

CareerSource Pasco Hernando

Local Workforce Development Area 16

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Date Submitted: March 18, 2020

Plan Contact: Brenda Gause, Sr. VP of Operations

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

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INTRODUCTION

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

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

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

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

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

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

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

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

PUBLIC COMMENT PROCESS

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

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

ONLINE FORM

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

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

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

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

Prior to plan submission, please ensure:

- **The local board reviewed the plan;**
- **The board chair and the chief elected official signed the appropriate documents;**
- **The name and number of the local board and are on the plan cover page;**
- **The plan submitted or point of contact is on the cover page;**

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 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; and,
- The name of the local area, 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 Memoranda of Understanding for all one-stop partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);

MOUs and SOP's: https://careersourcepascohernando-my.sharepoint.com/:f:/p/btaylor/EIMm-F4F8T9GsAZfWHHpxrsBE_4uYX36BPzrZvD8MtoVdQ?e=1Rjkbt

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

Included in executed MOUs: https://careersourcepascohernando-my.sharepoint.com/:f:/p/btaylor/EIMm-F4F8T9GsAZfWHHpxrsBE_4uYX36BPzrZvD8MtoVdQ?e=1Rjkbt

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

Interlocal Agreement: https://careersourcepascohernando-my.sharepoint.com/:f/p/btaylor/Env_wNnFhm1OsvbMEscjr0MBCnDEcUgyAHfCS6SA9LaK2g?e=1tg5Gc

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

Page one of our procurement policy says "2. The procurements must comply with the Uniform Administrative Requirements, Cost Principles, Audit Requirements for Federal Awards, **and Stevens Amendment**. The standards are contained in section 2 CFR, part 200 – finding a place to incorporate this in the plan.

Financial Policies and Procedures: <https://careersourcepascohernando-my.sharepoint.com/:f/p/btaylor/EpADRfLgRSpJkBO3gOSm44ABheDBzUp6XKTgXDJ7iscYPA?e=XsLqty>

The financial policies and procedures of the Pasco-Hernando Workforce Board (PHWB) require that the duties and responsibilities of the employees in the Finance Department must be separated, as staffing limits allow, ensuring that no one employee has sole control over cash receipts, disbursements, payrolls, bank reconciliations.

Another example of the LWDB's efforts to ensure there are no conflicts of interest is in the Administrative plan, which contains the following Code of Conduct and Conflict of Interest policies.

Code of Conduct:

No employee or authorized agent, LWDB member or officer, shall participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or apparent, is involved.

Such a conflict would arise when the individual (employee, agent, board member or officer), any member of the individual's immediate family, the individual's partner, or an organization which employs or is about to employ any of the above, has a financial or other interest in the firm or organization selected for award.

No employee or authorized agent, board member or officer, shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any sub-agreement.

Control for conflict of interest is exercised through PHWB's funding process. Proposals are evaluated by a team of Local Workforce Development Board (LWDB) members or designated staff, using a point system based on evaluation criteria published in each Request for Proposal. Final programmatic funding decisions are made by the LWDB. No one single individual or board member controls the selection or administration process.

Conflict of Interest:

No individual in a decision-making capacity, or involved in the writing of specifications or administration of the procurement process, shall engage in any activity, including the participation in the selection, award, or administration of a sub grant or contract supported by its funds, if a conflict of interest, real or apparent, would be involved.

Therefore, Financial and Organizational Disclosure Statements must be completed by all LWDB members and staff engaged in the award and administration of its contracts and sub grants. Within 30 days of their appointment or employment, and again annually, on January 1st, and at any other time that organizational affiliations change, such individuals will be notified that they must complete and file the above-mentioned disclosure form.

No LWDB member shall cast a vote, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), or on any matter which would provide any direct financial benefit to the appropriate individual or organization, except when that interest has been placed in a disclosed blind trust.

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

Minutes:

<https://www.careersourcepascohernando.com/pages/documents>

Board Members:

<https://www.careersourcepascohernando.com/files/public/06192019%20Board%20of%20Directors%20List%20for%20Website.pdf>

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

Posted December 2, 2019. Removed from website January 3, 2020. There were no comments from the public.

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

Interlocal Agreement: https://careersourcepascohernando-my.sharepoint.com/:f/p/btaylor/Env_wNnFhm1OsvbMEscjr0MBCnDEcUgyAHfCS6SA9LaK2g?e=1tg5Gc

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

Interlocal Agreement: https://careersourcepascohernando-my.sharepoint.com/:f/p/btaylor/Env_wNnFhm1OsvbMEscjr0MBCnDEcUgyAHfCS6SA9LaK2g?e=1tg5Gc

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

By-laws: <https://careersourcepascohernando-my.sharepoint.com/:f/p/btaylor/EqMpwevIXRpNnPT0PUFeu4cBstV05D7aAXCR6uvNu6jnGA?e=O4wqNA>

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

If you have any questions, please contact CareerSource Florida at:

FloridaWIOA@careersourceflorida.com

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

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

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

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

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

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

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled,

productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.

- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.

- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.

ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

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

Pasco: Ron Oakley, Chairman
County Commissioner District 1
8731 Citizens Dr., New Port Richey, FL 34654
Phone: 352 521-4111
roakley@pascocountyfl.net

Hernando: Jeff Holcomb, Chairman
County Commissioner District 5
20 N. Main St., Brooksville, FL 34601
Phone: (352) 754-4848
JHolcomb@HernandoCounty.us

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

Interlocal Agreement: https://careersourcepascohernando-my.sharepoint.com/:f:/p/btaylor/Env_wNnFhm1OsvbMEscjr0MBCnDEcUgyAHfCS6SA9LaK2g?e=1tg5Gc

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

Interlocal Agreement: https://careersourcepascohernando-my.sharepoint.com/:f:/p/btaylor/Env_wNnFhm1OsvbMEscjr0MBCnDEcUgyAHfCS6SA9LaK2g?e=1tg5Gc

D. Attach a copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations. At a minimum the by-laws must include:

i. The nomination process used by the chief elected official to elect the local board chair and local board members;

Directors appointed by the respective County Commissions shall be confirmed by The Board and shall hold office for a term of four (4) years running from the date of appointment, and until a successor shall have been elected and qualified or until an earlier resignation, removal from office or death.

ii. The term limitations and how term appointments are staggered to ensure only a portion of memberships expire in each year;

Directors are eligible to serve for three, consecutive four year terms and shall be required to have a break-in-service of one year before again becoming eligible for appointment to the Board.

iii. The process to notify the chief elected official of a board member vacancy ensuring a prompt nominee;

Upon learning of a vacancy, the assistant for each Chief Elected Official is notified. Appropriate personnel within each county post the vacancy on their websites to solicit interest.

iv. The proxy and alternative designee process used when a board member is unable to attend a meeting and assigns a designee per requirements at §679.110(d)(4) of the proposed WIOA regulations;

Upon release of further guidance from the State, this will be reviewed and implemented.

v. The use of technology, such as phone and web-based meetings used to promote board member participation;

In order to promote participation, arrangements for participation by teleconference are made for every Board and Committee meeting.

vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,

We partner with stakeholders such as economic development, chambers of commerce, education and community-based organizations to hold meetings and focus groups with an emphasis on workforce needs. We also utilize our unrestricted funds to provide lunch and learns and focus groups for local stakeholders. We think that this networking along with building personal relationships is the best way to ensure active participation.

vii. Any other conditions governing appointments or membership on the local board.

At such time that board appointments or membership needs to be revised based on current, Federal, State, or local legislation or guidance, as applicable, appropriate consideration will be given to further action.

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

Both Pasco and Hernando counties designate a commissioner to serve as a representative to the Pasco Hernando Workforce Board. Upon review and approval of the local plan by the Local Workforce Development Board or Executive Committee, a copy is sent to the local elected officials up to six weeks prior to the Board of County Commissioners (BOCC) meeting in the respective counties. The CEO/President of PHWB is scheduled to meet with the designee prior to the Board Meeting to answer any questions or concerns that may have arisen. Once the review period has ended, the CEO/President and designated CSPH staff will present the plan to the full board and the public and answer any additional questions at that time. After approval, the Chair of each county will sign three original copies (one executed agreement for each county and one for the local board to be submitted with the local plan).

(2) Local Workforce Development Board (LWDB)

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

David Lambert, Board Chair
Manager, Member Relations
Withlacoochee River Electric Cooperative
P.O. Box 278
Dade City, FL 33526
352 567-5133 ext. 6102

dlambert@wrec.net

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

Lorri Kindberg
HR Manager, Human Resources
Sparton Electronics
30167 Power Line Rd.
Brooksville, FL 34602
phone number 352 799-6520

email address. lkindberg@sparton.com

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

The LWDB provided guidance and leadership on the development of the plan. Once the draft was written, it was submitted to the LWDB for review and comments. The draft plan was also reviewed by management staff of core programs as well as mandatory one-stop partners, businesses and Board members. The plan was also posted for 30 days for public comment from December 3, 2019 to January 3, 2020. There were no comments received. Upon approval from the Board, the plan was submitted to the Local Elected Officials in each county for their approval.

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

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

In accordance with 20 CFR 679.420, the Pasco-Hernando Workforce Board, Inc. (PHWB) is the local fiscal agent that receives and disburses grant funds. As such, PHWB ensures sustained fiscal integrity and

accountability for expenditures of funds in accordance with OMB, WIOA and Federal/State policies and regulations. PHWB responds to audit financial findings, maintains proper accounting records and documentation, prepares financial reports and provides technical assistance to subrecipients regarding fiscal issues. At the direction of the LWDB, PHWB also procures contracts and obtains written agreements, conducts financial monitoring of service providers and ensures independent audit of all employment and training programs.

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

The PHWB is also the administrative entity and functions simultaneously in various roles including administrative entity, local fiscal agent, LWDB staff and direct provider of services. 20 CFR 679.430 allows LWDBs to have multiple functions.

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

The financial policies and procedures of PHWB require that the duties and responsibilities of the employees in the Finance Department must be separated, as staffing limits allow, ensuring that no one employee has sole control over cash receipts, disbursements, payrolls, bank reconciliations. Another example of the LWDB's efforts to ensure there are no conflicts of interest is in the Finance plan, which contains the following Code of Conduct and Conflict of Interest policies:

Code of Conduct:

No employee or authorized agent, LWDB member or officer, shall participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or apparent, is involved. Such a

conflict would arise when the individual (employee, agent, board member or officer), any member of the individual's immediate family, the individual's partner, or an organization which employs or is about to employ any of the above, has a financial or other interest in the firm or organization selected for award. No employee or authorized agent, board member or officer, shall solicit or accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to any sub-agreement.

Control for conflict of interest is exercised through PHWB's funding process. Proposals are evaluated by a team of LWDB members and/or PHWB staff, using a point system based on evaluation criteria published in each Request for Proposal. Final programmatic funding decisions are made by the LWDB. No one single individual or board member controls the selection or administration process.

No individual in a decision-making capacity, or involved in the writing of specifications or administration of the procurement process, shall engage in any activity, including the participation in the selection, award, or administration of a sub grant or contract supported by its funds, if a conflict of interest, real or apparent, would be involved.

Therefore, Financial and Organizational Disclosure Statements must be completed by all LWDB members and staff engaged in the award and administration of its contracts and sub grants. Within 30 days of their appointment or employment, and again annually, on January 1st, and at any other time that organizational affiliations change, such individuals will be notified that they must complete and file the above-mentioned disclosure form.

No LWDB member shall cast a vote, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), or on any matter which would provide any direct financial benefit to the appropriate individual or organization, except when that interest has been placed in a disclosed blind trust.

(4) One-Stop System

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

CareerSource Pasco Hernando (CSPH) has three full service one-stop centers that are located in Pasco and Hernando counties.

16336 Cortez Blvd. Brooksville, FL 34601

4440 Grand Blvd. New Port Richey, FL 34652

15000 Citrus Country Drive Dade City, FL 33525

In addition to the three comprehensive centers, our Mobile One Stop travels to remote locations on a weekly basis to provide services. Staff also provides services to customers at several satellite locations to include Pasco Hernando State College, Hernando County Health & Human Services, and Fred K. Marchman Technical College. Our Veteran staff utilizes the Mobile One Stop to deliver CareerSource services to homeless and low-income veterans at the annual Veteran Stand Down and to participate in veteran job and resource fairs with Congressman Gus Bilirakis. Veteran staff also teamed with Pasco Hernando State College to put on the Paychecks for Patriots event on November 6, 2019 – a job fair for our veteran customers.

In the past, our MOS had extra deployments to assist the United Way in delivering free tax preparation assistance to low income residents resulting in thousands of refunds dollars returning to the region.

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

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

All three comprehensive one-stop Resource Rooms (RR) are open to the public Monday-Friday from 8am until 5pm. The Employment Support Center (ESC) along with our WIOA and WT staff are available telephonically or through email and live chat, 8am-7pm, Monday-Friday and 8am-5pm on Saturdays.

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

The current One Stop Operator is Gulf Coast Jewish Family Services.

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

CSPH is the direct provider of services for Wagner-Peyser (WP), Workforce Innovation and Opportunity Act (WIOA), Temporary Assistance for Needy Families (TANF), Reemployment Services and Eligibility Assessment (RESEA) and Supplementary Nutrition Assistance Program (SNAP). CSPH will continue to request being the provider for these services. Eckerd Connects/Workforce Development currently provides WIOA Youth services.

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

For purposes of this contract, CSPH defines the basic role of a One-Stop Operator as an entity that will coordinate the service delivery of one-stop partners and service providers within our Career Centers. Actions taken by the One-Stop Operator should be at the direction of the Sr. VP of Operations. The One-Stop Operator shall have the following responsibilities:

- Maintain contact with one-stop partners through the coordination of quarterly meetings to improve communication, referral, service delivery, and tracking of performance of the partners;
- Compile a quarterly report of partner agency performance data;
- Participate, as requested, on projects with CSPH and their required partners;
- Encourage one-stop partners to use the principles of universal design in their operations to ensure customer access as needed;

- Share best practice examples with One-Stop partners that encourage the provision of services to individuals with barriers to employment, including individuals with disabilities, who may require longer term services, such as intensive employment, training, and education services;
- Comply with Federal and State regulations, as well as local policies;
- Working with CareerSource Pasco Hernando and applicable state agencies, create a strategic plan to integrate the intake, case management, and reporting of the one-stop partners;
- Assist with other initiatives as requested by CSPH.

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

During the last Monitoring Review conducted by DEO staff, November 12-18, 2019, CSPH met all certification requirements for all three one-stop locations. Career Center self-attestations can be sent as an attachment.

This was pulled from our DEO Monitoring Review –

A Career Center Credentialing review was conducted to determine compliance with program guidance. The methodology for conducting the review included self-certification by CSPH staff that the credentialing requirements had been met for the review period at each of the career center locations in the region (posters, signage and resource room verification). All other administrative requirements and records (listing of front-line staff, continuing education hours attained, complaint system information, etc.) were reviewed by the DEO monitors.

