of our customers, such as the focus on virtual services in the future.

Current weaknesses being addressed in workforce development activities correlate to a reduction in foot traffic and decreasing interest in the one-stop center and program participation. The highest volume of workshop attendance is seen virtually. To date in the 2022-2023 program year, 735 of the 1163 (63 percent) workshop attendees have attended virtual sessions, which alludes to the lack of interest in individuals visiting the center. Options are being explored to utilize asynchronous workshops, which would increase the ease of virtual workshop attendance and reach a larger target audience.

Another way to increase participation is through outreach activities and the creation of a new Career Clarity Pod Design, which will help to focus on the educational and skill needs of those looking to explore career options, enroll in training, and gain employment. An attempt to revive waning interest is by offering new and innovative Virtual Reality workshops in the Career Clarity pod and youth workshop offerings. Another tool being used to assist in career exploration is Metrix, a tool in which 810 individuals have accessed virtually over 2021-2022 program year to assess skills gaps, provide training content, and explore career pathways.

CSTB offers a wide range of training options for our customers, funded through WIOA and special grants. Currently, WIOA ITA dollars have been allocated for the 2022-2023 program year with over $1,000,000 expended towards occupational skills training. To help meet the educational and skill needs of the workforce, CSTB applied for and was granted funding for an Apprenticeship Navigator through CareerSource Florida and the Florida Department of Economic Opportunity. Through this funding, new apprenticeships can be created, and awareness brought to apprenticeships as a training option, as well as a tool for employers to increase their workforce.

LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

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

In 2020 and 2021, the CSTB Board of Directors undertook an analysis of the existing mission and need for an organizational vision and comprehensive strategic plan. Implementation of the approved vision, mission and strategic plan began July 1, 2021. Plan goals, objectives and measures of progress are reviewed by the associated committees, shared with the Board of Directors via an online dashboard, and updated annually.

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

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

CareerSource Tampa Bay Board of Directors 2021-2024 Strategic Plan

Priority 1: Connecting Job Seekers to Careers

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

1. Provide access to employment services and training programs, including federal, state, and privately funded initiatives.
2. Provide access to employment resources, including virtual services, resource rooms, employability skills, and specialized resources and workshops.

Goal 2: Provide meaningful and effective employer services.

1. Deliver recruitment and training services to local businesses that demonstrate measurable impact.
2. Offer work-based learning programs, including OJT, PWE, IWT, and apprenticeships.
3. Provide employers the resources to support long-term investments in recruiting, training, and retaining workers.

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

1. Develop engagement plans for regional partners.
2. Explore new partnership models.
3. Pursue additional strategic alliances and organizational partnerships.

Priority 2: Future Workforce

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

1. Address workforce skills gaps.
2. Adapt to the future of work.
3. Prepare for changing economic impacts.
4. Focus on improved job quality and avenues of advancement for all workers.

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

1. Grow Summer Job Connection into a year-round, self-sustaining program.
2. Leverage the power of the business community to improve the economic opportunities of youth.
3. Increase occupational skills training and work-based learning opportunities.
4. Develop employability, work readiness and financial literacy skills of local youth.

Priority 3: Community Awareness

Goal 1: Advance strategic partnerships.

1. Develop engagement plans for strategic partners.
2. Explore new partnership models.

3. Create ecosystems that support strategic alliances that braid funding and resources through organizational partnerships.

Goal 2: Increase community engagement.

1. Establish a comprehensive marketing and communications strategic plan to support current programs, projects and events.
2. Refine brand perception and increase brand visibility.
3. Improve understanding of our work and relevance to businesses and the greater community.

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

1. Enhance marketing initiatives to demonstrate organizational impact.

Priority 4: System Redesign

Goal 1: Restructure and expand services to additional populations.

2. Establish and implement a virtual services plan.
3. Create a comprehensive outreach plan inclusive of diverse populations.
4. Develop a service delivery plan targeting expanded populations of job seekers and businesses via community integration.

Goal 2: Improve efficiency and productivity in operations.

1. Drive operational and financial excellence.
2. Identify policy and process improvements.
3. Align and integrate systems and processes.
4. Utilize technology-enabled solutions.
5. Identify and incorporate industry evidence-based best and next practices.
6. Monitor performance and efficiencies for continued improvements.

Goal 3: Invest in our own workforce and organization.

1. Develop and enhance internal talent development initiatives.
2. Support staff capacity to effectively implement programs and initiatives.
3. Increase board engagement.
4. Establish diversity, equity and inclusion goals and policies.

Goal 4: Develop innovative workforce system solutions.

1. Contribute to the advancement of the workforce development industry knowledge base through the development of reports, publications, and independent research.
2. Create programs that are replicable, scalable, and responsive to change.

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

1. Meet program-based targets and defined performance metrics.

2. Create a defined plan for program status analysis, longitudinal measurement, and continuous improvement processes.
3. Utilize quality data, research, and evaluation to measure system change and effectiveness of programs and initiatives.
4. Be the workforce development industry leader in innovative, effective, and results-oriented programming.

Priority 5: Revenue Diversification

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

1. Establish sustainability plans.
2. Sustain current funding.
3. Expand revenue sources.
4. Embrace changing technologies and trends in grant-making and philanthropy.

Furthermore, CSTB adopted the following core values for our organization.

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

(2) Taking into account the analyses described in (1) through (4) in Section B. Analysis of Need and Available Resources above, describe the local area's strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above (20 CFR 679.560(a)(5)).

Community partnerships with CSTB will bring a unique opportunity for collaboration, education, and community involvement. This will expand our service delivery access to job seekers looking for employment opportunities within Hillsborough County allowing us a larger platform to provide information and services.

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

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

- Convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs.

- Use a variety of techniques to solicit input from our core program organizations, other key partners, and the business community to assist in the development of content for our local plan.
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entities' key staff will be invited to participate in these strategic meetings and work with CSTB to determine what changes, if any, are needed based on this input from local employers.
- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CSTB to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
- Continue to urge Vocational Rehabilitation and Adult Education to co-locate within CSTB centers whenever possible and feasible as well as explore aligning resource and cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives.
- Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
- Develop and execute updated MOU with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
- 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.

DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

(1) Workforce Development System Description: Describe the local workforce development system, including:

(*a) All of the programs that are included in the system; and*

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

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

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

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

Core Programs managed through direct services include:

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

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

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

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

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

Co-located partner services:

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

Other partner community organizations that offer services through referrals:

- Abe Brown Ministries
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Eckerd Connects
- ECHO
- Enterprising Latinas, Inc.
- Farmworker Career Development Program
- Metropolitan Ministries
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind
- Bullard Family Foundation

The core programs are focused on alignment of service strategies and on reducing duplication and confusion among employers and jobseekers regarding their workforce needs. Partners delivering core programs such as Adult and Literacy, Career and Technical Education, Division of Blind Services and Division of Vocational Rehabilitation are represented within the CSTB board's key long-range planning and realignment as mandated under WIOA. Board and partner planning addressed an analysis of the current workforce, employment and unemployment, labor market trends and the educational and skill levels of the workforce inclusive of individuals with barriers to employment. All core programs are represented through the one-stop center, either on a full-time basis with the core programs noted above or the one-stop center resides with a community college or technical college located within the local area. Partnership with some adult literacy entities, some community colleges and Vocational Rehabilitation is on a referral basis within easily accessible geographic location. In the case of Vocational Rehabilitation, onsite services are done on a part time basis directly through the one-stop center with referrals streamlined between the agencies.

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

(2) Adult and Dislocated Worker Employment and Training Activities:

Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(b)(6)). This must include a description of local policies and procedures for individualized career and training services in the adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

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

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

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

Basic Career Services

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

1. Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs.

2. Outreach, intake (including identification through the CSTB Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system.
3. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.
4. Initial assessment of veterans to identify significant barriers to employment and provide referrals when necessary for intensive case management services.
5. Ensure that Priority of Service for any veterans seeking one stop services are informed of their federal and state rights and abilities within all workforce programs.
6. Labor exchange services, including job search and placement assistance, and, when needed by an individual, career guidance.
7. Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA).
8. Provision of information on nontraditional employment (as defined in sec.3(37) of WIOA).
9. Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other community and workforce development programs within Tampa Bay regional planning area.
10. Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local in-demand occupations and the earnings, skill requirements, and opportunities for advancement for those jobs.
11. Basic Career Service staff are stationed onsite at various satellite partnership organizations to promote and assist with information regarding all workforce and one stop services to specific populations.
12. Basic Career Service staff will assist VR&E referred veterans by providing individualized labor market information.
13. Provision of performance information and program cost information on eligible providers of training services by program and type of providers.
14. Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
15. Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services and assistance, including child care, child support, medical or child health assistance available through the state's Medicaid program and Florida's KidCare Program, benefits under SNAP, assistance through the earned income tax credit, housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD), assistance under a state program for TANF, assistance with federal bonding, as well as other supportive services and transportation provided through that program.
16. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
17. Provision of information and assistance regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim; the

provision is available online; and specialized assistance is available through Florida's call center by staff trained in UI claims, filing, and/or the acceptance of information necessary to file a claim.

Individualized Career Services

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

These services include:

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

Any customer considered for an Individual Training Account (ITA) or other educational or training services must have the need for such services documented in the assessment process. Assessment updates are made as the customers' circumstances change, and as new barriers to success are identified. Additionally, assessment will ensure ITA or other educational candidates meet Section 134 (c) (3)(A)(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 layoffs.

Outreach and Marketing

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

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

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

The IWT Program administered locally provides opportunities for businesses to train existing employees, which allows 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 to retain their self-sufficient employment. Training may be provided to a single employee or a group of employees.