The monitors also reviewed the administrative documents provided to determine whether all “front-line” staff members had completed their required Tier I Certification courses and the 15 hours of continuing education courses in related subjects. As part of the credentialing process, the monitor reviewed the CSPH’s complaint system to ensure that a system was in place to process any Wagner-Peyser complaints received. No issues were observed.

Monitors Review-Credential Logs: <https://careersourcepascohernando-my.sharepoint.com/:f/p/btaylor/EspJNrK6-BRDuwXpK1EmPj8B0nVtf0qNqyzle9PP8qxtlA?e=1TNC7u>

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

A. Information on existing and emerging in-demand industry sectors and occupations; and

The top ten industry sectors predicted for the Pasco Hernando Region are:

- 722 - Food Services and Drinking Places
- 621 - Ambulatory Health Care Services
- 930 - Local Government
- 622 - Hospitals
- 238 - Specialty Trade Contractors
- 561 - Administrative and Support Services
- 441 - Motor Vehicle and Parts Dealers
- 452 - General Merchandise Stores
- 541 - Professional, Scientific, and Technical Services
- 624 - Social Assistance

Correspondingly, the demand occupations with the most employment gain for the Region are listed below:

le	SOC Title	Openings
35-3000	Food and Beverage Serving Workers	23,745
41-2000	Retail Sales Workers	21,204
43-4000	Information and Record Clerks	8,859
47-2000	Construction Trades Workers	8,318
35-2000	Cooks and Food Preparation Workers	6,759
	Material Recording, Scheduling, Dispatching, and	
43-5000	Distributing Workers	5,714
	Preschool, Primary, Secondary, and Special Education	
25-2000	School Teachers	5,486

37-2000	Building Cleaning and Pest Control Workers	5,321
39-9000	Other Personal Care and Service Workers	5,248
53-7000	Material Moving Workers	5,083
29-1000	Health Diagnosing and Treating Practitioners	4,691
53-3000	Motor Vehicle Operators	4,650
13-1000	Business Operations Specialists	4,425
43-9000	Other Office and Administrative Support Workers	4,091
49-9000	Other Installation, Maintenance, and Repair Occupations	3,989
43-6000	Secretaries and Administrative Assistants	3,926
35-9000	Other Food Preparation and Serving Related Workers	3,684
31-9000	Other Healthcare Support Occupations	3,600
29-2000	Health Technologists and Technicians	3,592
31-1000	Nursing, Psychiatric, and Home Health Aides	3,464

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

The growth in these top ten sectors is 14,000+ in growth alone by 2027 and when factoring in the churn of the labor market the number of employees needed will be over 50,000 individuals. Some will be new residents but most will be youth advancing into careers and current workers changing occupations.

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

Generally, the primary knowledge and skills needed for employers are literacy and soft skills such as communications, following instruction, and dependability. Many employers have training programs, both formal and informal, but, with a workforce that will show up every day any industry specific training is for naught.

Healthcare is the primary in-demand industry sector for the Pasco Hernando Region. It needs a skilled workforce for hundreds of openings each year. Currently there is training for most of these occupations

available through the State College system and some smaller private training providers. However, the volume of graduates is not sufficient to meet the growing demand. Demand occupations available for WIOA funding include: Registered Nurse, Physical Therapy Asst., Patient Care Technician, Dental Hygienist, Dental Assistant, Practical Nursing, and Respiratory Care.

Construction has recovered from the disaster of the Great Recession. However, that event forced many skilled individuals to seek employment out of the Region and in different industries. Employers need high school graduates willing to train in all levels of residential and commercial construction. Critical skills such as plumbing, electrical, masonry, and carpentry are needed, and training programs need to be expanded and, in some cases, created to address the sector’s shortages.

Manufacturing is growing with the Pasco Hernando Region. This expansion calls for more technically trained individuals with skills in metal fabrication (including CNC), plastic molding, electrical wiring, soldering, and mechatronics. Fortunately, the Region has training programs related to these occupations that can be accessed by employers. The challenge is to get employers to use the available training and customize instruction to meet their needs. The workforce development for this industry must increase numeracy comfort and metric system knowledge.

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

The current unemployment rate for the Pasco Hernando Region for November 2019 stands at 3.2%. This is down a full 1/2 percent from November 2018. For the same period the available workforce (those individuals working or looking for work) increased nearly 5,000 workers or 1.02%.

The current workforce age (25-64) educational attainment stands as follows

	Percentage	Number
No High School Diploma	9.8%	32,718

High School Graduate	31.7%	105,820
Some College, No Degree	23.1%	77,070
Associate's Degree	12.5%	41,681
Bachelor's Degree	15.8%	52,558
Postgraduate Degree	7.1%	23,613

Other Workforce Data	Pasco Hernando	Size
Labor Force Participation Rate and Size (civilian population 16 years and over)	51.6%	288,161
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	77.7%	187,528
Veterans, Age 18-64	7.0%	26,776
Veterans Labor Force Participation Rate and Size, Age 18-64	68.3%	18,292
With a Disability, Age 18-64, Labor Force Participation Rate and Size	30.8%	15,780

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

This is a major challenge for the Pasco Hernando Region. The small business nature of private sector employers means these they are multi-tasked and overloaded before they consider participation in

workforce development. This leaves the majority of the effort to Economic Development entities and vocational/technical education training vendors (both public and private). Pasco Hernando State College, Suncoast Technical Center, Marchman Technical College, and AmSkills work with employers to identify training needs and then provide such training. The economic development organization focus on employer expansion and recruitment.

The Pasco Hernando Workforce Board works with both the educators and the economic development organizations to provide its OJT and customized training services directly to employer as soon as a need is identified.

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

CareerSource Pasco Hernando offers a wide range of workforce services to offer to both businesses and the region's workforce. The WIOA program is designed to assist job seekers with high quality career services, education and training and the support services needed to obtain good jobs and retain their employment. Additionally, it is designed to match employers with the skilled workers they need to compete in the local and global economy. Training activities will be targeted to:

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

The WIOA authorizes Career Services for adults and dislocated workers. There are two types of Career Services available within CareerSource Pasco Hernando workforce system: Basic and Individualized Career

Services. These services may be provided in any order and with no required sequence allowing CareerSource Pasco Hernando staff the flexibility to target services to the needs of the customer.

Basic Career Services

Basic career services will be available to all individuals seeking services in the CareerSource Pasco Hernando workforce system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the CareerSource Pasco Hernando Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's unemployment insurance (UI) for claimants likely to exhaust benefits,) and orientation to information and other services available through the CSPH One Stops;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), transferrable skills and supportive service needs;
- Labor exchange services, including job search and placement assistance and, when needed by an individual, career counseling.
- Information on in-demand industry sectors and occupations (as defined in sec. 3(23) of the Opportunity Act);
- Information on nontraditional employment (as defined in sec. 3(37) of the Opportunity Act);
- Referrals to, and coordination of, activities with other programs and services, including those within the CareerSource Pasco Hernando region and, when appropriate, other workforce development programs within larger regional planning areas;
- Workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Performance information and program cost information on eligible providers of training services by program and type of providers;
- Information about how the local area is performing on accountability measures, as well as any additional performance information relating to the area's workforce system;

- Information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD) ; assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under the Opportunity Act; and
- Information regarding filing claims under UI programs, including meaningful assistance to individuals seeking to file a claim.

Individualized Career Services

If Career Center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, then these services are made available through CareerSource Pasco Hernando resources, including staff or partners. Staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include: diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives, and appropriate the combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to

prepare individuals for unsubsidized employment or training and, in some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services;

- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and selfmanagement skills; including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training, or employment;
- Financial literacy services;
- English language acquisition and integrated education and training programs.

All customers of the CSPH One Stops may avail themselves of the assessment services which have a variety of tools including, but not limited to:

- IBM Prove It Skill and Behavioral assessments
- CASAS
- CareerScope
- My Career Shines

Any customer considered for an Individualized Training Account (ITA) or other educational or training services must have the need for such services documented in the assessment process. Assessment updates may be made as the customers' circumstances change, and as new barriers to success are identified. Additionally, assessments 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 essential if sound decisions are to be made by the customers and staff regarding the services needed by the customer. assessments are especially important for lower-skilled or less-experienced potential workers, and for those seeking to enter a new field due to layoff. CareerSource Pasco Hernando's Business Services will continue to identify the skill needs of local businesses. The use of strategically planned forums will also assist in identifying skill needs. The Veteran Services Unit consisting of skilled and dedicated LVERs is fully integrated within Business Services and will assist in contacting and engaging Federal contractors and employers that have been identified as veteran-

friendly in their hiring practices. Veterans are identified at the point of entry of the CSPH One Stops and assessed for eligibility. Veterans determined to have Significant Barriers to Employment designated by federal guidelines are referred to a DVOP for Individualized Career Services. Any veterans determined to not have a significant barrier, or chooses not to receive services from a DVOP, are referred to and served through, the American Job Center (AJC) staff.

CareerSource Pasco Hernando uses three key tools to address the skill needs of local employers and close the existing skill gaps of the local incumbent, under-employed and unemployed populations: Customized Training (CT), On- the-Job Training (OJT) programs, and short-term training for certifications and/or credentials. The CT program 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. The training strategy is designed to assist individuals in need of services in order to retain their employment and to keep their skills relevant. The training may be provided to a single employee or a group of employees. The On-the-Job Training (OJT) Program provides local employers with qualified job seekers. The company is required to provide On-the-Job training in a full-time salaried or hourly position. The company is encouraged to retain the employee, if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50% of the employee's full-time salary or hourly rate for a standard OJT period, to be determined by the staff based on salary and standard time for OJT for the position. One of CareerSource Pasco Hernando sector initiatives is to prioritize identified industries to allow OJT contracts to be "weighted" and funded according to whether the business is in a targeted sector, the size of the business, as well as to the significant barriers to employment of the job seeker. Short-term training, provided through local educational entities, is designed to meet local businesses' immediate needs. Many of these credentials/certifications are not credit earning, so the training does not count toward the ITA calculations.

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

In October 2018, the CareerSource Pasco Hernando Youth Program launched Phoenix Rising; a 14 to 16-week, alternative education and construction trade program. Phoenix Rising seeks to revitalize economically challenged areas by making a positive difference in the lives of young adults between the ages of 18-24. Through Phoenix Rising, income-eligible participants receive hands-on and classroom training designed to develop workforce skills that lead to employment.

To date, 33 young adults have completed the Phoenix Rising program, earning industry recognized credentials as part of their Workforce Industrial Training; including OSHA, Forklift, and HAZMAT certifications. Through a partnership with Habitat for Humanity of East and Central Pasco County, over 5000 hours of paid work experience has been contributed to building four (4) homes in Dade City and remodeling homes for Habitat of Humanity offices in the East Pasco and renovating the Hernando Habitat of Humanity Restore! The Hernando Phoenix Rising cohort also gained work experience hours through a partnership with local builder Eugene Concklin's Shiloh Construction.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

The local vision of the Pasco-Hernando Workforce Board is to serve as a catalyst in the community for promoting self-sufficiency through the development of a quality workforce. That vision goes hand in hand with our mission. Our mission statement reflects the sentiments of both the Board and staff. "Pasco-Hernando Workforce Board enhances the economic development efforts of our region by providing a well-trained, high quality workforce which supports the success of local business and improves the quality of life". We believe in integrity, customer service, accountability and respect. Working closely with employers and customers to provide the skills and training needed to succeed in a career shows in customer satisfaction ratings and performance reports. Pasco-Hernando has consistently ranked in the top ten on the Governor's Placement Report since November 2011 and has met or exceeded all performance goals. Under existing legislation, the LWDA's have the policy and service design authority, taking into consideration the needs of the employers and jobseekers. Local input from Board Members,

businesses, chambers of commerce, economic development councils and other partner organizations will continue to shape the level and quality of services provided.

In addition, our vision aligns with Florida's strategic vision for WIOA implementation by working to accomplish the goals they have set in place that are as follows:

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

CSPH will continue to encourage the engagement of local employers in targeted industry sectors as well as developing strategies, to include career pathways, skills upgrades, certification for post-secondary credentials and apprenticeships that are designed to meet the needs of employers, workers and jobseekers. CSPH will promote the use of industry sector partnerships to address the needs of multiple employers in the industry, including On the Job Training (OJT), Employed Worker Training (EWT), Incumbent Worker Training (IWT), apprenticeships and work experience.

CSPH promotes the Governor's position on continuing to prioritize developing a highly-skilled and dynamic workforce that meets all employer needs. This focus applies to employees as well as to job seekers. With that position in mind, there has been a stronger focus on OJT opportunities in all programs, including

Temporary Assistance to Needy Families (TANF), Trade Adjustment Assistance (TAA) and Supplementary Nutrition Assistance Program (SNAP). OJT provides training as well as subsidized employment for a short period of time. Customers are assessed and offered workshops and work experience to enhance their “work readiness” skills. Many jobseekers have been on the same job for years and need a little support to bring their skills up to the standards of the employer. Many jobseekers need more support and workshops prior to being deemed work ready. Once customers are considered work ready, the job matching begins. We focus on finding the perfect match between employer and job seeker, including youth and individuals with disabilities. When the OJT has been completed and the employer is satisfied with the progress, the job seeker is hired into a permanent position. The employer and jobseeker have both been very pleased with this arrangement. Job creation in a sluggish economy along with the ability to place the “long term unemployed” into permanent positions has created a win-win situation for all involved.

With the addition of the Workforce Re-Entry Program, funded by Pasco County, supportive services can be provided to those hardest to serve individuals. This program provides gas cards and bus passes and has purchased a bicycle for a customer that was walking to his new job. It is also an allowable cost to purchase work clothes, tools, car repairs and pay for skills upgrades and On the Job Training (OJT). With these and other support services being provided and the one on one attention and mentoring they receive, the majority of these customers have retained employment past the 90 days CSPH agreed upon in the contract with the county.

Career Academies have been a strong focus in the past seven years as CSPH assisted in the initial planning stages for both Pasco and Hernando counties. Staff participates on local steering committees with region’s School Board staff as well as higher education, business and economic development organizations in order to review and determine needs of the area. The contracted youth provider and CSPH’s Youth Coordinator works closely with school personnel in the region in an effort to assist qualified youth in funding for industry recognized certifications as well as other types of support services. There is also a strong focus on training, entrepreneurship and work experience in an effort to enable our youth, including those with a disability or barriers to employment, to successfully enter and advance in our workforce. CSPH was invited to provide input on the five-year strategic plan for both Pasco and Hernando counties. The school systems are excited about the prospect of engaging our youth at younger ages as middle school youth has become the next focus for Career Academies.

CSPH staff research and apply for applicable Federal, State and Corporate grants in an effort to offset costs that will allow job seekers the ability to be trained quickly and re-enter the job force or upgrade their skills in a short time frame.

LWDB members set goals that align with the Performance Measures negotiated on an annual basis with the Department of Economic Opportunity. These goals include placement, retention and earnings for WIOA, TANF and WP programs. For youth goals, LWDB members are looking for youth to attain a degree or certificate, placement and literacy/numeracy gains. PHWB also has a goal to have staff more visible in the community and to actively participate in community meetings. The CEO/President and staff actively participate in various community activities and meetings. The CEO/President is an active member of the Tampa Bay Partnership (TBP) Education Committee. The Tampa Bay Partnership galvanizes the business and political leadership of Tampa Bay to exert its collective influence on the policies, programs and projects that enhance the economic competitiveness and prosperity of our region. Through the Partnership's public policy, political action and research initiatives, a diverse community is united with one shared vision and one powerful voice on issues of regional significance. Formally incorporated in 1994, and reestablished in 2016 with a new mission and leadership structure, the Partnership offers a unique peer-to-peer environment where the region's top business leaders champion regional solutions to the toughest economic challenges facing Tampa Bay today.

The Local Workforce Development Board members unanimously agree that CSPH should exceed in Job Seeker Customer Satisfaction ratings. It is the desire of the Board to enhance job creation, work readiness skills, STEM related activities for youth, cement local partnerships, assist in local economic development efforts and tailor training to employers' needs.

Strategic Goals

- Strategically align workforce development programs to ensure employment and training services provided by the core programs are coordinated and complementary that provides businesses with skilled, productive, and competitive talent.
- To assist customers with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.

- Promote accountable, transparent and data-driven workforce through performance measures
- Provide outstanding customer service
- Promote alignment of workforce development programs with regional economic development strategies to meet the needs of employers
- Enhanced and streamlined operations
- Improved access to comprehensive services
- Improved services to employers and promote work-based training
- Enhanced workforce services to ensure unemployed and job seekers have access to high-quality, improved workforce services to include career exploration, educational attainment and skills training for in-demand industries and occupation.
- Improve services to individuals with disabilities
- Prepare disconnected youth and other job seekers for successful employment; serve a minimum of 75% of out of school youth; spend at least 20% of youth formula funds on work experience activities
- Streamline and strengthen the strategic roles of the LWDB

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

The One-Stop Operator Partner Committee comprised of LWDA staff, provider and partner staff. These meetings are held on a quarterly basis. Input and recommendations are being gathered from the committee to create a universal referral process that meets the needs of all partner and community-based organizations and that will replace the current process. In addition, this Committee may discuss leveraging of funds that are available to mutual customers. In addition, we work closely with them to assist mutual customers that are currently receiving disability gain employment through the Ticket To Work program.

Regular discussions with core programs' key staff determine how to best coordinate and complement services to ensure jobseekers acquire the skills and credentials needed to meet the employer's needs. The Business Services Team (BST) meets with countless employers on a regular basis and receives input and feedback that is essential in the development of the local plan.

CSPH also partners with Mid Florida Community Services to leverage funds to mutual customers that need training to find sustainable employment. Funds are also leveraged for supportive services. Interagency referrals were developed and CSPH staff, as well as Mid Florida staff, was cross trained in the general eligibility requirements for both organizations.

CSPH will continue to implement and support cross-training for staff as well as for partner programs. We will develop and execute Memoranda of Understanding with core program entities and other key partners that will document agreed to strategies to enhance the provision of services to employers, workers and job seekers, such as use and sharing of information, performance outcomes, and cooperative outreach efforts with employers.

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

The CEO/President of CareerSource Pasco Hernando meets with the LWDB Chair, the Local Elected Officials (LEOs), board members and business partners on a recurrent basis to obtain feedback on goals and priorities. All state and local performance measures are presented and discussed at committee and Board meetings to ensure satisfactory progress and appropriate correction measures. The CEO/President also meets with the management staff to provide direction in the day to day operational and financial processes needed to meet those goals. CSPH will solicit input from businesses to ensure their needs are being met and to find out what else may be needed to provide them with a highly trained workforce. CSPH will increase the number of OJTs, EWTs, apprenticeship, work experience and internships for training and job creation purposes. Staff will continue to receive a minimum of 15 continuing education hours annually, be Tier I certified, receive cross training and have goals that tie into performance measures. All programs are monitored internally throughout the year. DEO also monitors finance and programs on a yearly basis as does an independent CPA firm. By having processes and policies in place, CSPH is intent on remaining a high-performing board.

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

CSPH has an Individuals with Disabilities Services Committee that meets on a regular basis to discuss the needs of customers within our community. CSPH will meet with core program staff, partner agencies and businesses to leverage resources to improve meeting the needs of customers with disabilities and other population groups protected under the Act. CSPH also participates in the Ticket to Work program to assist those customers that are receiving Social Security Disability, find sustainable employment. CSPH will continue to provide accessibility to employment and training services for individuals with disabilities. The Board is exploring the use of on-the-job training for individuals with disabilities and how they might be able to self-market during their job search effort. This effort is in conjunction with the Individuals with Disabilities Services Committee and its partner agencies.

CSPH will continue to bring together core program and partner staff as well as the business community to integrate services and support to improve services to individuals and youth with disabilities and barriers to employment. We will continue to improve upon the service delivery design by establishing new processes, policies, partnerships, assessments and programs to improve the employment outcome. A more active engagement with businesses will identify the skills support needed by individuals with disabilities. These needs will be communicated to core program staff, partner agencies, education providers, job seekers and state decision makers. CSPH will continue to ensure physical and programmatic access to employment and training, training vendors and our facilities. We will also work to provide more job training opportunities, including OJT, EWT, apprenticeships and work experience. CSPH will continue to work towards increasing the number of individuals with disabilities 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.

The Workforce Re-entry Grant funded by Pasco County provides funding for individuals with multiple barriers including those individuals with disabilities. The funding may be used for short-term training, support services or On the Job training and allows customers to work closely with a Recruitment

Coordinator. The Recruitment Coordinator not only assists with the tools necessary to obtain sustainable employment (resume assistance, interviewing techniques, etc.) but they also follow-up monthly with those customers that have found employment. CSPH has seen great retention rates among those individuals that are the hardest to serve using these techniques.

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

The CEO/President of Pasco-Hernando met with the LWDB Chair, the Local Elected Officials (LEOs), board members, representatives of Economic Development, local colleges and universities, community agencies and business partners on a recurrent basis to obtain feedback on the vision and goals. CSPH will continue to solicit input from businesses to ensure their needs are being met and to find out what else may be needed to provide them with a highly trained workforce and add new goals as needed. The plan process has also provided an opportunity for public comment and input into the development the plan. The plan was made available through a posting on our website, other electronic means and in open meetings to ensure transparency to the public.

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

The CEO/President meets with the LWDB Chair, the Local Elected Officials (LEOs), board members and business partners on a recurrent basis to obtain feedback on performance accountability measures. State and local performance measures are presented and discussed at committee and Board meetings to ensure satisfactory progress and appropriate correction measures. Staff is given yearly performance goals that directly align with the state performance measures.

The state measures include the following:

- WIOA AD/DW - Employed 2nd and 4th qtr. after exit; median wage 2nd qtr. after exit and credential attainment rate
- Youth Employed - 2nd and 4th qtr. after exit and credential attainment rate
- Wagner Peyser - Employed 2nd and 4th qtr. after exit and median wage 2nd qtr. after exit

The CEO/President provides direction to the management staff to ensure the day to day operational and financial processes needed to meet those goals are being followed. Input from businesses is received after regularly scheduled meetings to ensure goals are in place to meet the needs of our employers and to continue in our efforts to support economic growth and self-sufficiency. CSPH will solicit input from businesses to ensure their needs are being met and to find out what else may be needed to provide them with a highly trained workforce. CSPH will increase the number of OJTs, EWTs, apprenticeships and work experience for training and job creation purposes and to support economic growth and self-sufficiency.

Although the majority of CSPH’s goals relate to the performance accountability measures, the following most closely fall in line with those measures:

- Strategically align workforce development programs to ensure employment and training services provided by the core programs are coordinated and complementary so that jobseekers acquire the skills and credentials that meet the employer’s needs.
- Enhanced workforce services to ensure unemployed and job seekers have access to high-quality workforce services
- Improve services to individuals with disabilities
- Prepare disconnected youth and other job seekers for successful employment; serve a minimum of 75% of out of school youth; spend at least 20% of youth formula funds on work experience activities
- Promote alignment of workforce development programs with regional economic development strategies to meet the needs of employers

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

PY 2018 - 2020 Local Performance Levels Negotiation Response	
Local Workforce Development Board (LWDB): 16	Career Source Pasco Hernando
LWDB Contact Name:	Brenda Gause

LWDB Contact Phone:	352-593-2226
LWDB Contact Email:	bgause@careersourcepascohernando.com

Measures	PY 2018-2019 Performance Levels	PY 2019-2020 Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	90.0%	90.2%
Employed 4th Qtr. After Exit	83.0%	83.5%
Median Wage 2nd Quarter After Exit	\$8,000	\$8,000
Credential Attainment Rate	87.0%	87.5%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	88.0%	88.2%
Employed 4th Qtr. After Exit	83.0%	83.2%
Median Wage 2nd Quarter After Exit	\$7,100	\$7,100
Credential Attainment Rate	87.0%	87.5%
Youth:		
Employed 2nd Qtr. After Exit	77.0%	77.5%
Employed 4th Qtr. After Exit	70.0%	70.2%
Credential Attainment Rate	90.0%	90.3%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	65.0%	65.2%
Employed 4th Qtr. After Exit	64.0%	64.2%
Median Wage 2nd Quarter After Exit	\$5,000	\$5,000

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

The negotiated performance measures are presented and discussed with sub-committees and the full Board. The indicators used by the LWDB to measure performance and effectiveness are: the new Continuous Improvement Performance Initiative, the state negotiated performance goals, Monthly

Management Reports (MMR) and EF reports. CSPH staff use a system of ad hoc/state created queries using the EF Data Store so that local performance can be monitored and direct changes in an effort to improve performance. CSPH staff monitors programs internally, not only for contracted service providers, but to ensure our own staff remains compliant. The CEO/President meets with the LWDB Chair to discuss performance measures as well as with staff. The CEO/President and/or the Sr. VP of Operations also have discussions with the Service Provider regarding any issues that may surface. DEO monitors programs and finance on a yearly basis. CSPH also has an independent CPA company that audits finance and programs annually.

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

Directive:

Pasco Hernando Workforce Board’s service providers shall base the accessibility of WIOA services which include intensive services and training services for employed workers on the below definition of “self-sufficient employment”.

- the intent of such WIOA funded services and/or training shall be to increase the workers earnings to the level of self-sufficiency.
- The employed worker, whether served out of Adult or Dislocated Worker funds, must meet all eligibility requirements for the particular program from which they will be served to include receiving at least one core service prior to delivery of intensive services and one intensive service prior to delivery of training services.
- The employed worker must also be determined to need these services in order to obtain or retain employment that allows for economic self-sufficiency.
- The participant’s lack of economic self-sufficiency is an eligibility criterion for serving the employed worker.

- The requirement to first serve recipients of public assistance and other low-income individuals should funds be limited still applies when serving the employed worker with WIOA funds.
- In Region 16 (Pasco and Hernando counties), self-sufficient employment means earning a rate of pay representing:

For WIOA eligible adults:

- Family earnings of 200% or more of the LLSIL (Lower Living Standard Income Level) based upon family size as determined annually by the Department of Labor.

For WIOA eligible dislocated workers:

- A worker who has been given notice of lay-off or is laid-off and at time of eligibility determination has income of no more than 80% of the job of dislocation.

For WIOA eligible employed workers:

- Family earnings of 200% or more of the LLSIL (Lower Living Standard Income Level) based upon family size as determined annually by the Department of Labor.

For WT eligible adults:

- Family earnings of 200% or more of the LLSIL (Lower Living Standard Income Level) based upon family size as determined annually by the Department of Labor

200% OF POVERTY INCOME ELIGIBILITY GUIDELINES

The U.S. Department of Health and Human Services (HHS) issues the poverty guideline each year in the Federal Register. These guidelines are a simplification of the poverty thresholds in determining financial eligibility for certain federal programs.

The 200% of poverty level table will be utilized to determine financial eligibility for the TANF Non-WAGES diversion population in that the income reported must be below these limits. An updated table will be

provided to the Service Providers by the Administrative Entity on a yearly basis and will be used to determine self-sufficiency.

Family size is determined by counting the parent(s) or relative caretaker and the children living in the same household. Any other individual living in the household is not considered as a member of the family for the purpose of TANF income eligibility. For those families involved in a Reunification Plan, the children are to count as if they were currently living in the same household.

Exceptions may be made to this policy by Region 16 when doing so is in the best interest of Region 16 or its customers. No Contractor or service provider of Region 16 is authorized to provide assistance different from or in addition to the assistance described in this statement of policy, except as such authority may be expressly granted in this statement of policy.

COORDINATION OF SERVICES

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

Committees were formed that consist of CSPH staff, core program staff and partner staff. These committees meet on a quarterly or as-needed basis to discuss the coordination of individualized career services to prevent duplication and improve services to customers. During these meetings, each partner gives an overview of the services they offer and provides program updates. Partner staff and CSPH staff work together to create internal referrals, discuss employment and training activities and integration of services to leverage funds among programs while addressing the needs of special populations, drop-out prevention and other needs among organizations. Attendees discuss and determine how to best coordinate and complement service delivery so that job seekers acquire the skills and credentials that meet employers' needs. CSPH staff and committee members will develop strategies to support staff training and awareness across programs supported under WIOA as well as other key partner programs.