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

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

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

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

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

Follow-up Services

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

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

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

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

(3) Training Services: Describe how training services outlined in WIOA section 134 are provided, including:

(a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;

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

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

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

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

- Customers must meet WIOA eligibility and suitability criteria.
- Training customers may receive training assistance under ITA services for short-term training, defined as up to two years.
- Training customers may receive training assistance under ITA services up to a lifetime cap of $10,000.00 per individual.
    - A waiver may be sought and obtained if justification is documented and approved by CSTB's CEO or his designee. The waiver request must be written and approved prior to exceeding ITA guidelines herein.
- WIOA does not pay for prerequisite and developmental classes (i.e., Refresher courses or prep courses designed to prepare students for college-level courses).
- WIOA does not pay for Soft Skills Training, such as:
    - Development of learning skills
    - Communication skills
    - Interviewing skills
    - Professional conduct, etc.

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

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

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

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

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

CSTB will continue to include Registered Apprenticeship programs on our ETP list for the Adult and DW programs if they remain registered.

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

assessed needs of the potential trainee, geographical location of the training, residence of the potential trainee, and any additional costs of the training to the trainee.

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

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

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

1. Select a training program and a training provider that is listed on the RTOL or the state's ETP.
2. Be determined to be appropriate for and able to complete the chosen OST program through an assessment.
3. Meet suitability guidelines established by the Board.
4. Have verification of job search efforts and have been unable to obtain or retain employment with his or her current skill set.
5. Successfully pass a background check if requesting to enroll in a training program that requires State or Federal licensure/certification.
6. Complete all the WIOA requirements.
7. Score at or above the recommended competency level as published by Florida's Department of Education for the selected training program or develop a plan for remediation in addition to post-secondary training if within two grade levels of the recommended competency.
   a. Test results within the past year will be accepted.
   b. Potential exceptions include if the applicant:
      i. Is self-enrolled and has been enrolled with satisfactory progress;
      ii. Has taken a Computerized Placement Test (CPT) or Post-secondary Education Readiness Test (PERT) assessment required by a community college for entrance and has been granted admittance with no remedial classes required as a result of that CPT/PERT test; or
      iii. Has taken a Career Counselor assessment which has determined that educational success is within the applicant's skills, abilities and experience.
8. Make a commitment to seek employment in a training related job after completing training.
9. Complete and submit an application for other financial assistance (i.e., Pell Grant) when available and appropriate.
10. Demonstrate, through a documented financial analysis, the ability to support themselves financially for the length of training.

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

(b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and

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

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

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

The CSTB Board assures that the One-Stop Career Center System and partners will adhere to the principles of consumer choice requirements as outlined in provisions of the WIOA. WIOA Title I-B assigns responsibilities to the state and local levels to support participants in need of training services for the purpose of enhancing their job readiness or career pathway, ensuring their access to career training through a list of approved training providers and programs. Training services are provided in a manner that maximizes consumer choice in the selection of an eligible provider.

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

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

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

- Labor market information (LMI) regarding training programs
- CSTB current/Approved Training Providers List (ATPL)
- LWDB 15 current/Approved Regional Demand Occupations List (RTOL)

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

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

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

If a customer selects a training provider and/or training program that is outside of LWDB 15, the Board has established a policy requiring a waiver request to be submitted and approved by the CEO or his designee. It is the intent of the Board to fund only those training programs on the regional or state RTOL.

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

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

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

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

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

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

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

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

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

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

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

- Attend local industry forums, presentations and business meetings to gather information on employer's workforce needs.

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

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

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

- Occupations may be included on the RTOL if postsecondary training is a normal and usual requirement to obtain an entry level job in that occupation.
- Training shall not be restricted to only vocational certificate or AS degree programs; occupations requiring training beyond those levels will be considered if all other criteria such as wage and demand are met.
- Whenever possible, multi-region occupational demand and workforce needs will be taken into consideration.
- Annually the Board will establish a minimum level of projected annual openings by occupation (demand) for that occupation to be considered for inclusion on the RTOL.
- Whenever possible, the Board shall also take into consideration the projected gap between supply and demand to ensure an occupation is not included on the RTOL when that occupation has significant openings but also has an over-abundance of training completers in that occupation that exceeds the projected demand.
- Annually the Board will establish a minimum threshold of entry wage earnings for an occupation to be considered for inclusion on the RTOL.
- The Board shall take into consideration situations where input is available and reliable but current data does not support the projected demand for trained individuals in occupations being created by new employers moving to the area or current employers expanding operations in the area.
- The Board shall take into consideration situations where data is available and indicates a demand for training in certain occupations however input from reliable sources (industry leaders, economic development organizations, etc.) indicate that the workforce demand is in decline and will remain in decline for at least one year.

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

CSTB incorporates several opportunities for work-based training activities into the local service delivery model. Most recently, paid work experience has been expanded per admin policy to the adult career seeker as an

additional hands-on learning option as well as the current WIOA youth paid work experience program. Through our partnership with Hillsborough County, the Apprenticeship to Career Empowerment (ACE) program serves employers and young adults with paid work experience and training opportunities in identified targeted industries, in which funding streams are often braided with WIOA, and others grants such as Tech Quest Apprenticeship funding. In addition to paid work experience opportunities for adults and youth, CSTB offers incumbent worker training as a tool for employers to skill up their workforce, utilize as a strategy for layoff aversion, and reduce turnover, amongst other advantages. By allowing businesses to stay in control of the training for their staff, they can boost productivity, while helping their business expand and thrive. Locally, new apprenticeship partnerships are being cultivated in high demand, non-traditional apprenticeship career fields such as IT and Healthcare, along with traditional industries. Through these additional work-based learning avenues, we are developing ecosystems to provide solutions to fill and sustain the talent pipelines in these key sectors. Another exciting tool being used to increase awareness and enrollment into work-based learning is the Career Clarity pod. By providing a daily Sector Strategy-staffed resource pod focusing specifically on career exploration and pathways in the area's in demand industries, CSTB is exploring alternative approaches to learning.

Complete with a Career Pathways portal and Virtual Reality workshop experience, employers and job seekers come together in a friendly space to discuss industry and employer needs, resulting in the creation of more work-based learning opportunities.

4) Youth Workforce Investment Activities: CareerSource Tampa Bay Summer Hires program operates in coordination with stakeholders to ensure young adults receive a range of opportunities to explore career pathways and to develop the skillset of young adults in Hillsborough County to meet the needs of the diverse and changing job market. CareerSource Tampa Bay Tampa Bay Hires has diversified the service delivery model to facilitate contemporary programming that ensures equitable access for marginalized communities that historically have not been given consideration in the talent pipeline; this includes justice involved youth; youth with disabilities; pregnant and parenting youth; and youth in-and-aged out of foster care. CSTB has developed a plan to engage unhoused and runaway youth through partnerships with community agencies including Tampa Housing Authority; Metropolitan Ministries, and Tampa Hillsborough Homeless Initiative.

CSTB has also refocused efforts to ensure equitable access to education by partnering with HCPS to serve youth with disabilities and youth who have disengaged or are truant with an alternative accredited diploma through Penn Foster. CSTB has also engaged with the community to solicit opportunities for supported employment for individuals with unique abilities to have tailored employment opportunities through Paid Work Experience. CSTB has made efforts to ensure that youth with unique abilities have enriching paid internship opportunities that grow their occupational and academic skill set through activities such as hospitality training through AHLEI and soft skills development through Bring Your A Game. CSTB is working to create a path for permanent, in-demand, high-wage careers through new partnerships with the Division of Vocational Rehabilitation, the Agency for Persons with Disabilities, and the Division of Blind Services to develop a diverse, inclusive workforce.

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

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

CareerSource Tampa Bay Tampa Bay Hires has recommitted to providing intensive workforce preparation and has revitalized its emphasis on mentorship; personal and career development. CSTB has refreshed and reinvented the youth workshops to include both virtual and in-person access.

CSTB has also worked to enhance youth's access to permanent sustainable employment through providing access youth specific recruiters in effort to solicit new employers with innovative ideas and a commitment to flexibility and inclusivity in the workforce. As a result, youth has improved engagement through workshop participation and participation in short-term training opportunities.

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

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

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

CareerSource Tampa Bay Tampa Bay Hires is committed to serving all job seekers between the ages of 18-24 with access to innovative, on-demand workforce preparation through CareerEdge and in partnership with Metrix to expand access to employment. Job Seekers are provided access and support in completing both occupational and career assessments to identify attainable employment goals and provided a basic curriculum of workforce preparation. Eligible youth, as defined by WIOA, will be assessed by professional career coaches upon entering the program. The youth will be required to complete a basic skills assessment to determine their academic level and must complete an occupational skills inventory assessment to identify a short-term career goal. The counselor will determine skill levels through discussions with the youth, review of past work history, and informal assessment tools. Service needs will be determined through one-on-one interaction with the counselor and an individual career plan will be developed for the youth as a customized career pathway guide.

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

Tampa Bay Hires emphasizes work-based learning and other workforce services for employers. This program makes explicit links between what is being done at the work site and what is being taught in the classroom through project-based and contextualized learning. Tampa Bay Hires focuses on out-of-school youth which is

the priority population of the WIOA program and emphasizes collaboration across youth-serving programs. This aspect provides an opportunity for 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.

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

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

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

CSTB's successful Tampa Bay Summer Hires Program provides meaningful paid part-time work experience opportunities to eligible low-income Hillsborough County youth ages 16-24. Made possible through the generosity of community and employer partnerships, youth are provided eight weeks of learning-rich, subsidized work experience, offering them an opportunity to obtain real-world work experiences, critical skills, independent judgment, and career exploration. Offering youth an opportunity to participate in activities that are age appropriate, this program encourages youth to take responsibility for their learning, become oriented to the workforce, and learn about new job experiences. Opportunity youth (young adults who are neither in school nor working) are particularly vulnerable to the changing labor market and this program provides an entry point into the local workforce.