Core programs managed through direct services:

- Labor Exchange services provided under Wagner-Peyser staff
- Trade Adjustment Assistance programs – DEO staff provided
- Veteran’s Employment program
- Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker (AD/DW)
- Temporary Assistance for Needy Families (TANF)
- Reemployment Services and Eligibility Assessment (RESEA)
- Supplemental Nutrition Assistance Program (SNAP) formerly known as Food Stamps
- Ticket to Work program
- Information and local navigation assistance to DEO’s state Unemployment Compensation program

Core programs managed through a contracted provider or partner under MOU:

- WIOA Youth – Eckerd Connects/Workforce Development
- Division of Vocational Rehabilitation
- Department of Juvenile Justice
- Senior Community Service Employment Program – operated by Pinellas Urban League (PUL)
- Adult Education and Literacy programs under Title II
- Career and Postsecondary Education programs
- TANF program employment and training services to the non-custodian parent through the Non-Custodial Parent Employment and Training program (NCPEP) – Gulf Coast Jewish Family Services

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

CSPH staff will coordinate planning and service delivery strategies with local economic development organizations and align with current economic development initiatives and strategies to meet the needs of local and regional industries and potential new employers. CSPH will conduct periodic gap analyses in partnership with local economic development agencies through the use of surveys and focus group 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. Pasco Economic Development Council facilitates a CEO Forum for Target Industries in the region which provides valuable input into workforce development and service strategies. 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 CSPH staff to determine what changes, if any, are needed based on this input from local employers in targeted industry sectors. CSPH staff will participate in regional workforce committees and task forces convened for the purposes of working to meet the employee needs and training initiatives of employers. CSPH staff will continue to work with the Economic Development organizations in both counties to expand partnerships and improve communication between the target industry clusters and the workforce development system. PHWB's CEO/President is a current member of the Pasco Enterprise Network. Since April of 2010, collaboration meetings were held to develop a plan to coordinate assistance to small businesses and entrepreneurs in Pasco County through the creation of a small business assistance network with "virtual network" components. PHWB's CEO/President has been involved in the development and continued meetings. Members of this coalition also include the Pasco Economic Development Council, seven Pasco county Chambers of Commerce, Pasco County libraries, PHSC, St. Leo University, Small Business Development Center, SCORE, UF/IFAS Extension Pasco County, and the Prospera. Prospera is an economic development, nonprofit organization specialized in providing bilingual assistance to Hispanic entrepreneurs trying to establish or expand their business. The Pasco Economic Development Council, Inc. has a full menu of services for entrepreneurs and people looking to start businesses. These programs include business and entrepreneurship education, funding, workspace, business incubation and technical assistance in the form of workshops, classes and mentoring. CSPH STAFF also attended the Annual Pasco Economic Forecast Meeting and networking event as well as the Pasco50 event which is a focus group comprised of local human resource professionals. The Business Services Team and the management team of CSPH are invited to network, have tables and participate at these events.

(3) Coordination of Education and Workforce Investment Activities: Describe how the local board coordinates education and workforce investment activities carried out in the local area with relevant

secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10)).

Local Workforce Development Area (LWDA) 16 has an extensive history of effective alignment between workforce programs and public secondary and post-secondary institutions and agencies. CSPH will continue to work collaboratively with the local secondary and post-secondary education programs in the community to fully implement the strategic intent of WIOA.

CSPH staff, in close collaboration with Pasco Hernando State College (PHSC) works together to host an annual career fair. CSPH staff and PHSC staff have volunteered to provide resume assistance and other employability workshops during the career fair as well as to provide placement assistance. Staff has also partnered in the past with PHSC in the application process for numerous grants. We will continue to increase coordination, collaboration, and information sharing among the region's postsecondary institutions and to increase awareness about career ladders and opportunities in the target clusters among existing and future workers.

CSPH's Youth Coordinator focuses on services with our in-school youth in both counties. The Youth Coordinator works closely with both the Hernando and Pasco County District School Boards, Pasco Hernando State College, Suntech Adult Education and Fred K. Marchman Technical College. The Youth Coordinator has arranged for various employers to speak to the youth about their businesses and the types of training they may need to pursue a career in the industry. Some of the guest speakers include the Ironworkers Union, Supervisor of Elections, Monster Transmission, Alumi-Guard, Pharmaworks, Accuform and AmSkills, to name a few. The Youth Coordinator works closely with the Department of Juvenile Justice, Paxen Learning, PACE Center for Girls and Eckerd Connects/Workforce Development. Youth throughout both counties have been given the opportunity to tour various businesses and manufacturing sites including the Dade City Courthouse, the Iron Workers Union, Monster Transmission, Metler Toledo and Tru Simulation, just to name a few. Apprenticeships and internships are high on the list of priorities for the Youth Coordinator and we currently have active internships being developed with Monster Transmission and the Iron Workers Union as well as a potential Trades Program in Pasco County for the summer. In coordination with PHSC, LWDA16's Youth Coordinator has started a new project. It is called the Career Prep Program. The program continues to grow and ensure that our local technical

students receive interview and career skills training prior to entering the workforce. By partnering with the schools, local businesses and colleges, duplication of services is at a minimum.

Our WIOA Youth provider continues to work with Out of School Youth (OSY) and has active internships with many area employers. It is a true success when one of the interns finds sustainable employment at the worksite.

In October 2018, the CareerSource Pasco Hernando Youth Program launched Phoenix Rising; a fourteen to sixteen-week, alternative education and construction trade program. Phoenix Rising seeks to revitalize economically challenged areas by making a positive difference in the lives of young adults between the ages of 18-24. Through Phoenix Rising, income-eligible participants receive hands-on and classroom training designed to develop workforce skills that lead to employment.

To date, 33 young adults have completed the Phoenix Rising program, earning industry recognized credentials as part of their Workforce Industrial Training; including OSHA, Forklift, and HAZMAT certifications. Through a partnership with Habitat for Humanity of East and Central Pasco County, over 5000 hours of paid work experience has been contributed to building four (4) homes in Dade City and remodeling homes for Habitat of Humanity offices in the East Pasco and renovating the Hernando Habitat of Humanity Restore. The Hernando Phoenix Rising cohort also gained work experience hours through a partnership with local builder Eugene Concklin's Shiloh Construction.

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

With the addition of the Workforce Re-Entry Program, funded by Pasco County, supportive services can be provided to those hardest to serve individuals. This program provides gas cards and bus passes and has purchased a bicycle for a customer that was walking to his new job. It is also an allowable cost to purchase work clothes, tools, car repairs and pay for skills upgrades and On the Job Training (OJT). With these and other support services being provided and the one on one attention and mentoring they receive, the majority of these customers have retained employment past the 90 days CSPH agreed upon in the contract with the county.

Supportive services are provided through several programs in the local area. The Temporary Assistance for Needy Families (TANF) provides transportation, childcare, personal and family counseling (must be approved by the Program Manager or designee) and medical services that are necessary but not covered by Medicaid. In addition, it will also cover education and training as well as student fees. Gas card and bus passes are also given. PHWB has 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. Referrals are given to our partner agency, Mid Florida Community Services. Working closely with Mid Florida allows CSPH to leverage funds. Services provided by Mid Florida include educational assistance, vocational training, rent/mortgage assistance, energy assistance and food assistance. In addition, Mid Florida will assist with childcare, medical and financial literacy.

CSPH 's Mobile One Stop travels to remote locations throughout both counties to bring services to those remote areas where no public transportation is available. CSPH is also a participating member of the Pasco County Transportation Board. This ensures that workforce development representation is present to address the needs and issues facing our customers. It also provides us with the opportunity to provide input on budget issues facing public transportation needs in our community, as well as service delivery.

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

Wagner-Peyser (WP) has been co-located in the CSPH one-stop long before it was mandated under WIOA regulations. CSPH/DEO staff provide WP services on a daily basis and have been trained to deliver those services to avoid duplication of services and to provide improved, coordinated service delivery. PHWB, in partnership with the state agency, the Department of Economic Opportunity (DEO), provides employment services through the one-stop system under the Wagner-Peyser Act. Funding for state employees is provided through DEO as well as oversight of human resources and policy guidance in the delivery of WP

employment services. PHWB's management have the authority to hire and fire staff upon receiving approval from DEO, train state employees and supervise all day-to-day functions along with the delivery of WP services within the one-stop centers in coordination with all other programs and services.

PHWB has operational policies and procedures for the delivery of programs and program services to include WP employment services under the Wagner-Peyser Act. Staff training and development is seamless across board, partner and state staff. All staff manages and tracks delivery of services through a single integrated state management system, Employ Florida (EF), which captures staff-assisted and self-services through labor exchange. One central MIS system strongly supports coordination and reduces duplication of services. PHWB's central document management system, ATLAS system, helps support participant record retention promotes coordination of services and reduces duplication of services.

All three of Pasco and Hernando county one-stops provide universal access to an integrated array of labor exchange services so that workers, job seekers and businesses can find the services they need. CSPH provides a variety of employment related labor exchange services including, but not limited to, job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants including work test requirements, and recruitment services to employers with job openings. Depending on the needs of the labor market, other services such as job seeker assessment of skill levels, abilities and aptitudes, career guidance when appropriate, job search workshops and referral to training may be available.

The services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements, skills and other attributes, assisting employers with special recruitment needs, arranging for Job Fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring and helping employers deal with layoffs. Job seekers who are Veterans receive priority referral to jobs and training as well as special employment services and assistance. The system also provides specialized attention and services to individuals with disabilities, migrant and seasonal farm-workers, ex-offenders, youth, minorities and older workers.

All staff are required to obtain a Tier I certificate within six months of being hired. Staff is given access to online training modules that covers topics including the history of workforce, an overview of workforce programs, customer service and various job placement techniques. Once the modules are completed,

staff must then take and successfully pass a comprehensive exam to demonstrate their proficiency in assisting job seekers and employers. Staff is also required to complete 15 hours of continuing education on an annual basis.

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

CSPH has staff from the Hernando County School Board's Adult & Technical Education Program in the one-stop center on a regular basis. An internal referral system is used to refer interested customers to services that are provided. Services provided are:

- Focusing on developing all students' literacy and numeracy proficiencies and emotional wellbeing through consistent use of evidence-based instructional practices
- Closing academic proficiency gaps between low-performing and high-performing student populations and schools
- Providing equitable funding and resources to maintain quality programs and services that support increased success for all students and school improvements
- Postsecondary education leading to industry certification in local workforce areas of need
- Developing and improving comprehensive early-warning systems that work proactively to identify and provide supports for students at-risk for poor performance, failure or dropping out of school
- Soliciting and evaluating input and support from a diverse range of relevant stakeholders prior to implementing new programs and continuing existing programs
- The term "family literacy activities" means activities that are of sufficient intensity and quality, to make sustainable improvements in the economic prospects for a family and that better enable parents or family members to support their children's learning needs, and that integrate all of the following activities:

- Parent or family adult education and literacy activities that lead to readiness for postsecondary education or training, career advancement, and economic self-sufficiency.
- Interactive literacy activities between parents or family members and their children.
- Training for parents or family members regarding how to be the primary teacher for their children and full partners in the education of their children.
- An age-appropriate education to prepare children for success in school and life experiences

The adult education system provides academic instruction and education services below the postsecondary level that increases an individual's ability to read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its equivalent. In Pasco County, CSPH staff works closely with the Principal of Fred K. Marchman Technical College Adult to determine local high-wage high-demand careers for developing career pathways. Both Fred K. Marchman Technical College and Hernando Adult Education provide student-centered learning guided by the needs of business to provide knowledge and skills necessary for today's workforce. Both Hernando and Pasco school boards offer technical programs, high school programs, GED and ESOL as well as underage GED preparation. CSPH staff is currently co-located at the Fred K. Marchman Technical College. CSPH provides job placement assistance and employability skills training to interested students. CSPH staff and management of Marchman are currently working together to develop an internal cross-referral system and sharing of outcomes. A link to Employ Florida has been added to Marchman's website, and students in Hernando County are introduced to the resource during orientation.

Title II of the Workforce Innovation and Opportunity Act legislation requires the local workforce board to coordinate with adult education providers, including reviewing applications from eligible adult education providers to determine whether they are aligned with the local plan and make recommendations to the state agency administering adult education on promoting alignment. WIOA legislation also requires a partnership among the Federal Government, States, and local workforce development boards to provide adult education and literacy activities. The primary goals outlined in WIOA for Adult Education includes:

- Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency

- 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;
 - Lead to sustainable improvements in the economic opportunities for their family;
 - Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways and English language acquisition program.

The term "English language acquisition program" means a program of instruction to:

- designed to help eligible individuals who are English language learners achieve competence in reading, writing, speaking, and comprehension of the English language and leads to:
 - attainment of a secondary school diploma or its recognized equivalent
 - and transition to postsecondary education and training or employment

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

- Printed information about the educational services available
- Assistance to participants in obtaining available financial aid information and make appropriate referral
- Referrals for GED preparation and testing
- Information on nontraditional career opportunities
- Information on youth and adult apprenticeship programs
- Information on special events focusing on career exploration
- Information to Career Center staff on educational and training opportunities

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

CSPH staff assigns referred TANF customers to activities appropriate to their individual situations. Customers that need to gain work skills or experience, will be assigned Community Service Work Experience (CSWE) where they will work with employers to gain the needed training to obtain employment and work towards self-sufficiency. Customers with recent work experience may be assigned to job search in an attempt to get them back into the workforce. Staff also looks to enroll customers into paid vocational training so they can learn a new skill or trade in order to gain employment in an in-demand occupation.

Referred SNAP customers are provided a group orientation and then assigned to activities for 80 hours per month which may include work experience, job search and education. As long as they complete the assigned 80 hours in a calendar month, CSPH staff can request a food stamp reimbursement (FSR) which will go directly onto their EBT card as cash.

All customers are encouraged to utilize our resource rooms for job searching purposes and are notified electronically of job fairs, recruitments or hiring events.

CareerSource Pasco Hernando (CSPH) has streamlined processes and procedures, as well as processes in place to assist individuals into sustainable employment opportunities and self-sufficiency. CSPH has a robust array of services and resources referrals that can be delivered to mandatory participants to reduce barriers to self-sufficiency.

Our local region emphasizes work, self-sufficiency, and personal responsibility in a program structured to enable participants and families to move from welfare to economic self-sufficiency. Our goals are as follows:

- a. Provide supports and guidance to participants while referred to the WT program to keep children and families intact and stable.
- b. Develop opportunities for participants to provide for their own needs, enhance their well-being, and preserve the integrity of self-reliance.
- c. End dependence of needy families on government assistance by emphasizing work, self-sufficiency, and personal responsibility while meeting the transitional needs of program participants who need support to achieve independent, productive lives, and gain responsibility that comes with attaining self-sufficiency.
- d. Deliver needed services and referrals to participants to ensure full cooperation during the mandatory referral to the programs and also transitional services afterwards.

Support Services

Support services enable families to remove barriers to participation in work or alternative requirement plan activities and employment and leave the program on the path to self-sufficiency. CSPH has local operating procedures that prioritize services based on the needs of individuals and caseload. CareerSource Pasco Hernando authorize support services and make referrals to appropriate entities. The inability to offer necessary support services may serve as good cause for a customer's non-participation in work activities. Support services include, but are not limited to:

- a. Child Care:** CSPH staff authorizes child care for the hours of work activity or employment plus a reasonable time to travel to and from the child care facility and the place of work activity/employment and return. Each family must contribute to the cost of child care through a parent co-payment, using the fee schedule established by the local School Readiness Programs or Early Learning Coalitions. The child receiving care must be within the specified degree of relationship to the participant to be eligible to receive TANF-funded assistance and must be included in the assistance group.
- b. Transportation:** Transportation expenses for participants include bus tokens or passes, transit vouchers, car repairs, and gasoline. CSPH offers support to participants for transportation in advance or reimburse against receipts or invoices. If funds are available, staff may request for vehicle operation and repair expenditures necessary to make a vehicle serviceable, vehicle registration and driver license fees and liability insurance for up to six months.
- c. Ancillary Expenses:** These may include books, tools, clothing, education or training fees; background checks, drug screening or other costs to comply with employers' hiring conditions; or other expenses necessary to complete work or alternative requirement plan activities.
- d. Personal and Family Counseling Therapy:** Counseling may be provided to participants who have personal or family problem problems caused by substance abuse or mental health that are a barrier to participation or employment. CSPH refers participants to community services that are available without additional cost. If the community services are not available at no cost, support service funds may be used.

e. Medicaid: Families that meet Medicaid eligibility requirements receive medical services under the Medicaid program. Florida does not use TANF funds to pay for medical services.

Transitional Benefits and Services: WT places great emphasis on transitional benefits and recognizes them as the cornerstone of Florida's efforts to support families as they move toward full self-sufficiency. Transitional benefits include:

Cash Assistance Severance Benefit: To preserve TCA eligibility months, participants who are working and earning income may choose to receive a one-time lump-sum payment of \$1,000 in lieu of ongoing TCA in accordance with s. 445.026, F.S. The participant must have received TCA for six consecutive months since October 1, 1996 to be eligible. CSPH staff inform participants of the benefit and ensures they meet eligibility requirements. Participants must sign an agreement that receipt of the payment precludes applying for assistance for six months unless they can demonstrate an emergency. Families that accept the benefit retain their eligibility for food stamps or Medicaid as long as the family continues to meet eligibility criteria for each of these programs. There is no penalty for families that opt not to receive the one-time payment.

Education and Training: Former recipients of TCA who are working or actively seeking employment are eligible to receive employment-related education, training and related support services, such as child care and to continue training or to upgrade skills for up to two years after the family no longer receives assistance. If funds are insufficient for the services, then resource and referral may be considered and a referral out to community agencies for additional assistance and support during the transitional period.

Child Care: Participants who lose eligibility for TCA due to earned income or who opt to receive an up-front diversion payment are eligible to receive transitional child care (TCC) to actively seek employment, continue to be employed and improve their employment prospects through Transitional Education up to two years if the family's income does not exceed 200% of the federal poverty level and funds are available.

Transportation: If funds are available, former TCA participants with family income that does not exceed 200% of the federal poverty level may receive transitional transportation for up to 2 years, in order to sustain employment or educational opportunities to promote job retention and upward mobility.

By providing streamlined processes and procedures, and meaningful activities to our participants, many will be able to move into self-sufficiency and in return lessen the number of individuals whom are welfare dependent.

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

Each Memorandum of Understanding (MOU) contains provisions describing services to be provided through the one stop delivery system following WIOA guidelines. Each MOU contains a description of how services are coordinated and delivered, how the costs of delivering services will be funded (including cash or in-kind contributions or funding received through other alternative options). Also included, the MOU will cover funding of infrastructure costs, methods of referrals between partners and methods to ensure the needs of workers and youth with barriers to employment, including individuals with disabilities. **Each MOU also contains a section stating the duration of the agreement.**

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

All core programs are included in the one-stop delivery system. The entire one-stop system, operated by PHWB provides access to core programs and other required partners. Each one-stop provides in-house

access to Wagner-Peyser (WP), Workforce Innovation and Opportunity Act (WIOA), Division of Vocational Rehabilitation, Trade Adjustment Assistance (TAA), Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF). In addition to the core programs, access is provided to partner programs. These are the foundations for all other services generated from CSPH. These activities ensure low-income and low-skilled workers have as great or greater access to services whether funded by WIOA formula funds, TAA, WP, SNAP or TANF. The first point of contact for all universal customers will be our Resource Room where staff are trained to assist customers with high-quality career services, education and training as well as supportive services to assist them with finding and retaining good jobs and by doing so, helping businesses find and retain skilled workers.

Partner programs that are located in the centers (either full or part time) are Title I/Career and Technical Education (CTE), Community Services Block Grant (CSBG), Local Veterans Employment Representatives (LVER), Disabled Veterans Outreach Program (DVOP), Senior Community Service Employment Program (SCSEP), Temporary Assistance for Needy Families (TANF) and Trade Adjustment Assistance (TAA), Ticket to Work Program (TTW) and Unemployment Compensation programs. Beginning in January 2020, Job Corps will provide services in both Pasco and Hernando counties on a monthly basis. YouthBuild, Native American Programs and Migrant Seasonal Farmworker Programs do not operate in Pasco and Hernando counties. Referrals are currently given to Job Corps, HUD and National Farmworkers Job Program while continuing to reach out to other required partners. CSPH also has a link on the www.careersourcepascohernando.com website to Job Corps and Native American Programs. CSPH has an MOU in place with the National Farmworkers Program that operates in Hillsborough County. Staff is currently working with correctional agencies and DJJ to coordinate activities relating to the reentry of individuals returning from incarceration into the community. CSPH also partners with the Pasco County Housing Authority and currently has an MOU and referral system in place.

The following partners are co-located in the one-stops and pay a proportionate amount of infrastructure costs.

- WIOA Dislocated Worker - WIOA dislocated worker program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.

- WIOA Adult - 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.
- WIOA Youth - 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.
- Division of Vocational Rehabilitation – Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual’s disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.
- Wagner-Peyser – WP, 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.

Other co-located partner programs include:

- Temporary Assistance to Needy Families – co-located – proportionate share of costs
- Local Veterans’ Employment Representative – co-located – proportionate share of costs
- Disabled Veterans’ Outreach Program – co-located – proportionate share of costs
- Senior Community Service Employment Program – co-located – nonpaying partner with in-kind support
- Trade Adjustment Assistance Programs – co-located – proportionate share of costs
- Unemployment Compensation Programs – co-located – proportionate share of costs
 - Hernando County School Board Title I Literacy Program – once or twice a month – nonpaying partner

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

- Gulf Coast Jewish Family & Community Services – co-located – proportionate share of costs
- Lutheran Services – co-located – proportionate share of costs
- Mid-Florida Community Services – once a month – nonpaying partner – provides supportive services and training to mutual customers
- Tobacco Free Florida – monthly – contract with TFF to receive payment for referrals
- Supplemental Nutrition Assistance Program – co-located – proportionate share of costs

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

MOUs and SOP's

https://careersourcepascohernando-my.sharepoint.com/:f:/p/btaylor/EIMm-F4F8T9GsAZfWHHpxrsBE_4uYX36BPzrZvD8MtoVdQ?e=1Rjkbjt

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

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)).

Over the years we have worked with various community and faith-based organizations to train staff on how to best provide services to targeted populations. Partner agencies that assist customers with disabilities are only a phone call away in most instances. Several of these agencies are Division of Blind

Services and Division of Deaf Services. Vocational Rehabilitation is co-located in all of the region's one-stops and interacts daily with customers with disabilities. Our one-stops are monitored internally by CSPSH staff and Vocational Rehabilitation staff for ADA compliance. In addition, the one-stops were monitored for compliance by the state and federal government. In order to ensure the highest level of service we have invested in various assistive technologies for our resource rooms. We have purchased computers that have Jaws and other software that will assist customers, whose sight is impaired, TTY phones for hearing impaired customers, computers loaded with information to connect customers to a translator, a ball mouse for customers with disabilities and adjustable height track tables that will raise or lower to accommodate wheel chairs. We also provide printed materials that describe specialized services to targeted populations. Other co-located partners include Lutheran Services, Experience Works and Gulf Coast Jewish Family and Community Services. Each actively participates in one-stop partner meetings. Our whole operation is geared to providing the very best service to each of our customers, including individuals with disabilities and barriers to employment. Each One-Stop location has a Business Services Consultant assigned to assist our business customers with their employment needs.

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

By working with core and mandatory program partners, community and faith-based organizations, CSPH has been able to incorporate a universal design to best provide services to any individual that walks through the doors. The first step was to make the design appealing to all users while accommodating a wide range of individual preferences and abilities. For example, the accommodation of right- or left-handed access and use, assessments that can be completed online or through an in-person interviewing process and resource materials available in places and heights that are highly acceptable, to name a few. Trainings and workshops present information verbally and in writing and also by incorporating graphics to illustrate the information being provided. Adjustable tables and chairs have been provided in the Resource Room and classrooms. All one-stops are ADA compliant and have wheelchair ramps located outside the main entrances in each building. Each one-stop also has an automatic door opener. CSPH's One-Stop Operator is also involved in working with the entities to ensure the use of universal design in their operation.

Upon entering the one-stop, all customers are welcomed and advised that staff is available to assist if needed. Staff is cross-trained in the general eligibility of all programs that are co-located within the one-stop in an effort to make the visit as pleasant as possible and to avoid duplication of services. Signs are clearly visible directing customers to the requested services. Customers have the option of visiting a one-stop in person, communicating via telephone, email or live chat and virtually through our online orientations and workshops. All three one-stop locations have access to public transportation. LWDA also has a calendar of events that can easily be accessed online. These workshops and events are available to universal customers.

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)).

CSPH staff operates the Mobile One Stop, a self-contained resource room on wheels with twelve computer stations; satellite Internet and telecommunications; printing, copying, and total mobility. The Mobile One Stop travels to remote locations within the region to bring services to customers that may not otherwise be able to access our services.

Employers can use the Mobile Unit to anchor employee on-site recruitment efforts, job fairs, testing and training. Job Seeking customers can search for work, create and print resumes, access local and statewide job listings, and receive referrals to and information about the programs offered by CSPH. The MOS is also available for Disaster Assistance, if needed. In recent years a state of disaster was issued for Pasco and Hernando counties. CSPH staff traveled to remote locations to assist the Federal Emergency Management Agency (FEMA) and disaster affected individuals and employers.

Previously, CSPH was also awarded an additional Veteran position. That position was co-located at two of the local colleges, Pasco Hernando State College and Rasmussen College. This veteran position has been out stationed to serve Veteran customers with the assistance they need to further their educational and job seeking opportunities.

Virtual workshops to assist all universal customers can be easily accessed at our website: www.careersourcepascohernando.com. There are a variety of workshops offered on a daily basis. In addition to the aforementioned virtual services that are available to CSPH employers and jobseekers,

Employ Florida (EF) is available 24 hours a day, seven days a week. The EF website at www.employflorida.com provides access to employment opportunities, resume-building resources and many other services. The Florida Abilities Work portal is available at abilitieswork.employflorida.com. The micro-portal is housed on the EF website. The portal was specifically designed to provide resources to persons with disabilities and to assist employers who are interested in hiring.

(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)).

Workforce has a number of programs and activities offered to individuals that touch the workforce system. Creating one-stop centers that are implementing and transitioning to an integrated, technology-enabled intake and case management process will allow for programs to be carried out effectively and expand on partnerships in our communities. The workforce system is a very complex system of required interactions between Employment Counselors and individuals seeking services in the one-stop centers. One-stop centers also collaborate with community agencies and partners to serve as a seamless system to provide job seekers with the highest level of services and resources.

One way that CSPH has worked toward transitioning and implementing a more technology – enabled intake process is by utilizing a web-based portal system that allows individuals to access one main website and then transition to various websites within the one-stop integrated system. Some of the components utilized on the website allow individuals the opportunity to conduct job searches, orientations, electronic intake, electronic signatures, and e-courses. This means that the individuals we serve can actually apply for benefits online, meet work requirements online and lessen the burden and hardships that can create a stressful experience and is possibly time consuming. By permitting individuals to conduct online internet-based applications and fully utilizing technology, it allows for an expanded pathway that is cost effective and allows CSPH to collaborate with partner agencies in a more efficient timeframe. When systems being utilized have capabilities of interfacing with each other, such as the State of Florida DCF eligibility system and the One Stop Service Tracking system for cash and food stamp benefits, it not only allows individuals to apply and participate 24/7 but is also effective for Employment Counselors. When two or more systems can interface on a nightly basis, productivity never

stops and actions can be taken on through an automated process that is effective and reduces the amount of clerical work to be completed by Employment Counselors.

One of our continuous improvement pieces in our one-stop centers is creating e-courses that are web-based and accessible 24/7 from our website. This allows individuals access to technology-based systems and deliver courses and materials that will provide and improve skills and abilities to seek employment. For example, we have created presentations that are voiced over that cover How to Write a Winning Resume, Dress for Success, Nail That Interview, and even Improving Social Skills. These e-courses have voice capabilities and provide the job seeker with a certificate of completion. These e-courses are offered to all programs and universal job seekers to help coordinate the seamless approach amongst programs and investing in those served in our centers.

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

STEVENS AMENDMENT included in RFPs. Page one of our procurement policy says "2. The procurements must comply with the Uniform Administrative Requirements, Cost Principles, Audit Requirements for Federal Awards, and Stevens Amendment. The standards are contained in section 2 CFR, part 200.

Procurement Policies and Procedures: https://careersourcepascohernando-my.sharepoint.com/:f/p/btaylor/EsyJ1y_R7VVGtmn38l_FRlkBjDKwn_yMhXaygs48t6arDg?e=0PbtcV

CSPH staff prepared a draft solicitation package that contained detailed RFP requirements for the services to be provided. This along with an action item was presented to the Local Workforce Development Board. The Board reviewed and approved the RFP and action item. A complete Cost/Price Estimate was completed prior to release of the RFP. To ensure a reasonable and fair price was negotiated consideration was given to the complexity of the service to be performed, the risk borne by the contractor and the contractor's investment.

Once Board approval was received, staff posted an ad in the local newspapers, posted the RFP on the www.CareerSourcePascoHernando.com website and sent invitations to potential providers.

CSPH staff reviewed and rated the two proposals that were received in accordance with criteria established in the RFP. Those individual ratings were averaged and combined into a Committee report which was presented to the LWDB Board for their review and selection of a One-Stop Operator. A cost price analysis was included in the review. The Demonstrated Effectiveness of providers will be reviewed in accordance with LWDB policy and the RFP requirements.

LWDB 16 staff maintains sufficient records to detail the significant history of a procurement that includes, at a minimum, rationale for the method of procurement, contractor selection or rejection, and, the basis for the contract price will be maintained.

The following are included in each RFP:

Protest procedures to handle and resolve disputes relating to procurement will be the appeals mechanism of LWDB's Debt Collection Procedure.

Negotiation with Governmental Agencies and Institutions - A State or governmental agency or institution may respond to a Request for Proposal Solicitation (RFP) to be considered to provide the services sought. CSPH staff may also enter into negotiations directly with that agency or institution without any formal procurement process, provided this process is approved by the LWDB.

PHWB's Procurement Policy states that for both informal and formal procurement actions, the basis of awarding contracts shall be:

Awards will be made to the responsible firm, whose proposal is most advantageous to our program, with lowest price and other factors being considered. When there is a tie or identical bid from two or more conforming bidders, the award will be made to the local firm. In cases where there are two local firms, the decision will be made by drawing.