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

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
   a. Included in the framework, enrolled youth will have the opportunity to attend GED prep classes and/or obtain a high school diploma. CSTB has experienced great success with using online high school diploma programs in lieu of GED which has become much more difficult to attain. We work closely with our Adult Education partners to provide GED instructors and have labs set up in selected One-Stop centers specifically for these activities. Tutoring and mentoring will be provided through instructors, online vendors, volunteers, and interns.
2. Alternative secondary school services, or dropout recovery services, as appropriate
   a. CTSB addresses these issues to some extent; however, these activities are under the purview of the Adult Education programs administered by the local school districts. CSTB staff have

established MOUs to address general partnership framework and have also developed strong ties at the frontline service level by having Adult Education co-located in our one-stops, having CSTB staff outreach to Adult Education and GED classes throughout the region and providing one-stop services such as employability skills training and job search or placement activities at various Adult Education locations.

3. Paid or unpaid work experience that have a component of academic and occupational education (not less than 20 percent of funds shall be used for this)
    a. Work experiences are planned and structured learning experiences which take place at a work site for a limited period. Work experience sites may be in the private, for-profit sector; the non-profit sector; or the public sector. Work experiences are designed to enable youth to gain exposure to the world of work and its requirements as well as providing opportunities for career exploration. Work experiences help youth acquire the personal attributes, knowledge, and skills needed to obtain and retain a job and advance in employment. Work experiences may be subsidized or unsubsidized and may include the following elements:
        i. Instruction in employability skills or generic workplace skills
        ii. Exposure to various aspects of an industry / occupation
        iii. Progressively more complex tasks
        iv. Internships and job shadowing
        v. Summer youth employment program(s)
        vi. Integration of basic academic skills into work activities
        vii. Supported work, work adjustment, and other transition activities
        viii. Entrepreneurship
        ix. Service learning
        x. Paid and unpaid community service
        xi. Other elements designed to achieve the goals of work experience
    b. CSTB youth employment programs, such as Tampa Bay Summer Hires, focus efforts to connect youth with the resources, appropriate work-based learning, and opportunity to overcome systemic barriers to attain long-term, sustainable employment and economic self-sufficiency. In addition to paid work experience, participants receive work readiness soft skills training, financial literacy workshops, and mentoring from staff and employer partners.
    c. Pre-apprenticeship programs
        i. CSTB will explore pre-apprenticeship opportunities through our provider RFP process.
    d. Internships and job shadowing
        i. CSTB has developed and maintained ongoing activities related to internship programs, currently reviewing the functionality of CareerEDGE in the future for automating the job matching process and candidate resume reviews for the Tampa Bay Summer Hires Program. Depending on funding and community priorities, CSTB may continue this through the life of this plan.
    e. OJT opportunities
        i. Many youths lack experience and OJT/PWE is an effective way to establish employment opportunities, improve partnerships with employers and provide our job seekers with a better chance of being retained by offsetting some of the initial training cost of a new employee. CSTB has also developed an earn while you learn model; Apprenticeship-to-Career Empowerment (ACE) that will offer a multi-disciplinary approach to employment in partnership with the county.

4. Occupational Skills Training (OST) shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area
   a. CSTB has selected industry sectors to focus training and employment activities and the local targeted occupations list is reflective of this decision. Youth enrolled in CSTB programs will have access to post-secondary training that will lead to industry recognized credentials. CSTB has over 30 public and private schools approved locally to provide training. To create clearer pathways to employment after training; CSTB is creating relationships with training providers and employers that provide subsidized employment opportunities to give job seekers the necessary technical skill to secure permanent employment at a self-sufficient wage. An example of this collaborative partnership model would be Apprenticeship-to-Career Empowerment (ACE).
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
   a. CSTB has established programs in selected One-Stop centers that will concurrently offer education, technical training, and/or OJT/PWE, and will continue to work internally to design additional programs and externally with technical schools and community colleges to design programs that offer concurrent activities that will lead to employment in targeted occupations.
6. Leadership development opportunities which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
   a. PWE and the Tampa Bay Summer Hires (TBSH) program offer youth exposure to a variety of leadership development opportunities. CSTB also utilizes Metrix Learning, a virtual customizable approach to career preparation, in addition to referrals to community and faith-based organizations. Through partnerships with Junior Achievement and the local Job Corp centers, we can enhance existing programs through programs already in use. CSTB has also incorporated youth mix & meetups to assist youth in developing professional networking skills.
7. Supportive services
   a. Supportive services may be made available to all local youth participants. Primarily these services consist of transportation, clothing, and employment-related supplies. The LWDB has developed relationships with homeless shelters and other community, faith-based, and government funded programs to provide assistance when applicable. Partners include Goodwill, county government, Dress for Success, city government, transit authorities, and early learning coalitions.
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months
   a. PWE and TBSH offers youth exposure to adult mentoring through employer host worksite supervisors. For all other services, mentoring is provided by their WIOA Youth Career Coach during program participation and post-program services. CSTB is also exploring online programs and partners that provide mentoring services to youth as well.
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate
   a. CSTB policies and procedures require post-exit follow up services for at least once per quarter and more frequently if determined necessary. This function is currently housed with our program specialist and supported by the career coaches. The career coach assigned to the individual when enrolled maintains responsibility for seeing youth through until follow up is completed. The career coach serves as a mentor to the program participant, as well.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
    a. CSTB career coaches are responsible for comprehensive career service coaching and identifying the need for additional types of guidance. Individuals needing counseling for other barriers are referred to our partner agencies who are experts at working with individuals with alcohol and drug abuse issues.
11. Financial literacy education
    a. CSTB partners with numerous financial institutions, Junior Achievement, Regions Bank, Fifth Third, SunCoast Credit Union, United Way of Suncoast, and community-based organizations as well as internal staff who are trained in financial literacy. Individuals needing counseling for other barriers are referred to our partner agencies who are experts at working with individuals with their financial literacy needs. On a monthly basis, CSTB also provides youth specific financial literacy workshops onsite at our comprehensive center in partnership with Regions Bank through their Next Step program. The workshops are open to adult and youth customers and provide a variety of educational resources, tools, and information to our customers. The financial literacy workshops cover a variety of 13 different financial wellness topics. Through this partnership, CSTB has been able to expand its financial literacy courses to the youth in Hillsborough County by offering another program through Regions Bank called "Reality Check." This program will provide youth with a real-life scenario of a budget, family size, and occupation for them to learn how to smartly budget their bank accounts or earnings. This in-depth activity allows youth to have a more complex understanding of the importance of every dollar they earn. TBH has also incorporated the FDIC- Money Smart certification as well as several youth specific workshops including Paychecks & Benefits, Overview and First-Time Home Buyer.
12. Entrepreneurial skills training
    a. CSTB is partnering with local government funded programs to develop user friendly guides to starting your own business. Partners such as Tampa Bay Wave, Hillsborough Community College (HCC) Entrepreneurship Training Program, UT Entrepreneurship Center, USF Entrepreneurship Training Program, Junior Achievement, and chambers of commerce offer programs for referrals. CSTB Tampa Bay Hires has incorporated resources to assist young adults including a Crash Course in Entrepreneurship and Linked-Up on Linked In to provide youth with exposure to business models as well as professional etiquette on social platforms.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area (career awareness, career counseling, and career exploration).
    a. CSTB career counselors have numerous tools to use including RTOLs, the DOL website, State of Florida, EF, access to reports of targeted occupations and others to provide information about in-demand occupations within strategic industry sectors. Also partnering with education foundation to utilize a program designed for career exploration/awareness.
14. Activities that help youth prepare for and transition to post-secondary education and training.
    a. All activities discussed in the program design and throughout the fourteen (14) program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners such as employers, local school districts, community colleges, private schools, Junior Achievement, education foundations, government funded programs and other community-based and faith-based organizations provide a system of support for youth to succeed in their career and their personal lives.

(c) Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility.

WIOA requirements do not dictate the use of specific assessment tools. CSTB has selected the Wonderlic Basic Skills Test or the Test of Adult Basic Education (TABE) to meet the assessment requirement during eligibility. CSTB defines a youth as basic skills deficient if they are unable to read, write, or compute and solve math problems at a 9th grade level.

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

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

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

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

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

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

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

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

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

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

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

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

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

Living Arrangements
- Residing in subsidized housing, an empowerment zone, unsafe environment/ high crime area
- Resides in a non-traditional household setting (i.e., single parent, lives with unofficial guardian, latchkey, grandparents, domestic partners, etc.).
- Lives with only one or neither of his/her natural parents.
- Lives in public housing.
- Lives in a federally designated high poverty area.

Substance / Mental Health
- Evidence of alcohol or substance abuse
- Victim of Domestic Violence

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

(a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and

(b) Dislocated Workers (WIOA § 134(c)(3)(A(xii)).

If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of "self-sufficiency" used for those programs as well. NOTE: if the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area's self-sufficiency standard.

CSTB's definition of self-sufficiency outlined in our local area allowable in WIOA §108(b)(1) is defined as:

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.

There is no income threshold or limit that the individual or family must meet in order to receive services as a dislocated worker. Dislocated workers who have become re-employed in a maintenance or stop-gap job (a job with a lower rate of pay than the job of dislocation or if they are working substantially under the skill level of

their previous occupation) may receive training if training is determined necessary in order to obtain or retain employment that leads to economic self-sufficiency.

Self-sufficiency for unemployed adults is defined as the Adjusted Lower Living Standard Income Level (LLSIL) currently in effect for the Area. For underemployed workers, self-sufficiency is defined as greater than the State's average wage.

Self-sufficiency for employed adults is defined as a wage that is equal to or above $58,004 or $29.02/hour, or a family income above 250% of the Lower Living Income Standard Level (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. This self-sufficiency rate may be adjusted as the CSTB CEO directs based on the updated United Way ALICE Report is published and may be waived when the CEO or designee determines that there is an industry, employer or job seeker need which can be substantiated.

CSTB also takes into consideration the income threshold outlined in the United Way ALICE (Asset Limited, Income Constrained Employed) Florida Report issued in 2018 (https://www.unitedforalice.org/florida) when defining the local criteria for self-sufficiency for employed adults. To produce the United Way ALICE Report for Florida, a team of researchers collaborated with a Research Advisory Committee, composed of 26 representatives from across Florida, who advised and contributed to the report.

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

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

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

(6) Supportive Services and Needs-Related Payments: *Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local*

area must align with the supportive services outlined in CareerSource Florida Administrative Policy 109 – Supportive Services and Needs-Related Payments.

Based on individual assessment and availability of funds, supportive services may be awarded to eligible WIOA and WTP program participants. Supportive services are intended to enable an individual to participate in workforce funded programs and activities and to secure and retain employment. Supportive services are provided based on need as determined by the CSTB/Service provider staff working with the participant and may include:

- Transportation including support services cards, gas cards or bus passes
- Clothing including general interview clothing
- Uniforms
- Certification fees
- Tools for occupational skills training or work-related needs
- Assistance with education-related testing
- WIOA Youth programs can provide support services during post exit follow-up services for up to 12 months after completion of program services.

Each category of supportive services listed above has a maximum amount of funding that can be issued. Please refer to the matrix below regarding supportive service limitations and required documentation based on the supportive service type, which is subject to change.

WIOA Allowable Supportive Services/Caps

Allowable WIOA supportive services for customers are limited to the following:

Support Service	Max Cap	Description	Required Documentation in ATLAS File
Transportation: Training Activities	$100 per month	Transportation support services can be issued to customers who are active in pre-vocational and occupational skills training programs through their duration.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Detailed proof of purchase, and related payment, and • Verification that participant is active in training and having to travel: credential, transcript, progress report, school letter/printout, etc.
Transportation: Job Search	$100 per month	Upon completion of training programs, transportation for job search assistance will be limited to a maximum of two months.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Detailed proof of purchase, and related payment, and • Work search record documenting, 10 job searches within the past month
General Interview Clothing	Up to $150 One time only	Issued to customers who have a scheduled/documented job interview.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment • Documentation of Interview, which could include the following: statement from job seeker w/ confirmation of interview documentation: such as: an email from employer, a business card with CC phone validation from the employer. For job fair events a flyer of the event may also be utilized.
Uniforms (Work-related): Occupational Skills Training/ Prevocational	Up to $150 per PY	Uniforms or clothing required for participation in training.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment • Documentation from school letter or email verifying required uniforms
Uniforms (Work-related): Employment	Up to $150.00 per PY	Uniforms or clothing required for employment.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment Letter or email from employer verifying required uniforms and a cost breakdown for the uniforms.

[REMAINDER OF PAGE LEFT BLANK]

Uniforms (Work-related): OJT	Up to $150.00 per PY	Uniforms or clothing required for employment.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment • Letter or email from employer verifying required uniforms and a cost breakdown for the uniforms.
Tools (Work-related): Registered Apprenticeships	Up to $600	CSTB covers the basic initial set of tools that are required for all participants in apprenticeship and for those that have secured employment	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment • Letter or email from apprenticeship or employer verifying. Requires a cost breakdown for each tool.
		Annual Breakdown	
	1st Year	$600	
	2nd Year	$500	
	3rd Year	$400	
	4th Year	$300	
	5th Year	$200	
Tools (Work-related): Occupational Skills Training	Up to $300.00 per PY	CSTB covers the basic initial set of tools that are required for all participants in OST and what is required by the employer for those that have secured employment. ☐ Often times a comprehensive list of tools is provided, our programmatic funding is limited to assist with initial basic set of tools.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment Letter from school verifying required tool list and a cost breakdown for each tool.
Tools (Work-related): Occupational Skills Training/Employment	Up to $300.00 per PY	CSTB covers the basic initial set of tools that are required by the employer for those that have secured employment.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment • Letter or email from employer verifying required tool list and a cost breakdown for each tool.

Tools (Work-related): OJT	Up to $300.00 per PY	CSTB covers the basic initial set of tools that are required by the employer for those that have secured employment.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment • Letter or email from employer verifying required tool list and cost breakdown for each tool.
Licensure:	Up to $700 One time only	Issued to customers who need assistance in covering licensure costs for TOL based training programs.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of payment

WTP Allowable Supportive Services/Caps:

Support Service	Max Cap	Description	Required Documentation
Background Checks	$75 per month	Issued to mandatory customers only who are participating in CSWE (Community Service Work Experience) or who secure employment and may need a special background check prior to placement or for pre-employment background checks.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment
Transportation: Public Transportation	$100 per month	Issued to mandatory customers only who are participating in CSWE (Community Service Work Experience), Work Experience, Supervised Job Search and Vocational Education including MOS and Hospitality training.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment from purchase of bus tickets/monthly passes.
Transportation: Personal Vehicle	$100 per month	Issued to mandatory customers only who are participating in CSWE (Community Service Work Experience) Work Experience, Supervised Job Search and Vocational Education including MOS and Hospitality training.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment for Gas

[REMAINDER OF PAGE LEFT BLANK]

Transportation: Employment	$50 one time only	Issued to mandatory customers only who secure employment and need transportation assistance for their first two weeks on the job until they receive their first paycheck.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of Payment for Gas
Licensure:	Up to $700 One time only	Issued to customers who need assistance in covering licensure costs for TOL based training programs.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of payment
General Interview Clothing	Up to 150 one time only	Issued to mandatory customers who have a scheduled/documented job interview.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt oof payment for the clothing • Documentation of Interview, which could include the following: statement from job seeker w/ confirmation of interview documentation: such as: an email from employer, a business card with CC phone validation from the employer. For job fair events a flyer of the event may also be utilized.
Uniforms (Work-related): Occupational Skills Training/ Prevocational	Up to $150 per PY	Uniforms or clothing required for participation in training.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt oof payment for the payment • Letter or email from school verifying required uniforms and a cost breakdown for the uniforms.
Uniforms (Work-related): Employment	Up to $150.00 per PY	Uniforms or clothing required for employment.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of payment • Letter or email from employer verifying required uniforms and a

[REMAINDER OF PAGE LEFT BLANK]

		cost breakdown for the uniforms.	
Tools (Work-related): Occupational Skills Training	Up to $300.00 per PY	CSTB covers the basic initial set of tools that are required for all participants in OST and what is required by the employer for those that have secured employment. § Often times a comprehensive list of tools is provided, our programmatic funding is limited to assist with initial basic set of tools.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of payment • Letter or email from school verifying required tool list and a cost breakdown of each tool.
Tools (Work-related): Occupational Skills Training/Employment	Up to $300.00 per PY	CSTB covers the basic initial set of tools that are required by the employer for those that have secured employment.	• Statement of Need & Eligibility Form, and • Financial Analysis, and • Receipt of payment • Letter or email from employer verifying required tool list. Additionally, require a cost breakdown for each tool.

Limitations:

CSTB Support Services cap is established as a maximum of $700 per Program Year (PY) per participant. CSTB/Service provider Staff are required to track support service amounts per PY to ensure that established caps are not exceeded. Special exceptions may be requested and approved by the President and CEO. All Special Exceptions must be documented in the customer's EF profile via case note and included in the customers case file.

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

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

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

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

- Promote more active engagement with the business sector to identify the skills and support workers with disabilities and other protected groups need and to better communicate these needs to the core programs' staff, other key partners, education and training providers, job seekers, and state decision-makers.
- Provide specialized services through the employment of a Disability Program Navigator (DPN) who can assist job seekers with disabilities access services, activities, and programs offered at the centers, provide information to SSI and SSDI recipients on work incentives offered by the Social Security Administration and assist with navigating other community resources.
- Continue to offer services as an Employment Network to assist individuals with disabilities return to work through the Ticket to Work program.
- Continue to provide physical and programmatic accessibility to employment and training services for individuals with disabilities, offering adaptive equipment at an Americans with Disabilities (ADA) compliant workstation at each of our centers.
- Access the physical and programmatic accessibility of all our centers and training vendors' facilities.
- Work with our core program partner, Vocational Rehabilitation, to provide youth with disabilities extensive pre-employment transition services so they can successfully obtain competitive integrated employment.
- Improve the employment outcomes of individuals with disabilities and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits, by refining and expanding services available through our local centers to connect them to existing successful career pathways programs.
- Provide more and diversified job-driven training opportunities for individuals with disabilities and other protected groups, including work-based training approaches such as On-the-Job Training (OJT), summer Science Technology Engineering and Mathematics (STEM) programs, Registered Apprenticeships, internships, and paid work experience (PWE).
- Increase the number of individuals with disabilities and other protected groups who earn credentials, including high school diplomas, industry-recognized certificates, and two- and four-year postsecondary degrees, that enable them to compete for employment along a career pathway in targeted industries and other high-demand and emerging occupations.

(8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs: *Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).*

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

offers RESEA services to identified claimants, in which targeted career planning and goal setting services are conducted to facilitate a rapid return to work.

The region proactively promotes outplacement services to employers through advertising and networking. If employers need assistance due to downsizing, the local area stands ready to assist in cases where a formal Worker Adjustment and Retraining Notification notice is received or any type or size of potential layoff. The Rapid Response Team provides onsite and offsite coordination of services for employers and/or workers affected by temporary or permanent layoffs. Recruitment teams will immediately contact other employers to assess their hiring needs and supply resumes of impacted workers. If the dislocation is because of outsourcing, the local Rapid Response Coordinator will attempt to educate the business' senior management on the positive factors for filing a petition for TAA with the USDOL, when the TAA program is authorized.

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

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

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

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

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

CSTB staff has been trained to inform all veterans or eligible spouses at the time of their arrival at any of the CSTB One- Stop centers that they are eligible for Priority of Service. CSTB staff advises customers of their entitlement to priority of service; the full array of employment, training, and placement services available under priority of service; and any applicable eligibility requirements for those programs and/or services. Additionally, to make these individuals easily identifiable in our facilities, veterans are asked to voluntarily wear a sticker that reads "CareerSource Tampa Bay – Welcome Veterans" in a red, white, and blue American flag motif.