If an organization is not chosen as the designated one-stop operator, the following procedure would be followed if an entity wanted to appeal the decision that had been made by the LWDB. The LWDB/Executive Committee meeting, at which staff recommendations are presented, (date, time and

location of meeting is included in the RFP Package). Appeals/Protests may be submitted for Formal Procurements only. That meeting date/time will be considered the date/time of official bid opening. From that date/time, any bidder has 72 hours (3 business days) in which to file a written appeal/protest with the CEO/President. At the scheduled meeting of the LWDB in which final selection of Service Provider(s) is/are to be made (date, time and location of meeting is included in the RFP Package), the board will hear any Appeal(s)/Protest(s). The decision made by the LWDB is final.

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

All three one-stop centers in Pasco and Hernando counties are physically and programmatically accessible to all customers, including individuals with disabilities. CSPH uses pictorial, written, verbal, and tactile modes to present information for customers with disabilities or limited English proficiency. Each center provides clear lines of sight to information for seated or standing users as well as providing necessary accommodations. Our one-stop centers are ADA compliant and provide adequate space for the use of assistive devices or personal assistants. Each one-stop center uses assistive technology and flexible business hours to meet the range of customer needs. CSPH has a focus on business engagement and customer service.

Outstanding customer service is a major priority at CSPH. Staff are courteous, polite, responsive and helpful to every individual that accesses the Resource Room. Resource Room staff is in the process of being cross-trained in the basic eligibility requirements for programs co-located in each one-stop. Cross-training 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. CSPH staff provides customers, including those with disabilities, as much timely, labor market, job-driven information and choice as possible related to education and training, careers, and service delivery options. CSPH staff is routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.

CSPH provides virtual service delivery for those individuals that cannot physically access a one-stop. Individuals can access services at home, or through community partners such as libraries, community and faith-based organizations or other partner agencies.

CSPH one-stop centers reflect a robust partnership among partners through integration and co-location that seamlessly incorporates services of the core partners and other one-stop partners. One of the next focuses of CSPH will be to look at having staff that perform similar tasks serve on teams.

Our goal is to serve all customers through a seamless delivery system. CSPH will follow the guidance issued by the State for our centers to become certified and maintain that certification to ensure continuous improvement, access to services (including virtual access), and integrated service delivery for job seekers and employers.

CSPH will continue to use Florida's common identifier (CareerSource) and branding standards so job seekers that need employment or training services and employers that need qualified workers can easily find our local centers. CSPH will encourage state and local organizations responsible for core programs and other key partner programs to dedicate funding for infrastructure and other shared costs if co-location space is available and joint programming is a possibility.

DESCRIPTION OF PROGRAM SERVICES

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

System description: Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et

seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

The Florida Department of Education used its Career Clusters and Career Pathways as a basis for developing statewide “Programs of Study”—the aligned secondary and postsecondary CTE programs required under Perkins. These Programs of Study within each Career Cluster for high school students are then implemented at the local level. The requirement is that each local Program of Study will include a Career Pathway leading to a postsecondary credential and aligning with local industry and economic development needs (Florida State Board of Education, 2008).

The Florida Department of Education organizes CTE programs across each of its three delivery systems into 17 Career Clusters[®] based on state workforce requirements and based on The National Career Clusters Framework. Florida’s CTE Career Clusters are the following:

- [Agriculture, Food & Natural Resources Career Cluster](#)
- [Architecture & Construction Career Cluster](#)
- [Arts, A/V Technology & Communication Career Cluster](#)
- [Business Management & Administration Career Cluster](#)
- [Education & Training Career Cluster](#)
- [Energy Career Cluster](#)
- [Engineering & Technology Education Career Cluster](#)
- [Finance Career Cluster](#)
- [Government & Public Administration Career Cluster](#)
- [Health Science Career Cluster](#)
- [Hospitality & Tourism Career Cluster](#)
- [Human Services Career Cluster](#)
- [Information Technology Career Cluster](#)
- [Law, Public Safety & Security Career Cluster](#)
- [Manufacturing Career Cluster](#)
- [Marketing, Sales & Service Career Cluster](#)
- [Transportation, Distribution & Logistics Career Cluster](#)

CTE programs are offered through the following institutions:

- Comprehensive high schools
- Charter schools
- Career academies
- Early college high schools
- Area technical centers
- Community colleges

Hernando County Schools offer:

- Pre-GED and GED preparation
- Adult high school and co-enrollment
- ESOL
- Automotive
- Air Conditioning
- Applied Cybersecurity
- Welding
- Cosmetology
- CNA challenge course,
- Certified Logistics Associate course
- Intro to Soldering
- Construction Basics
- Life Insurance
- Marketing course

Pasco County Schools offer:

- Agribusiness and Natural Resources Education
- Business Technology Education
- Diversified Career Technology
- Family and Consumer Sciences
- Graduation Enhancement
- Health Science Education
- Industrial Education

- JROTC
- Public Service Education
- Technology Education

Each Program of Study is expected to be guided by the workforce and economic development needs of business / industry, the community and employment opportunities for students.

CSPH has formed strong partnerships with core program and other workforce development programs, including partnerships with Vocational Rehabilitation and Career and Adult Education. CSPH 16 has core and program partners co-located both physically and through website linkages in all three one-stop centers. Physically co-locating in the CSPH one-stop is not new to Vocational Rehabilitation (VR). VR has been co-located in each of the LWDA's one-stops for many years prior to becoming a mandatory program partner. VR offers services for adults (and youth, if needed to achieve job goals) that include vocational and other assessments to help a job seeker best define their job goal. VR staff works in partnership with CSPH to develop workshop materials for cross-training staff members. VR also pays a proportionate amount of the infrastructure costs in each of the three one-stop centers. CSPH is the service provider for WIOA Adult and DW. Eckerd Connects was competitively procured to be the WIOA Youth services provider. Wagner-Peyser services are provided at each career center. Knowledgeable staff provide services to include referrals, resume critique and assistance, employability skills workshops (in person or online), application assistance and a variety of other services. Partners from Career and Adult Education work in a close partnership with CSPH staff. Although not physically located at the one-stop, staff comes to the one-stops on a regular basis to provide services to our mutual customers and attend partner meetings. They also have linkages to our services on their website. Pasco County Adult Education and CSPH currently have a satellite office at Fred K. Marchman Technical College. Services currently provided are WT, WIOA Adult, DW and Youth programs. In addition, staff will be located part time to provide job search assistance, referrals to employment, training and partner resources. The WIOA Career Specialist is cross-trained to help WT customers in addition to WIOA customers. The space at Marchman has been donated free of charge to CSPH. CSPH partnered with Marchman Technical College to pilot a Plumbing Program after meeting with employers that needed qualified plumber's assistants. CSPH's leadership has also established a partnership with Suncoast Technical Educational Center. The venture of the Hernando County School Board is to develop a career and technical education school to answer the demand for skilled workers in Hernando County and beyond. Staff sits on its advisory committee as well on the welding program oversight committee.

As grant opportunities arise, we will continue to work closely with Pasco Hernando State College to explore the training side of the equation. Our Mobile One Stop is stationed at a PHSC campus once a month to assist not only individuals currently enrolled in WIOA but the universal customer as well. CSPH staff meet with PHSC staff to provide input on referrals and services that are available and to discuss targeted and high demand occupations. In addition, CSPH has a Youth Coordinator that is in continuous contact with the upper management of both Pasco and Hernando counties schools. The coordinator works closely with instructors, placement counselors and guidance counselors to coordinate site visits to area employers to bring in guest speakers and place graduating youth in internship and apprenticeship programs. The Youth Coordinator works with instructors to coordinate work-based learning and employability skills activities. The Youth Coordinator is a member of various educational committees, including those that focus on youth with disabilities and barriers to employment. Pinellas Urban League is co-located in all three one-stops and supplies staff to assist in the one-stops. Temporary Assistance to Needy Families and Supplemental Nutrition Assistance Program are both services provided under the direction of CSPH staff. Not only are services provided in all three one-stops, itinerant locations and new partnerships are being formed, to bring these services to customers that simply cannot get to our one-stop locations. Trade Adjustment Assistance services are provided by DEO staff under the direction of CSPH.

- **WIOA Adult and Dislocated Worker Programs:** The WIOA Adult and Dislocated Worker Programs provide a variety of services based on an individual's need for assistance in obtaining employment and/or training. CareerSource Pasco Hernando is the direct provider for Workforce Innovation Opportunity Act (WIOA) employment services in Pasco Hernando counties for CareerSource Pasco Hernando. WIOA ensures that employment and training services provided by the core programs are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

Basic Career Services are available to all individuals age 18 or older. These services include job search and placement assistance (including career counseling); labor market information (which identifies job vacancies; skills needed for in-demand jobs; and local, regional and national employment trends); initial assessment of skills and needs; information about available services; and some follow-up services to help customers keep their jobs once they are placed.

There are additional eligibility requirements for Individualized and Training Services. Individualized services may include more comprehensive assessments, development of individual employment plans, group and individual counseling, case management, and short-term pre-vocational services. In cases where qualified customers receive individualized services and are still not able to find jobs, they may receive training services that are directly linked to job opportunities in their local area. These services may include occupational skills training, on-the-job training, entrepreneurial training, skill upgrading, job readiness training, and adult education and literacy activities in conjunction with other training. In addition, individuals may qualify for supportive services to assist participants receiving the other WIOA services and the provision of temporary income support to enable participants to remain in training. LWDB 16 has a Career Specialist out stationed at Marchman Technical College. This Career Specialist was cross-trained in both WIOA and WT programs and services individuals at the college. LWDB 16 also worked in partnership with Marchman to pilot a plumbing program. 11 individuals were placed in the pilot program for classroom and hands on training. After the completion of training, all 11 were eligible for OJT at several local employers.

WIOA also works with local agencies in assisting with training, job search, resume writing, and or other needs as determined by the customers personal assessment. WIOA works in partnership with Vocational Rehabilitation, Mid Florida Services, Catholic Charities, Metropolitan Ministries, Urban League, Gulf Coast Jewish Families and Community Services (GCJFCS-non-custodial parent program). WIOA also works with the RWB Business Services to create and implement OJT with local employers.

WIOA Dislocated Worker - WIOA dislocated worker program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible (or have exhausted) unemployment compensation.

WIOA Adult - 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.

- **WIOA Youth** - 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.

WIOA Youth services was competitively procured and the contract was awarded to Eckerd Connects/Workforce Development. Our Youth provider currently has a Career Specialist (CS) located at Marchman Tech on a part time basis. The CS works closely with students that are enrolled in GED programs and offers services to eligible individuals that come to the Marchman location. Both our provider staff and Youth Coordinator work with AmSkills who is also co-located at Marchman. The AmSkills Initiative is part of a national campaign called the “German Skills Initiative” that has been officially endorsed by the German Embassy and the US Department of Commerce. The German Skills Initiative is being led by the German Embassy in support of the many German manufacturers located in the United States who have requested assistance in workforce skills development for their subsidiaries in the US. AmSkills offers both a pre-apprenticeship and an apprenticeship program. This allows individuals to explore advanced manufacturing jobs. Manufacturing is one of the CSPH’s targeted industry sectors.

In addition to the services provided by our Youth provider, LWDB 16 also has a Youth Coordinator (YC) that works closely with both Pasco and Hernando County schools and the local career and technical education programs. The YC assists with career planning for both Pasco and Hernando counties. She is also involved in the development of the Concept College that is a dropout prevention program. The YC sits on various educational committees including the following:

- Hernando Internship Committee
- Hernando Student Recognition Committee
- Dept. of Juvenile Justice CAB
- Marchman Student Advisory Council (Pasco)
- Hernando CTE

In the past year, the Youth Coordinator assisted in the coordination of a summer internship program with a local employer. She also assisted in coordinating the annual Manufacturing Day for youth. This year she has been requested to lead the effort in partnership with Pasco and Hernando county schools

and Pasco Hernando State College. The Youth Coordinator also meets with union representatives and has had several youths successfully complete the union's apprenticeship program.

Division of Vocational Rehabilitation – Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

LWDB works closely with VR using a system of cross-referrals and exchange of information on dual customers with the expectation of reducing duplicative services. VR staff regularly participate in the quarterly One Stop Partner meetings and provide information and offer guidance to other participating partners. VR Transition Youth Services help students with disabilities train for a job, continue their education, or find a job after high school. Under this program, every youth will have the opportunity to participate in sponsored career counseling, work readiness training, and fully integrated work experiences in the community. These services are delivered while youth are still in high school and establish the foundation for a seamless transition to individualized training, education, and employment.

- Wagner-Peyser – WP, 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.

Other co-located partner programs include:

- Temporary Assistance to Needy Families – co-located – proportionate share of costs

CareerSource Pasco Hernando is the direct provider of the Welfare Transition Program (WTP) on Pasco Hernando counties. WTP is Florida's program to implement the federal welfare reform initiative also known as "TANF" (Temporary Assistance for Needy Families). The WT program emphasizes work, self-sufficiency, and personal responsibility as it assists low-income individuals and families receiving cash –

assistance payments from the state to move off cash assistance and into the world of work and self-sufficiency.

To accomplish this goal, CareerSource Pasco Hernando has developed a strong support structure to deliver services such as childcare, incentives, and referrals for substance and mental health treatment, diversion services, short term training opportunities and employment services.

WTP is a mandatory program which requires participants to participate in a required number of hours in specific, allowable activities every week. All applicants and participants must comply in order to receive both cash assistance benefits and services through the WT program. There may be penalties imposed for non-compliance such as loss of cash assistance and or food stamp benefits. In addition to workshops offered by CSPH staff, three additional educational providers offer free classroom training at one or all of the local one-stops. The classes are as follows:

- Access Computer Training – Excel, QuickBooks, Word, Windows, PowerPoint, Outlook, Publisher
- BizTech – Employability skills training

- Local Veterans’ Employment Representative – co-located – proportionate share of costs - The Local Veterans Employment Representatives program conducts outreach to employers and engages in efforts to increase the employment opportunities available to veterans and encourage the hiring of Veterans. The Local Veterans Employment Representatives work with other agencies and providers to facilitate priority services to Veterans. The Local Veterans Employment Representatives staff works hard to advocate for Veterans in order to increase employment opportunities with businesses, industries and community-based organizations.

- Disabled Veterans’ Outreach Program (DVOP) – co-located – proportionate share of costs - DVOP specialists develop job and training opportunities for Veterans, with special emphasis on Veterans with service-connected disabilities. DVOP specialists provide direct services to Veterans enabling them to be competitive in the labor market. They provide outreach and offer assistance to disabled and other Veterans by promoting community and employer support for employment and training opportunities, including apprenticeship and on-the-job training.