Additionally, we have areas of the Resource Rooms at the Tampa and Brandon locations designated for veterans and identified with signage and miniature American and service flags.

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

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

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

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

(10) Entities Carrying Out Core Programs: *Describe how the LWDB works with entities carrying out core programs to:*

(a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

(b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and

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

One of the ways that access is expanded to individuals with barriers to employment is through our designation as an employment network with the Social Security Administration. Through this designation, eligible individuals can assign their Ticket to Work to CSTB for assistance in gaining and maintaining employment. CSTB employs a dedicated Disability Program Navigator to continue service expansion to disabled individuals and provide support and training to the One-Stop Center customers and staff. The DPN also engages in outreach with local disability partners and organizations to expand the awareness of CSTB as an employment network and encourage service provision amongst the disabled community. The DPN also coordinates with the CSTB outreach team, to extend their reach to additional schools, and employer and community partners. Another access expansion area to those with barriers to employment focuses on re-entry. The CSTB Re-entry Community

Workforce Connector establishes an anchor in the community with a focus on individuals who are re-entering the workforce with criminal histories, and provides basic career services, WIOA program enrollment, and workshop facilitation with a focus on supporting the re-entry population.

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

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

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

Improved access to activities leading to a recognized postsecondary credential is also a by-product of the Career Pathways portal and the important work being done by the SVP and Chief of Sector Partnerships. The sector partnerships team has been meeting with the Hillsborough County School Board members and leadership to identify services to help connect more students to career development opportunities. Access to activities leading to postsecondary credentials, including portable and stackable, industry-recognized credentials and certificates, will improve through universal access and a "no wrong door" philosophy deployed throughout the local one-stop delivery system. Universal access to in-demand programs will anchor participant exposure to skill sets, industry-recognized certificates and various licenses for occupations across Hillsborough County's key industry sectors. Access to activities leading to postsecondary credentials will improve through increased short-term and stackable customer choices on the ETPL. The ETPL is posted, and the data provided with the intention to increase customer choice, allowing participants to make an informed decision regarding training activities.

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

Through partnerships with area training providers, career pathways are created, resulting in more recognized postsecondary credentials. CSTB has a long history of working with partners who provide services to individuals with barriers to employment. Many of the partners serve on committees and workgroups that develop, plan and deliver programs and events designed for the people they serve. Local partners also attend mandatory

quarterly partner meetings to facilitate referrals to services and ensure our partners are trained and understand the services and programs that are available at the one-stop centers and in the community.

Enterprising Latinas, Dress for Success, Community Development corporation (CDC), Vocational Rehabilitation, and Division of Blind Services, Tampa Housing Authority, are all examples of local partners who provide core programming and participate in the quarterly partner meetings.

CSTB has identified and is accomplishing the following objectives:

- Convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs;
- Use a variety of techniques to solicit input from our core program organizations, other key partners, and the business community to assist in the development of content for our local plan;
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core program entities' key staff will be invited to participate in these strategic meetings and work with CSTB to determine what changes, if any, are needed based on this input from local employers;
- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core program entities' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CSTB to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors;
- Continue to urge Vocational Rehabilitation to co-locate within CSTB centers whenever possible and feasible as well as explore aligning resource and cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives;
- Develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.
- Develop and execute updated MOU with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers; and
- Advocate for and support an integrated information system at the state and local level that would allow entities that carry out the core programs to better coordinate service delivery for joint customers and cross program referral.

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

(a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and

The region has a designated team of well-trained business liaison and sector strategist professionals that meet with employers within this local area. The region is divided into designated teams based on sectors to serve all

employers, including small and industry in-demand employers within the region. Veteran services staff work together with this team to provide the most comprehensive and highest quality of service for the employer.

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

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

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

The Tampa Bay Business & Education Summit is an event that facilitates engagement of all size employers. This event brings together more than 300 business and educational leaders in one setting to focus on regional, specific industry needs. A summary report to measure data on key indicators is used as a baseline to monitor trends for the Tampa Bay region and will be developed annually. The region is committed to creating a highly skilled and competitive workforce to meet the demands of businesses to keep our region competitive.

There are several new resources under development to enhance employer engagement.

1. Alliance for Workforce Innovation (AWI) – A consortium of employers, training providers, community nonprofits and others who research, share and work together to implement proven best practices in workforce innovation. The AWI website contains a Best Practices Library of case studies describing successful implementations of workforce programs, from the employer's perspective. The case studies will serve as the subject matter for Best Practice Forums designed to convene members of the Alliance and others interested in learning about and replicating successful implementations of workforce innovation.
2. Return on Investment Calculator for Workforce Programs – An online tool that calculates key workforce metrics such as Cost per Hire, Cost of Vacancy, Cost of Turnover, and New Hire Cost-Output Ratio. These calculations guide and inform business decisions on investing in workforce development programs.
3. CTE Program Connector – A mapping tool which displays the location of each public high school that offers a selected Career and Technical Education Program (CTE). The tool overlays the location of the top posting employers of jobs related to the selected CTE Program. For employers, this tool identifies a trained, local talent pool. For high school CTE leadership, this tool identifies relevant employers to target for CTE program support. For CTE program graduates, this tool identifies local employers to pursue for employment.

(b) Support a local workforce development system that meets the needs of businesses in the local area.

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

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

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

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

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

Apprenticeship programs are funded through WIOA and are designed to assist in the development of talent pipeline supply in industry sectors. CSTB is committed to promoting all apprenticeship opportunities, especially local apprenticeship programs as a career pathway for job seekers and as a job-driven strategy for employers and industries in our centers. There are two approaches for apprenticeship training that may be used by CSTB

to meet job seeker and employer needs: Pre-Apprenticeship and Registered Apprenticeship models. Pre-Apprenticeship provides instruction and/or training to increase math, literacy and other vocational and pre-vocational skills needed to enter a Registered Apprenticeship program. Registered Apprenticeship is a national training system the combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation. Registered apprenticeships are recognized on the ETPL.

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

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

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

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

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

DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

(a) Describe how required WIOA partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.

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

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

The six core WIOA programs are outlined below:

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

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

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

Programs	Contributions/Roles/Resources
Career and Technical Education (Perkins)	• Board and planning representation • Co-location of staff onsite at the Career and Technical Education Centers • Adult Education – basic skills training, GED training and testing • Post-Secondary- Occupational Skills Training (OST) through ITAs • Job placement assistance • Promotes CSTB programs and services in their Career and Technical Education Colleges by providing collateral materials flyers etc. • Involves CSTB management staff in their Advisory Boards.
Community Services Block Grant	• Planning and coordination of services • Training services provided through community block grants and limited supportive services • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials flyers etc.
HUD Employment and Training Programs	• Board and planning representation • Workforce Services Agreement and coordination of referral between entities • Co-location of staff onsite at the One-Stop Career Centers • Financial literacy workshops and seminars • Individual counseling services on home buying, credit repair, etc. • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials flyers etc.
Job Corps	• Board and planning representation • Workforce Services Agreement and coordination of referral between entities • Co-location of staff onsite at the One-Stop Career Center • Adult Education and OST • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials, flyers etc.
LVER and DVOP	• Functional supervision to be provided by contracted service provider
National Farmworker Jobs Program	• Planning and coordination of services • Co-location of staff onsite at the One-Stop Career Centers • Training services provided and limited supportive services • Job placement assistance • Promotes CSTB programs and services in their offices by providing collateral materials, flyers etc.

Reentry Employment Opportunities Program	• Provides the reentry program using evidenced informed practices to assist returning citizens aged 25 and over in transitioning back into the community by obtaining industry recognized credentials leading to sustainable employment.
	• Identifies those demand employment sectors in the community and created vocational training strategies for men and women previously incarcerated and released within 180 days or currently under supervision to improve workforce outcomes.
	• Provides vocational skills training as well as case management, mentoring, life skills training, job placement assistance, mental and substance abuse services where necessary, and follow-up services to participants.
Senior Community Service Employment Program	• Planning and coordination of services
	• Co-location of staff onsite at the One-Stop Career Centers
	• Job placement assistance
	• Promotes CSTB programs and services in their offices by providing collateral materials flyers etc.
TANF	• CSTB provides direct services as approved by CS Florida
TAA Programs	• Functional supervision to be provided by contracted service provider
Unemployment Compensation Programs	• CSTB information and local navigation assistance to DEO's centralized State Unemployment Compensation program.
YouthBuild	• In partnership with a grant recipient or as part of a federal award.
	• YouthBuild ensures that Hillsborough's youth between the ages of 16 and 24 who are high school dropouts, adjudicated youth, youth aging out of foster care, youth with disabilities, homeless youth, and other disconnected youth populations have a program that includes an academic component which assists youth who are often significantly behind in basic skill development to obtain a high school diploma or state high school equivalency credential. The program also includes occupational skills training that prepares at-risk youth to gain placement into career pathways and/or further education or training, and also supports the goal of increasing affordable housing within communities by teaching youth construction skills learned by building or significantly renovating homes for sale or rent to low-income families or transitional housing for homeless families or individuals.

(b) Identify any optional/additional partners included in the local one-stop delivery system.

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

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

Co-located partner services:

- Dress for Success

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

Other partner community organizations that offer services through referrals:

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

CSTB continually seeks out opportunities within the region to develop workforce services agreements with partner organizations including community-based, faith-based, and/or non-profit organizations, as well as employment, education, and training programs that align with our vision mission and strategic goals. Ongoing partnership development is paramount to our success by ensuring that we are sharing promising and proven practices by doing what is best for our communities to enhance the overall economic development.

(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 job seekers.*

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

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

employers and job seekers — a shared client base across the multiple programs identified above — have access to information and services that lead to positive employment outcomes.