- Senior Community Service Employment Program – co-located – nonpaying partner with in-kind support- The SCSEP is a program administered by the U.S. Department of Labor that serves low-income persons who are 55 and older and have poor employment prospects. Eligible individuals are placed in part-time community service positions with a goal of transitioning to unsubsidized employment.
- Trade Adjustment Assistance Programs – co-located – proportionate share of costs- The Trade Adjustment Assistance (TAA) Program is a federal program that provides a path for employment growth and opportunity through aid to US workers who have lost their jobs as a result of foreign trade. The TAA program seeks to provide these trade-affected workers with opportunities to obtain the skills, resources, and support they need to become reemployed. The program benefits and services that are available to individual workers are administered by the states through agreements between the Secretary of Labor and each state Governor. Program eligibility, technical assistance, and oversight are provided by the US Department of Labor's Employment and Training Administration's Office of Trade Adjustment Assistance.
- Unemployment Compensation Programs – co-located – proportionate share of costs- The Federal-State Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed through no fault of their own (as determined under Florida law, and meet other eligibility requirements of Florida law. Unemployment insurance (UI) payments (benefits) are intended to provide temporary financial assistance to unemployed workers who meet the requirements of Florida law. Florida administers a separate unemployment insurance program within guidelines established by Federal law.
- Hernando County School Board Title I Literacy Program – co-located once or twice a month – nonpaying partner- **Title I**, Part A (**Title I**) of the Elementary and Secondary Education Act, as amended (ESEA) provides financial assistance to local educational agencies (LEAs) and schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards.

A representative from the Hernando County School District regularly visits the One-Stop located in Hernando County. The Parent Academy is a District Title I initiative offered FREE to parents to promote continued collaboration between families, schools and the community. The Parent Academy offers a series of workshops and events aimed to help families stay engaged with their child's academic and social

success.

The Parent Academy recognizes that parents need to make many important decisions throughout their child's educational career about programs, schools and opportunities. Because parents are the most effective advocate, they need to know how these decisions can affect their child's future.

Families who attend Parent Academy activities will gain invaluable knowledge - from preparing their kindergartener for the first day of school to choosing the right classes to equipping them to graduate from high school.

Staff from CSPH also provide input and information on all Hernando County School Board Strategic Plans as well working closely with School Board staff for targeted occupations that may need to be added or deleted from the TOL. CSPH and Hernando County School Board also coordinate meetings with local employers to survey their employment needs.

For the several years, CSPH staff have worked closely with the Hernando County Sheriff's office to provide training to current inmates that are scheduled to be released within six months. Training and certification as a Certified Production Technician is one of the courses offered and ties in with the manufacturing sector. Individuals may receive MSSC training, Microsoft Office and QuickBooks training. Once training is complete and the individual has been released, CSPH staff as well as a Hernando County deputy assist with job search and placement assistance. The program has been very successful with a low recidivism rate.

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

CSPH staff will prepare draft outline(s) of the needs it feels should be available in the local area according to WIOA guidelines. These needs will be presented to the LWDB. The LWDB will review, amend and approve the needs outline. A complete Cost/Price Estimate must be completed prior to release of the RFP. A cost or price analysis will be performed in connection with every procurement action including contract modifications. To ensure a reasonable and fair price is negotiated for a service, consideration will be given

to the complexity of the service to be performed, the risk borne by the contractor and the contractor's investment.

Once the outline is approved, the staff will prepare a solicitation package which contains detailed RFP requirements for the need(s) specified in the outline. That full RFP solicitation will be presented to the LWDB/Executive Committee for review and approval. When approval is given, staff can advertise to solicit responses. Page one of our procurement policy says "2. The procurements must comply with the Uniform Administrative Requirements, Cost Principles, Audit Requirements for Federal Awards, **and Stevens Amendment.**

If time permits, staff may advertise for potential providers to establish a list of interested respondents to which an RFP would be sent. This procedure can be implemented in the same manner as a specific RFP solicitation. It would establish a list of "eligibles". If such a list as mentioned above is not established, CSPH will, or, in addition to the above list, CSPH may, for at least one weekend, solicit responses to specific RFPs by advertising those RFPs in local area newspapers for one day. Such advertisements will be followed by a period of at least one month (30 calendar days) during which respondents may develop their proposals. This thirty-day period may be waived/decreased by the LWDB in instances where such a time would cause a lack of services to meet an immediate need. One example of such a situation, but not meant to be limiting or all inclusive, would be one involving a plant closing or layoff.

Staff, along with an Ad Hoc Committee made up of LWDB members or partners, will be assigned by the CEO/President to review and rate the proposals in accordance with criteria established in the RFP. Those individual ratings will be averaged and combined into a Committee report which will be made available to the appropriate LWDB Committee for their review and selection of service providers to be recommended to the LWDB/Executive Committee for its final approval. A cost price analysis will be part of the review. The Demonstrated Effectiveness of providers will be reviewed in accordance with LWDB policy and the RFP requirements.

Records Maintenance: Records sufficient to detail the significant history of a procurement to include, at a minimum, rationale for the method of procurement, contractor selection or rejection, and, the basis for the contract price will be maintained.

Protest Procedures: Protest procedures to handle and resolve disputes relating to procurement will be the appeals mechanism of LWDB's Debt Collection Procedure.

Negotiation with Governmental Agencies and Institutions - A State or governmental agency or institution may respond to a Request for Proposal Solicitation (RFP) to be considered to provide the services sought. CSPH may also enter into negotiations directly with that agency or institution without any formal procurement process, provided this process is approved by the Board.

For both informal procurement and formal procurement actions, the basis of awarding contracts shall be: Awards will be made to the responsible firm, whose proposal is most advantageous to our program, with lowest price and other factors being considered. When there is a tie or identical bid from two or more conforming bidders, the award will be made to the local firm. In cases where there are two local firms, the decision will be made by drawing.

If an organization is not chosen to receive a sub grant or contract, the following procedure would be followed if an entity wanted to appeal the decision that had been made by the LWDB. The LWDB /Executive Committee meeting, at which Staff Recommendations are presented, (date, time and location of meeting is included in the RFP Package) Appeals/Protests may be submitted for Formal Procurements only. That meeting date/time will be considered the date/time of official bid opening. From that date/time, any bidder has 72 hours (3 business days) in which to file a written appeal/protest with the CEO/President. At the scheduled meeting of the LWDB in which final selection of Service Provider(s) is/are to be made (date, time and location of meeting is included in the RFP Package), the board will hear any Appeal(s)/Protest(s). The decision made by the LWDB is final.

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

CSPH undertook the mission of providing greater access to its employment and training services by expanding its online presence in 2012. Under a Workforce Innovation Fund Grant from the United State Department of Labor, CSPH automated and digitized information and workshops to enable anyone with internet access the ability to use our services. These efforts included bi-lingual video presentations covering access to WIOA, Wagner-Peyser, SNAP, RESEA (formerly REA) and Temporary Assistance to Needy Families programs. USDOL recognized these efforts as best practices in 2015 and the LWDB continues its commitment to expand and automate entry into CSPH services. Using technology to remove barriers and enhance access to services makes a huge difference to numerous customers. These automated services can allow for seamless, universal, and remote access to education, training and other workforce development services. By virtually serving customers, staff is freed up to perform other services.

In addition to the expansion of access through the internet, CSPH partners with agencies and organizations that serve individuals with disabilities, including having leaders of these organizations serve as a Local Workforce Development Board member. The Individuals with Disabilities Services Committee was designated to explore expanding opportunities for these specific communities to include OJT, EWT, internship and apprenticeship opportunities. CSPH staff participates in the on-going effort to find grants and other funds to serve specific populations.

The Business Services Team works with numerous employers to provide a better understanding of the services available, whether filling a vacant position or ensuring their employees have the industry specific skills needed to retain their positions.

CSPH has staff assigned to work with different educational entities, most often career & technical schools and local state colleges, as they work to develop curriculum in response to employer needs. The goal of this effort is to identify new training programs that coincide with in-demand and targeted occupation. In combination, management staff meets with the economic development entities in the two counties including Chambers of Commerce, to recruit new employers and industries to the region.

CSPH will align adult and youth career pathway programs using an updated career plan that will allow the individual job seeker to identify and define career goals and postsecondary plans and to make informed decisions regarding course selection and other educational requirements that will lead to industry-

recognized credentials for in-demand jobs. Whenever possible, customers are co-enrolled in core programs.

In September 2018, CSPH was awarded funding for the Workforce Re-Entry program by the Pasco County Board of County Commissioners. Workforce Re-entry is a re-employment program for unemployed/underemployed Pasco county residents to regain the necessary skills and on-the-job training to become a more productive part of society. This program will be operated under CareerSource Pasco Hernando (CareerSource). The intent of the program is to improve skills and provide employment opportunities for Pasco County residents to Pasco County employers. Eligible Workforce Re-entry program participants will be non-Workforce and Innovation Opportunities Act (WIOA) eligible individuals, which allows the program to reach a demographic not currently being served, and create greater economic prosperity for Pasco County.

The goal of the Workforce Re-entry program is to provide participants the opportunity to earn and gain the necessary, transferrable skills to become employed, self-sufficient and grow our local workforce. The Program's goal of placing 75% of the participants in jobs in the 12-months forward period, and the experienced 5% quit rate, the calculated Return on Investment is \$2.85 in economic benefits for every \$1.00 of County funding assistance. Additionally, residents re-entering the workforce reduce the need for public support, including SNAP, Medicaid and Assistance for Needy Families, incrementally increasing the ROI for many Workforce Board clients.

The Workforce Re-entry program will provide technical skill proficiency and includes competency-based applied learning, which contributes to the academic knowledge, higher-order reasoning and problem-solving skills, work attitudes, general employability skills, technical skills, and occupation-specific skills and knowledge of all aspects of trade careers. In addition, apprenticeship or on the job training with employers will be included as part of this program.

CareerSource will proactively recruit participants who are traditionally under-served and under-employed such as individuals with disabilities, ex-offenders and the homeless population. This will be achieved through direct relationships with the Pasco County Homeless Coalition, and includes working with halfway house and transitional housing program participants.

Because CSPH met the placement/retention benchmarks for the hardest to serve population in Pasco County, the contract was extended for an additional year.

(4) Key Industry Sectors: Identify how the LWDB aligns resources that support and meet training and employment needs of key industry sectors in the local area. Describe strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(c)(1)(A)(v)).

All ITAs are aligned with demand occupations as defined on the targeted occupation list (TOL) – either occupations identified locally or those set forth by the Department of Economic Opportunity. Current policy requires all ITAs to be aligned with occupations on the local TOL. Additionally, the TOL is annually reviewed and subject to edit as economic conditions change. Current key industry sectors of Healthcare, Construction, Manufacturing, Retail Trade, Transportation & Warehousing, Finance and Information Technology are well represented on the region’s list. CSPH will, during the process of budgeting funds, establish our local targeted occupations list and approve training vendors for occupational skills training that lead to recognized credentials, giving priority to programs that are aligned with local targeted in-demand industry sectors and/or occupations in those sectors. CSPH will identify and focus on existing active training consortia and industry partnerships that could be expanded to meet the needs of local employers, workers and job seekers through an enhanced sector partnership.

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

The LWDB works diligently with key industry partnerships by participating on educational committees, developing industry specific jobs fairs, and sitting on community development boards identifying sectors of industry most advantageous for the region and its residents. CSPH staff and leadership sit on transportation and housing committees throughout the region and have a special partnership with the two economic development entities (Pasco Economic Development Council & Hernando County Office of Business Development). On an ad hoc basis CSPH has teamed with these two groups to pursue specific employers and have been very successful in efforts to land manufacturing employers to the

region. LWDB staff sit on Manufacturing and Healthcare Associations in an advisory capacity to assist in contacting key industries to discuss current and future workforce needs.

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

The Manufacturing, Construction, Healthcare, Retail Trade, Information Technology, Finance and Transportation & Warehousing sectors in Pasco and Hernando counties have grown and continue to show growth according to the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics. The major data sources are the Employment Projections product produced by DEO and the Quarterly Census of Employment and Wages. CSPH collaborates with economic development and chamber partners to create detailed surveys to gauge Manufacturers and Healthcare hiring trends and business expansion proposed for the next five years. CSPH is a mid-size region. However, business growth is stable and promising. Additionally, local unemployment rates are at record lows. CSPH partners with economic development to recruit and grow Manufacturing, Healthcare, Information Technology, Finance and Transportation & Warehousing businesses in the region. Construction and Retail Trade industry sectors are growing organically and need very little outside assistance.

The basis starts with LMI data from DEO's Employment Projections and CSPH staff also receive input from economic development interests, educational entities and boards of county commissioners

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

CSPH has a shared vision that reflects the local economies of Pasco and Hernando counties. CSPH sector strategies shared vision with its local economic development, chambers and county economic development is to assist the businesses growth through growing the talent it needs to fill the vacancies for workers needed in it growing economy. Local career academies created in the school board systems are a valuable resource to assist CSPH in growing apprenticeships.

The shared vision for the region is full employment with focused industries that bring in monies to the region. Therefore, growing sectors become the basis for inclusion and regional vision changes as former sectors decline (i.e. agriculture).

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

CSPH receives constant feedback from its Manufacturing, Construction, Healthcare, Retail Trade, Information Technology, Finance and Transportation & Warehousing groups on new and upcoming economic trends that assist CSPH in promoting the efforts of these three sectors to the business community. One central goal of the strategy is to grow the economy and be a global competitor.

Growing industries drive the sector strategy – those employing and continuing to employ the most residents rise to the top of the list. With the aspect of full employment approaching the next factor will be wage growth and retention.

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

The CareerSource Pasco Hernando Business Service team provides a priority of service to the Manufacturing, Construction, Healthcare, Retail Trade, Information Technology, Finance and Transportation & Warehousing sectors. All seven sectors are the growing industries that need replenishing of its growing workforce due to new technology, growth and the retiring baby boomers. OJT, EWT training funds along with candidate services are made available to assist these sector industries to compete locally and globally and assist with business growth.

The sector strategies drive occupational training at the local level and prevents offerings of esoteric training. If training offered by school systems and state colleges does not lead toward a job, CSPH will not fund with WIOA assistance. CSPH also will not fund private provider training that is not linked to employment.

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

CSPH works to outreach one-stop services to Manufacturing, Construction, Healthcare, Retail Trade, Information Technology, Finance and Transportation & Warehousing industries that attract job seekers. OJT and EWT are tools available to train and retrain those workers so sector industries can maintain and

increase its workforce. CSPH will strive to hold specific Manufacturing, Construction, Healthcare, Retail Trade, Information Technology, Finance and Transportation & Warehousing candidate job fairs and in-house recruitments to highlight the available workforce in the region.

The region recruits for employers in the selected industry sectors through its Business Services Team – to include job orders and recruitment events. CSPH advertises on social media opportunities in the selected industry sectors and upcoming events for job seekers to apply and obtain employment in growing and targeted industries

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

CSPH adjusts to economic demands to maintain sector growth and improvement. EWT, OJT and special state dollars are made available to help sustain and improve business growth in the region. CSPH success is measured by business and job growth.