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

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

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

- Convene initial and periodic meetings of the core programs' key staff to discuss and determine how we can best coordinate and complement our service delivery so that job seekers acquire the skills and credentials that meet employers' needs.
- Hold periodic strategic meetings with the business community to ascertain the skills and credentials employers need. All core programs' key staff will be invited to participate in these strategic meetings and work with CSTB to determine what changes, if any, are needed based on this input from local employers.
- Conduct periodic gap analyses through surveys and discussions with the business community to identify the skills and credentials employers in key industry sectors currently need in the short term and will need in the long term. All core programs' key staff will be invited to participate in the discussion with the local employers, review the final draft of the analysis of the survey results, disseminate the final report and work with CSTB to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors.
- Make every attempt to ensure that key partners and services will be available at our centers, either through co-location, informational brochures and/or referrals. CSTB will also continue to invite Vocational Rehabilitation and Adult Education to co-locate within CSTB centers whenever possible and feasible and explore aligning of resources and cost arrangements where and when practical to achieve the Board's strategic vision, goals and objectives.
- Encourage state and local organizations responsible for core programs and other key partner programs to dedicate funding for infrastructure and other shared costs if co-location space is available and joint programming is a possibility.
- Develop strategies to support and encourage staff training and awareness across programs supported under WIOA as well as other key partner organizations to increase the quality and expand the accessibility of services that job seekers and employers receive.

- Develop updated MOUs with core program organizations and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.
- Follow the guidance issued by the state for our centers to become certified and maintain that certification to ensure continuous improvement, access to services (including virtual access), and integrated service delivery for job seekers and employers.
- Continue to use Florida's common identifier (CareerSource Tampa Bay) and branding standards so job seekers that need employment or training services and employers that need qualified workers can easily find our local centers.
- Work with the state and local organizations responsible for core programs to improve customer service and program management by exploring and possibly implementing integrated intake, case management, and reporting systems.
- Continue to promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- Place a priority on and budget funds for demonstrated effective work-based strategies that meet employers' workforce needs, including OJT, local incumbent worker training, Registered Apprenticeships, and PWE.
- Through allowable use of local funds, CSTB will incentivize local employers with programs such as OJT and local incumbent worker training to meet their workforce needs and offer opportunities for job seekers and workers to learn new skills.
- CSTB and Job Corps will continue to provide referrals to one another to support the success of eligible youth participants.
- Partner with Job Corps to establish community networks with employers to improve services to and outcomes for participants.
- Continue to include Registered Apprenticeship programs on our ETP list for the WIOA Adult and DW programs as long as they remain registered.
- Continue to include a representative of a Registered Apprenticeship program as a member of the Board, thus ensuring that a key employer voice contributes to strategic planning activities for the workforce system.

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

This region's career centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. The LWDB promotes accessibility for all job seekers to our career centers and program services and is fully compliant with accessibility requirements for individuals with disabilities within our centers whenever possible. Career centers in our local area assist job seekers with disabilities in all programs, and our region has annually assessed physical and programmatic accessibility. This

includes, but is not limited to, ensuring assistive technology and materials are in place, and front-line staff members are trained in the use of this technology.

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

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

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

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

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

Principle	Design	Description
Equitable Use	Useful for people with diverse abilities.	a. The same means of use is provided for all users: identical whenever possible; equivalent when not. b. We avoid segregating or stigmatizing any users. c. Provisions for privacy, security, and safety are made equally available to all users.
Flexibility in Use	Accommodates a wide range of individual preferences and abilities.	a. We provide a choice in methods of use. b. We provide adaptability to the user's pace
Simple and Intuitive Use	Easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.	a. We eliminate unnecessary complexity. b. We try to always meet user expectations. c. We accommodate a wide range of literacy and language skills.
Perceptible Information	Communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	a. We use different modes (pictorial, verbal, written) for redundant presentation of essential information. b. We maximize the "legibility" of essential information. c. We make it easy to give instructions or directions

Tolerance for Error	Minimizes hazards and the adverse consequences of accidental or unintended actions.	a. We arrange facility furniture, equipment and walkways to minimize hazards and hazardous elements are eliminated, isolated, or shielded. b. We provide fail safe features.
Low Physical Effort	Can be used efficiently and comfortably and with a minimum of fatigue.	a. Allow users to use reasonable operating forces. b. Minimize repetitive actions. c. Minimize sustained physical effort.
Size and Space for Approach and Use	Appropriate size and space are provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.	a. We always attempt to provide a clear line of sight to important elements for any seated or standing user. b. We make reach to all components comfortable for any seated or standing user. c. We provide adequate space for the use of assistive devices or personal assistance.

(c) Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B)).

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. There is also work being done in the region to review asset mapping and demographics and identify opportunities for more strategic access points within Hillsborough County. IT services have developed online videos and forms for job seekers, program applicants and participants as well as employers to access from external locations. These online services include but are not limited to program orientation, applications for training services, forms required by law for participation, job search assistance videos, virtual job fairs, and basic job exchange activities through EF.

The Virtual One Stop Services include:

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

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

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

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

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

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

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

CSTB utilizes Employ Florida, which supports programs and manages center traffic and participant records. Customers entering the career centers sign in through a kiosk system located in our lobbies. Veterans and program participants are identified by this system and programmatic staff receive automated notifications. Customers can choose what category of assistance, including partner programs, they need to access upon entering the building. Center traffic reports are shared with all CSTB staff, Committee members and core partner programs.

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

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

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

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

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

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

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

CSTB will provide clear and understandable information on career pathways, sector strategies, local demand occupations, growing industries and skills sets to eligible providers of WIOA services. Local providers will be encouraged to utilize this information when designing services as well as training programs.

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

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

Role	Description of Activities
CareerSource Tampa Bay Staff	• Track placement, wage data and industries where participants who participate in training now work • Request employer feedback regarding job readiness of participants enrolled in WIOA funded training • Share feedback regarding the performance of various providers with the Executive Committee • Review the local area occupations in-demand list annually and more frequently, if necessary to respond to changes in the economy • Maintain information regarding employment outcomes, post-training and any other relevant changes to the training providers and/or list of training providers
WIOA Service Providers (Adult, DWs and Youth)	• Receive technical assistance and training on a continuous basis to maintain current skills needed to support participants
Management/Leadership Team	• Provide quarterly progress reports on service providers' enrollment, outcomes and expenditures, and makes recommendations for areas in need of improvement • Review results of customer surveys to ensure that participant needs are being met and review any negative comments with the service providers • Address any issues regarding training service providers

COORDINATION OF SERVICES

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

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

of programs. Coordination is managed within a direct line of supervision and through contracted performance requirements of contracted partners with coordinated service delivery and accountability. Core Programs managed through direct services include:

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

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

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

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

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

Co-located partner services:

  - o Abilities/Service Source
  - o Dress for Success
  - o Early Learning Coalition

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

Other partner community organizations that offer services through referrals:

- Abe Brown Ministries
- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Eckerd Connects
- ECHO
- Enterprising Latinas, Inc.
- Farmworker Career Development Program
- Metropolitan Ministries
- Tampa Bay Academy of Hope
- Tampa Lighthouse for the Blind
- Bullard Family Foundation

Service integration focuses on serving all customers seamlessly including targeted populations by providing a full range of services staffed by cross-trained teams fluent with the purpose, scope and requirements of each program. When it is determined that individualized career services are appropriate for an individual to obtain or retain employment, these services are provided via CSTB center resources, center staff or partners. Frontline staff is highly familiar with the functions, basic eligibility requirements and the services of each program and can appropriately assist customers to access CSTB programs and services, make knowledgeable referrals to partner programs as needed and as appropriate given the authorized scope of the program. CSTB and its partners work to organize and integrate services by function rather than specific program when permitted under each program's guidelines and as appropriate. The CSTB team strives to coordinate staff and partner communication, capacity building, and training efforts.

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

CSTB has joined the Unite Florida Network to better connect clients to services available within the community to ensure they receive the care they need. The Unite Us platform is a system which allows Partner organizations to track the services their clients received via the portal and provides the necessary data to show outcomes and collaboration between Partners in the community. By utilizing this referral system, CSTB and partners/programs can coordinate services more efficiently, prevent duplication of activities, and improve services to customers.

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

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

- CSTB has had agreements with the local EDCs for the provision of referrals of new employers to the workforce system, promotion of workforce services at workshops, EDC training, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs. These agreements will continue to be refined on an annual basis. The partnerships with the local EDC including the area's Small Business Development Centers and other county funded programs will enhance the promotion of entrepreneurial training and microenterprise services.

- CSTB will continue to co-host in coordination with local EDCs Industry Consortiums based on targeted industry sectors that provide small businesses with training to maintain and expand. The Industry Sector Consortiums are held to understand the needs of the business community. CSTB plans to meet with various industry sectors throughout the year. Industry Sector Consortiums are the vehicles through which industry members voice their human resource needs and where regional solutions for workers and businesses can be determined. The Consortiums will allow a regional, industry-focused approach to build a skilled workforce aligning resources and addressing the talent needs of employers. These consortiums are led by businesses within a critical industry cluster. The goal is to work collaboratively with CSTB, educational partners, economic development and community organizations and find ways to improve the workforce in these critical industry sectors. This information is useful for the provision of a skilled workforce that meets the needs of local business while aligning services that have value to the business community, along with providing our educational partners a direct dialogue with specific industry needs with regards to workforce. An emphasis is placed on promoting workforce activities such as LMI, job placement services, apprenticeship, internships, on-the-job training, summer youth employment, and IWT programs.

- CSTB in collaboration with CareerSource Pasco-Hernando, Pasco County Economic Development, Pinellas County Economic Development, the Tampa Bay Partnership, Tampa Hillsborough EDC and the Florida High Tech Corridor performed Skills Gap Analyses in the following industries: information technology, manufacturing, and financial and shared services. Tampa Bay Skills Gap Analyses were undertaken to quantify the current and future demand for skill sets, so that a pipeline of talent could be developed for the area's most challenging to hire skill sets. Research included focus groups, interviews and surveys. The analyses sought to understand skill sets on the granular level at which hiring managers must make decisions. In addition to quantifying skill set gaps, recommendations were developed and are being implemented to address the gaps. Updates to these analyses will continue.

- CSTB will continue to participate in the Florida Economic Development Council and local chambers of commerce as part of our efforts to remain abreast of emerging industries, emerging jobs and the workforce needed to fill new and future jobs.

- Collaboration has been established with the Tampa Bay Partnership, the regional organization focused on stimulating economic growth and economic development in the Tampa Bay area via corporate relocation and business expansion. The diverse economy has matured into one of the leading job generators in this country while the enviable quality of life continues to attract wealth and investment. The Tampa Bay Partnership is recognized as the convener of leaders on regional economic development issues.
- Additionally, CSTB works directly with business associations to identify the workforce needs of the businesses, job seekers and workers in the local area. Business associations increase awareness of the region and its services in the community. Ongoing communication is critical to the success of partnerships. Ongoing meetings to discuss business needs and satisfaction of employers ensure the region has an inside look at the workforce from an economic development perspective. These include local Chambers of Commerce, in which we are working with specific education and policy committees to have this critical dialogue.

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

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

One of the key functions in delivering an effective Rapid Response strategy at the earliest stage in the process is to focus discussions on talent transfer. Effective strategies may include, but are not limited to, offering customized outplacement services, onsite workshops on CSTB Programs and Services, customized employability skills workshops onsite or virtually (Resume Writing, Interviewing, etc.), conducting specialized hiring events for the affected workers and earlier identification of grant funds and training opportunities through WIOA funds, special grant funds, etc.

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

- Immediate and on-site contact with the employer, representatives of the affected workers which includes an assessment of and a plan to address:
    - Layoff plans and schedules of the employer;
    - Background and probable assistance required for the affected workers;
    - Reemployment prospects for workers; and
    - Available resources to meet the short- and long-term assistance needs of the affected workers.

- The provision of information about and access to Reemployment Assistance (RA) benefits and programs, such as Short-Time Compensation (STC), comprehensive career center services, and employment and training activities, including information on the TAA program, Pell Grants, the GI Bill, and other resources.
- The delivery of other available services and resources including workshops, classes, and job fairs to support reemployment efforts of affected workers;
- The provision of emergency assistance adapted to the mass layoff
- Delivery of services to worker groups for which a petition for TAA has been filed; and
- The provision of limited, additional assistance to local areas that experience Rapid Response events when such events exceed the capacity of the local area to respond with existing resources.

Once a Rapid Response event has been identified, the CSTB RRC will establish contact with the employer and act as the single point of contact for arranging and scheduling all Rapid Response activities. Upon determination of a Rapid Response event, the CSTB RRC must contact the affected employer within two (2) business days to discuss schedules, arrangement of sessions and services, and accommodations. The CSTB RRC will notify the CSTB Rapid Response team via email of the initial contact and plan of coordinated services. In addition, the RRC, in collaboration with other relevant partners, will schedule and conduct orientation, provide and collect information on the interest of WIOA programs, explain available services and programs, collect all relevant information for future use and scheduling for detailed services.

CSTB includes layoff aversion as an integral component of rapid response services. CSTB will determine which layoff aversion strategies and activities are applicable in each situation. The CSTB RRC has the flexibility to ensure program design responds to our local workforce challenges and layoff aversion strategies are customized. Layoff aversion strategies include, but are not limited to:

- Incumbent Worker Training
- Short-Time Compensation Program
- Linkages with economic and local community development and commerce organizations
- Business development through ongoing engagement, partnership and relationship-building activities
- Offering customized, layoff alternatives

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

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

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

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

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

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

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

Furthermore, CSTB's business services strategy has shifted to focus on business engagement and attraction, structured by industry experts in the roles of Sector Strategists and Business Liaisons.

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

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

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

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

CSTB continues to host the Tampa Bay Regional Business & Education Summit. This event has been held for 12 years and is a highly anticipated annual event. This event brings together more than 250 business and educational leaders in one setting to focus on specific regional industry needs. A summary report is generated, measuring data on key indicators which is used as a baseline to monitor trends for the Tampa Bay region and will be developed annually. The region is committed to creating a highly skilled and competitive workforce to meet the demands of businesses in order to keep our region competitive. To align the area with the Regional Business Plan for Economic Development and CareerSource Florida, CSTB chose the following targeted industries sectors for focused breakout sessions at the 2022 event:

- Finance/Professional Services
- Trades/Transportation
- Hospitality/Retail/Tourism
- Manufacturing/Logistics
- Information Technology
- Life Sciences/Healthcare
- Entrepreneurs
- Military Affairs

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

In addition to industry sectors, CSTB is incorporating a newer approach for aligning service delivery with career sectors (sometimes referred to as career clusters). Career sectors crosscut industry sectors. For example, information technology is a career sector that applies to almost every industry. Helping a job seeker achieve a career in the IT sector expands their opportunities to work in multiple industries. CSTB is using this approach to develop a Career Pathway Portal which allows job seekers to plan their future by exploring career sectors and tracks. Working with career and industry sectors provides job seekers with a more comprehensive view of potential pathways for career advancement.

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

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

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

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

Additional sector-based partnership grants that allow CSTB to serve a broader range of individuals include CareerSource Florida's Get There Faster grant to provide aviation and IT training to Veterans, Transitioning Service Members and Military Spouses; TechBoost, in partnership with Clark University to provide IT apprenticeship training; and TQA which assists Information Technology (IT) and IT-related apprenticeships and pre-apprenticeship programs in development, expansion and active enrollment.

We have excellent relationships with business partners across industry sectors. We participate with our chambers of commerce, regional and local economic development organizations, regional manufacturers' council, the defense contractors' roundtable group as well as ad hoc committees formed to focus on specific industry issues.

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

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

In addition, working with all of our partner agencies, especially key employers, we have undertaken the following tactics to address the workforce needs of the aforementioned targeted industry sectors by collecting and analyzing real-time industry data, including skills needed through sector surveys, business seminars, focus groups, and business summits from employers, education, labor organizations and economic development organization to address current and emerging skill gaps of targeted sectors. We align Incumbent Worker Training

grants with employers of targeted industry sectors, associate OJT and PWE programs with employers of targeted industry sectors, deliver apprenticeship, internship and youth summer employment programs, and align competitively awarded federal, state and privately funded grants with specialize services to employers. To connect job seekers to transform services for job seekers we provide labor market information on skill sets needed and potential wages, we align targeted occupational skills training with industry sectors.

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

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

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

- Shared vision and goals
- Industry data and analysis tools
- Training and capacity building
- Awareness and industry outreach
- Administrative and legislative policy

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

(5) Coordination with Relevant Secondary and Postsecondary Educations: *Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).*

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

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

CSTB will place special emphasis on the development, implementation and/or expansion of strategies for meeting the needs of local employers, workers and jobs seekers through sector partnerships related to in-demand industry sectors and occupations. CSTB also works with our core partner programs to facilitate the development of career pathways, especially within targeted industry sectors, as a strategy to help individuals of all skill levels complete the education and training needed to attain industry recognized credentials and as a strategy to meet the skills requirements of businesses of in-demand industries or occupations.

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

1. CSTB has established a referral process with secondary and post-secondary educational providers that allow us to leverage our WIOA funds for students that are just entering training or those who are already actively enrolled. Through our coordination of services, we can evaluate and assess the customers' need for financial assistance through an ITA and often times provide wrap-around supportive services and employment assistance to candidates who have already covered their training expenses.
2. CSTB staff reviews customers financial analysis, financial aid and can supplement Pell Grants with WIOA funds for training that leads to certification or credentialing.
3. CSTB works closely with the local educational providers to promote the full array of WIOA programs and services. Collateral materials are placed in our approved training providers locations, various community-based sites and faith-based organizations throughout the county.
4. CSTB staff routinely meets with educational partners to discuss WIOA programmatic eligibility/suitability requirements, application process and availability of funds.
5. CSTB staff coordinates onsite pre-screening and recruitment events to speak directly to new or active students to discuss available services and promote the benefits of participating in WIOA.
6. CSTB staff co-located at the technical college provides job seekers with immediate access to discuss education and workforce needs.
7. CSTB staff discusses career pathway options with customers and encourages utilization of online assessments to help determine this process. In addition, onsite assessment, eligibility determination, case management, ITA's and supportive services are provided to the customer throughout the duration of training.
8. CSTB has dedicated staff assigned to be onsite at various Adult Education Centers to promote programs and services. The staff conducts onsite employability skills workshops, teaches customers how to register and effectively utilize EF and how to conduct an effective job search. Our role is to educate and equip the customers with the tools, resources and linkages that they need to be successful in their job search.
9. CSTB collateral outreach materials are shared with the management staff and students onsite at the Adult Education centers.

Additional coordination efforts are evident through the following strategies:
• Designing and implementing practices that actively engage industry sectors and use economic and LMI, sector strategies, career pathways, Registered Apprenticeships and competency models to help drive skill-based initiatives.
• Creating career pathways that lead to industry-recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success.
• Training and equipping Career Center staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers.
• Cross-training center staff to increase staff capacity, expertise and efficiency. This allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers.
• Inviting educational partners and their staff to our annual staff development training to learn more about WIOA and workforce development programs, as well as present an update or overview of their programs and services to CSTB staff.
• Participating in outreach events including college nights, open houses and job fairs onsite at educational providers.

- Conducting annual training provider meetings that address relevant WIOA eligibility criteria changes, service delivery process and an overview of all workforce programs and services.
- Conducting annual training provider fair, an event open to the general public that allows our educational partners to promote their programs and services to job seekers and CSTB staff.
- Participating on post-secondary educational advisory boards.
- Coordination with the Farmworkers Career Development Program (FCDP) Adult Education division, both state and local level, to discuss coordination of program services and development of common referral forms.
- Exploring opportunities for ongoing data sharing to maximize performance outcomes under WIOA.
- Working with Hillsborough County Public Schools (HCPS) to connect their Career and Technical Education (CTE) programs and students with local employers who consistently post jobs for those occupations.

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

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

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

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

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

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

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

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

CSTB has developed and maintained operational policies and procedures for the delivery of programs and program services to include WP employment services under the WP Act. Staff training and development is seamless across board, partner and state staff. Staff supervision is also seamless across-board and state staff. All CSTB staff, including DEO staff, manage and tracks delivery of services through a single integrated state management system, EF, which captures staff-assisted, self-services through labor exchange. CSTB has moved from a central electronic document management system to EF to support participant record retention, promote coordination of services and reduce duplication of services. One central management information system strongly supports coordination and reduces duplication of services.

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

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

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

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

1. Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency.
2. Assisting adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their family.

3. Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways.
4. Assisting immigrants and other individuals who are English language learners in improving their reading, writing, speaking, and comprehension skills in English; mathematics skills; and acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

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

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

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

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

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

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

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

CSTB has existing partnerships with providers of adult education and literacy. We currently refer clients to adult education for literacy, diploma attainment and General Equivalency Diploma (GED) preparation and ESOL programs, as appropriate. ESOL programs are located onsite, and we also partner with the FCDP to provide services. Any applications submitted to the Board will be reviewed consistent with the requirements of Title II, Section 232, including:

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

(9) Reduction of Welfare Dependency: *Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620*

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

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

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

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

- Job search
- Job search training
- Work experience
- Education and training
- Services offered through the Workforce Innovation and Opportunity Act (WIOA) and Trade Adjustment Assistance (TAA).
  - On-the-Job Training (OJT) provides eligible participants occupational skills and training essential to the performance of a specific job. OJT is an "earn and learn" employment model where participants may upgrade, retool and increase employability skills. OJT addresses local employers' workforce needs, enhances the skills of the participants and aids employers in attaining qualified, skilled workforce with the competencies that are needed.
  - Occupational Skills Training (OST) provides eligible WT participants with up to $10,000 Towards: Tuition, Books, Uniforms, and/or Tools for schooling to assist the participant in earning certifications and or degrees to promote self-sufficiency.
  - Individualized Career Services:
    - Assessment of Skill levels and interest profiles
    - Creation of an individualized career development plan
    - Resume Assistance
    - Labor Market Information
    - Interview Coaching
    - Job Search Assistance

Florida's Welfare Transition program is designed to provide Temporary Cash Assistance recipients with training, education, support services, and skills needed to gain unsubsidized employment. Work eligible TCA recipients are referred to the WT program and are provided with an assessment of their skills, work history, and employability skills. They may also be assessed for hidden disabilities, domestic issues, and mental health and substance abuse issues. Participants are then engaged in work activities that will enhance their work skills via job training at work sites or additional education. These activities are designed to help program participants gain skills and obtain employment needed to increase the likelihood of self-sufficiency. Work eligible program participants are required to participate in a certain number of work activity hours per week, but no more than 40 to continue to receive TCA. It is encouraged for SNAP E&T/WT and WIOA co-enrollment to provide ABAWDs with an opportunity to become competitive in the workforce while receiving services and meeting their hourly work requirements.

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

- TechBoost – a program focused on IT and IT related fields where candidates can receive tuition assistance to further or create a career in IT.
- National Dislocated Worker Program – this program allows participants to receive paid work experience to improve their existing skillset and improve their work history on their resume.
- ACE – The Pre-apprenticeship program is available to the young adults/children in the household. The program does allow young adults to receive Occupational Skills training and Paid Work Experience simultaneously. This allows us to be able to view the TANF/SNAP holistically – and allow the younger generation in the household to begin to build their career while generating income.

Furthermore, for any participant in need of wrap around services, we utilize the Unite Us platform which allows us to make referrals to other organizations. CSTB has an impeccable network of numerous social service agencies, community and faith-based organizations who dedicate their time, resources and support. Our partners employ the hopes of a thriving Hillsborough County where residents can grow and become self-sufficient.

PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

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

LWDB 15 CareerSource Tampa Bay WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	82.4%	82.4%
Employed 4th Qtr. After Exit	77.0%	80.0%
Median Wage 2nd Quarter After Exit	$8,500	$8,500
Credential Attainment Rate	65.0%	74.0%
Measurable Skill Gains	73.2%	73.2%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	82.9%	82.9%
Employed 4th Qtr. After Exit	81.8%	81.8%
Median Wage 2nd Quarter After Exit	$10,125	$10,125
Credential Attainment Rate	70.0%	84.0%
Measurable Skill Gains	77.4%	77.4%

Youth:		
Employed 2nd Qtr. After Exit	77.9%	77.9%
Employed 4th Qtr. After Exit	73.0%	75.0%
Median Wage 2nd Quarter After Exit	$4,708	$4,708
Credential Attainment Rate	50.0%	60.0%
Measurable Skill Gains	27.8%	27.8%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	64.7%	64.7%
Employed 4th Qtr. After Exit	63.5%	63.5%
Median Wage 2nd Quarter After Exit	$6,591	$6,591

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

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

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

The CSTB Board:

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

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

(3) Describe how the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

CSTB's One-Stop Operator (OSO) conducts both customer and employer surveys on a monthly basis using an NPS, or Net Promoter Score. The OSO analyzes the feedback and compiles a report identifying areas of successes and improvement. The report is provided to organizational leadership for review and dissemination to staff and is featured at committee and board meetings. The responses from both customers and employers assist in gauging the centers' effectiveness by measuring customer experience and predicting business growth. This proven metric provides the core measurement for customer experience management programs worldwide. By engaging job-seeking and employer customers regarding the likelihood of recommending CSTB to a friend or colleague, what services were accessed, the ease of accessing those services, whether they entered the center through the main access point, how they heard of the center, and the level of value of the resources and information received, CSTB can modify operations accordingly and determine the effectiveness of current center operations and offerings. Customers also have the ability to provide comments regarding positive or negative attributes of the centers and staff, which are used for staff development and recognition.

[END OF LOCAL PLAN]

ATTACHMENTS

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

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

The interlocal agreement is with Hillsborough County.

B. Executed agreement between the chief local elected official(s) and the local workforce development board.
Agreement between CLEO and LWDB15.PDF

C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official.
Designation is stated in the interlocal agreement provided in Article III of Agreement between CLEO and LWDB15.PDF

D. Current bylaws established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance.

Current Bylaws (03.23.22).pdf

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

Current board member roster

Meeting minutes and discussion

Record of vote

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

Extension of Designation Request as Direct Services Provider.pdf

Board of Directors Conflict of Interest_019-C0037 - 9.20.21.pdf

Agreement between CLEO and LWDB15.PDF

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

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

[Mandatory Partner MOU.PDF](#)

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

Infrastructure Funding Agreement is included in [Mandatory Partner MOU.PDF](#)

I. Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11)with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

In addition to the [Mandatory Partner MOU.PDF](#) , refer to [1. Ticket Program Agreement.pdf](#) as CSTB is an Employer Network in the Social Security Administration's Ticket to Work Program [2. AARP Host Agency Agreement.pdf](#) as CSTB participates in AARP Foundation's Senior Community Service Employment Program [3. Hillsborough County School Board .pdf](#) and [4. Bullard Family Foundation.pdf](#) to facilitate development and training and the implementation of career pathways through the integrated education and training model [5. Enterprising Latinas.pdf](#) to provide community access point to workforce services [6. MacDill AFB.pdf](#) to provide employment services to transitioning members of the armed forces and their dependents [7. Lutheran Services .pdf](#) (the Partner) whereby the Partner serves refugees (participants) and CSTB shall serve those participants as they move to recipients of Temporary Assistance for Needy Families (TANF) and mandatory to the Welfare Transition Program and [8. EDC.pdf](#), Tampa Hillsborough Economic Development Corporation to focus on retention and growth of existing Hillsborough County employers and outreach services.

J. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA§108(d)).

This plan was advertised to the public on September 7, 2022 through September 26, 2022, and CSTB members and associates of the region's economic development organizations, labor organizations, education providers, and core partners were notified of access to the plan via email and provided an opportunity to offer input. Prior to publication, CSTB held a virtual meeting with the partners to provide an opportunity to share any updates on their information and engagement of the plan. No comments were received during the public comment period.

Attachment: CSTB 2023-2024 WIOA Local Plan Public Comment Process

SIGNATURE PAGE

This plan represents the efforts of CareerSource Tampa Bay to implement the *Workforce Innovation and Opportunity Act (WIOA)* in the following county: Hillsborough County, Florida.

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

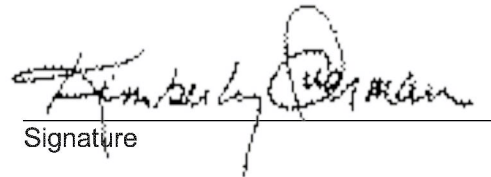**Workforce Development Board Chair**

_____
Signature

Sean Butler_____
Name

Chair_____
Title

  September 1, 2022
_____
Date

Chief Elected Official

_____
Signature

Kimberly Overman_____
Name

Commissioner - District 7, Countywide, Chair
Hillsborough County Board of County Commissioners
Title

 October 6, 2022
_____
Date

Approved as to Form and Legal Sufficiency:

Katherine M. Benson   *9|15|22*

By: _____ Date: _____
    Assistant County Attorney

**BOARD OF COUNTY COMMISSIONERS
HILLSBOROUGH COUNTY FLORIDA
DOCUMENT NO.**

22-0989