CSPH looks at both quarterly and annual data to confirm sectors are growing and reviews training to ensure training is resulting in employment. Again, the most useful data remain DEO's Employment Projections and the Quarterly Survey of Employment and Wages.

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

CSPH annually develops a targeted occupation list (TOL) using labor market information provided by the State of Florida's Department of Economic Opportunity. To meet the threshold of the list, occupations must historically show openings of thirty (30) or more per year, positive growth and have a Mean Wage of \$14.74/hour and Entry Wage of \$11.99/hour. In addition, industries and training providers may request addition of other occupations if they can show both the necessary demand and the required wage levels. Such additions are then approved or disapproved by the LWDB (full or committee) action. This system produces a very open list of consideration for customers and ensures occupations are in demand and paying sufficient wage. The Targeted Occupation List includes occupations in demand in the State of Florida that may not be 'in demand' locally. These occupations are denoted on the TOL with

an 'S' designation. This allows customers in Pasco and Hernando Counties to choose occupations and their related training from other areas, as long as a demand is established statewide.

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

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

CSPH will promote more active engagement with the business sector to identify the skills and support that workers need in and to better communicate these needs to the core programs' staff, other key partners, education and training providers, job seekers, and state decision-makers. CSPH will continue to encourage and facilitate the engagement of local employers, including small businesses and employers in targeted industry sectors. The region is divided into designated geographical areas based on employer location and designated industry sector in order to serve all employers within the region. The BST's have contact with employers on a daily basis. Veteran services staff work together with this team to provide the most comprehensive and highest quality of service for the employer. The region has also established a single point of contact assigned to each employer which allows for a uniform service delivery system for employers. Employer packets containing brochures and information on listing job orders, training programs, and WIOA training are provided to employers. Options of self-service through The Employ Florida (EF) system or working directly with a BST member is discussed to best meet each employers' staffing needs. All visits are followed up by phone calls or emails.

The Job Hub staff and BST are the primary contacts for employers in the region. The BST will deliver employers services through onsite visits, email or phone contact depending on each situation and need. The Job Hub staff will have only email and phone contact; however, there are rare occurrences when employers visit CSPH and discuss their business needs face to face with the Job Hub staff. Job orders are obtained by the BST and Job Hub staff. After obtaining the job order, it is posted by the Job Hub staff. If any employer in the region needs to post a job order, the BST or Job Hub will assist. Job orders are obtained from all industry sectors to include Manufacturing, Construction, Healthcare, Retail Trade, Information Technology, Finance and Transportation & Warehousing in an effort to obtain job orders for veterans, MSFW, and other job seekers, including those with disabilities and barriers to employment. CSPH's BST provides outreach to all employers within the Pasco and Hernando county region. The business

outreach provided to the business industries in Pasco and Hernando counties includes agricultural. Agricultural employment in Pasco and Hernando is minimal. Neither Pasco or Hernando counties have a significant number of MSFWs in the region and none of the one-stops are designated as significant one-stops. CSPH complies with 20 CFR 652.207, in providing those labor exchange services to all employers and job seekers, including Reemployment Assistance (RA) claimants, veterans, migrant and seasonal farmworkers, and individuals with disabilities.

CSPH Business Service team engage all employers within the region through onsite visits, email, Chamber meetings, Economic Development events and referrals. CSPH website provide local businesses a myriad of information that assist with training, recruitment, job retention that assist small and large employers in the region. CSPH utilize job fairs, roundtables, social media and local business events to promote training services EWT, OJT that assist in growth of small and all business in the region. CSPH business community is about 60% small businesses and we provide an extra effort to reach out to Manufacturing, Construction, Healthcare, Retail Trade, Information Technology, Finance and Transportation & Warehousing which is designated and our fastest growing sectors. CSPH Business Service Consultants are assigned to a sector industry and work exclusive with that industry to assist in training needs and act advisors while participating on various boards and business groups.

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

CSPH engages the local business community to provide and assist in customizing their service needs to help their businesses grow. CSPH solicits the advice and feedback from its local businesses to assist in providing the right assistance at the right time. Roundtables, business discussion groups and business partners are helpful in defining and providing the right service a local business may need. There is no one design that fits all, however communication is the most important tool that develops a strong relationship with our business community. EWT and OJT services provide local employers with training assistance that assist business in local and global economy. State businesses IWT and Customized Training information is also provided to our local business community.

LWDA 16 will place a priority on and budget funds for demonstrated effective work-based strategies that meet employers' workforce needs, including on-the-job training, employed/incumbent worker training, registered apprenticeship, and paid work experience. Through allowable use of local funds, LWDA 16 will incentivize local employers with increased reimbursement rates to meet their workforce needs and offer opportunities for job seekers and workers to learn new skills. LWDA 16 will explore developing and delivering innovative workforce development strategies for area employers, as allowed by WIOA, which may include career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credentials, apprenticeship, and other effective initiatives for meeting the workforce needs of local area employers, workers and job seekers. LWDA 16 will continue to promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.

Other services offered to all employers include:

- Access to Employ Florida
- Assessments & Testing
- Business Seminars
- Career Fairs
- Easy & Convenient Job Postings
- Labor Market Information
- Recruitments
- Internship/Candidate Matching
- Work Experience Program
- Networking
 - On-site Interviews
- Pre-screening Candidates for Available Positions

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

CSPH has a strong relationship with our local economic development organizations in both counties. Through those relationships business owners that need services are referred to CSPH's Business Services Team (BST). CSPH actively participates with Economic Development's business events and forums that provide contact with all major large and small business in the region. There is a link to business services

on the Economic Development websites and social media. Economic Development provides the BST with contact information from those employers in need of businesses services. All service information, Job Placement, Job recruitment, Job fairs, Roundtables etc., is provided to employers within the region.

Employers are frequently provided updated information on new and current programs, economic development updates, and community events that are employer focused. The BST will also give employers a referral to Economic Development if their assistance is needed. The BST has worked in coordination with our Economic Development partners to host recruitments for new employers that were considering moving to the area as well as provide new employers access to training resources as they begin operations in Pasco County. Surveys are shared between the organizations that indicate services that are needed in the business community. CSPH staff provides both Economic Development organizations with current labor market information and available training funds, when requested. The Hernando County Office of Business Development and the Pasco Economic Development Council work closely with the BST to develop strategies and provide information on new and prospective businesses and assist with various events. CSPH advises and supports the Pasco Economic Development Council's WorkforceCONNECT program which aids current and future employers in Pasco county in better recruiting and training workers utilizing local training and education providers. The WorkforceCONNECT program also assists job seekers who are entering or reentering the workforce explore available local careers within Pasco County.

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

Each Resource Room in the three, full-service one-stop centers is equipped with computers that are available to our universal customers. Individuals that are interested in filing a claim can connect to the state's RA claims and benefits system to complete an online application and work registration. Staff is available to assist customers with general computer and unemployment application questions.

For the long-term unemployed and those who have exhausted their Unemployment Insurance (UI) to the newest UI claimant, re-employment services include the full scope of services available. These services are offered to all customers in CSPH. Services include the use of computers, faxes, job-search and referral

to qualifying positions, as well as referral to all available, appropriate services needed to assist customers in returning to work, which include participation in local skills workshops provided at all three one-stops.

In January 2016, Florida shifted to the Reemployment Services and Eligibility Assessment (RSEA). Those individuals participating in RESEA receive additional services which include orientations to the one-stop services, an initial assessment to determine strengths, weaknesses and barriers to employment along with an introduction to the process to sign into EF and individual provision of username as well as instruction on password creation. Customers are provided labor market information that is unique to their past/future occupations and work experience. An Employability Development Plan is developed by the staff and customer. EF case note entries are made during the one-on-one session with each customer, indicating their occupation and areas of specific skill levels. Customers are also given a referral to at least one work search activity. If further training is needed, the customer will also be given a referral to training. Due to changes in the UI work search requirements, customers are advised of the process to schedule attendance on the careersourcepascohernando.com website, for all available workshops, including the process to schedule approved on-line virtual skills workshops, where successful completion is documented in EF by the trainer. Customers are also provided with information on how to utilize all services available through the offices, including the following: instructions on updating employment history and resumes in EF; referral for job search assistance; testing services such as CareerScope, TABE, Prove It and Ready-to-Work; group 'Job Ready' workshops (with instructions on how to schedule on the CSPH website); resource room to include job search, referrals, faxing and copying; referral information on education and training/FAFSA applications and future WIOA training assistance; and information on current programs offered, as well as possible customized training opportunities. In addition, partner services, i.e., Vocational Rehabilitation, SNAP and TANF related services and other local providers' services are presented. Customers are provided contact information for RESEA staff and advised to follow-up on all desired services, as needed.

CSPH employs a number of DEO as well as Resource Room staff that are cross-trained and available to help those customers receiving unemployment insurance. Any customer that visits a one-stop looking for employment can receive reemployment assistance services.

If employers need assistance due to downsizing, the local area stands ready to assist in cases where a formal WARN notice is received or any type/size of potential layoff. The Reemployment and Emergency

Assistance Coordination (REACT) Team provides onsite and offsite rapid response to coordinate services for employers and/or workers affected by temporary or permanent layoff. CSPH staff will immediately contact other employers to assess their hiring needs and supply resumes of impacted workers. In the event that the dislocation is as a result of outsourcing, the local REACT Coordinator will attempt to educate the business' senior management on the positive factors for filing a petition for Trade Adjustment Assistance with the U.S. Department of Labor. The local TAA Coordinator will assist the business with filing of the petition if necessary. If the petition is subsequently approved, the TAA Coordinator will conduct Trade Adjustment Assistance specific information sessions with all potentially eligible workers. Other services to be provided:

- Applying for re-employment assistance
- Claiming benefit weeks
- WIOA training opportunities
- Available workshops – either in-person or online
- Transferrable Skills
- Career Exploration
- Employ Florida
- Other services provided at the local one-stop center

CSPH has a Professional Placement Network (PPN) Coordinator that is available to assist professional candidates who have at least a 4-year degree and/or management experience with employment needs. This is a great opportunity for employers to have exposure to professionals with current and potential career opportunities that can benefit their organization.

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

WIOA Section 134 (c) (3) (E) establishes a priority requirement with respect to funds allocated to a

local workforce area for the Adult program. CSPH staff follows this priority requirement. Under this section, staff responsible for managing these funds will give priority to the following “priority groups”:

1. Recipients of public assistance;
2. Other low-income individuals (as defined in the WIOA Eligibility Directive, WIO-DR0211); and
3. Individuals who are basic skills deficient for the provision of individualized career services (previously referred to as intensive services under the Workforce Investment Act (WIOA)) and training services.

When programs are statutorily required to provide priority for a particular group of individuals, priority will be provided by CareerSource Pasco Hernando in the following order:

1. To veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals [as defined by WIOA Sec. 3(36)], or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
2. To non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
3. To veterans and eligible spouses who are not included in WIOA’s priority groups.
4. To non-covered persons outside the groups given priority under WIOA. Local policy limits the number of adults enrolled in WIOA who are not low income, public assistance recipients, or basic skills deficient.

CSPH’s Priority of Service (POS) covers WIOA Adult and Dislocated Worker, WIOA Youth, Trade

Adjustment Assistance (TAA), and Wagner-Peyser.

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

Training services are provided through the use of educational programs offered to the public by both public and private training institutions. These training providers have responded to requests for credentials from CSPH in accordance with the policy set forth by Florida's Department of Economic Opportunity. The cadre of providers is not limited geographically to the workforce region but covers locales beyond the region and even beyond the MSA. The limitation on the variety of training services and programs is the necessity to adhere to the region's target occupation list (TOL).

As described in TEG 41-14 (https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=5816), the State ETPL ensures the accountability, quality and labor-market relevance of programs, and ensures informed customer choice for individuals eligible for training. Using WIOA funding, CSPH also provides enhanced access and flexibility for work-based training options, such as Registered Apprenticeship (RA), on-the-job training, customized training, and incumbent worker training.

Customers will access these approved training providers through CSPH's website and in its resource room. It is an element of customer choice for them to research and select the training provider they wish to use.

WIOA Employment Counselors determine the customer's need for WIOA funded training services following completion of an interview, evaluation, or assessment, and career planning based on the following criteria:

- Candidate is unable or unlikely to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services.
- Candidate needs training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.
- Candidate has selected a training program or training services that are directly linked to the demand occupations that will lead to employment opportunities in the local area or the planning region.
- Candidate has the skills and qualifications to successfully participate in the selected training program.

- Candidate doesn't currently possess skills in a demand occupation.
- Candidate has limited skills in the chosen training program that will significantly reduce employment opportunities.

CSPH retains flexibility to modify the approved list and to allow "by-exception" training provider access if the desired training is not offered locally or other circumstance.

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

The customer has total choice of the training program he or she wishes to pursue as long as the training occupation is listed on the region's targeted occupation list (TOL) and available through an approved training provider. Customers interested in pursuing training services are encouraged to review these tools to explore and research the training programs listed prior to selecting a training program in a demand occupation.

CSPH Employment Counselors ensure that each customer is aware of the full array of training services available under WIOA. Other limitations could include a program limited access, a customer's inability to meet entry requirements (testing & prerequisites), or distance of the provider from the region making training impractical. Customer may also petition CSPH to allow exceptions to the approved provider list. WIOA Employment Counselors are strictly reminded that they may not advocate for any particular provider or program, but are allowed to advise the customer while developing a workable training and employment plan to ensure necessary support is available and that successful completion is obtainable.

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

- A. Describe any ITA limitations established by the board;

State statute requires 50% of the formula funds for adults and dislocated workers to be allocated to ITAs unless the LWDB obtains a waiver from CareerSource Florida. Qualifying costs under the 50 percent rule

include all customer service costs associated with the ITA program such as tuition, fees and books, and other training services. Florida allows LWDBs to establish ITA limits and durations.

The process in issuing an ITA is dependent upon the time of enrollment and how much training is needed to complete, tuition/books needed through completion and or current amount owed if already enrolled into training. The ITA is currently awarded at \$5000 per program year with an option of CEO/President or designee to make an exception on a case-by-case basis. This amount is not a guarantee or entitlement. Receiving this full amount again is contingent upon what is needed. The ITA is also taken into consideration if the customer is PELL eligible or not. Federal Aid is always applied first and then WIOA ITA picks up any remaining cost for required needs of the training.

WIOA is typically a two-year program. The intent is to allow a person to gain up to an Associate's degree in an occupation, if needed. If a customer will be enrolled for a full two-year program and it falls within two WIOA program years, they can receive up to \$5000 per program year. This would be the limit of funding and anything outside of this cost for training will be at the students' expense. This could include but is not limited to PELL, loans and personal payments. If it is imminent that a customer will not complete training due to not having enough funds, a request will be sent to CSPH's Sr. VP of Operations or designee for permission to exceed the stipulated ITA amount the customer was provided at the time of enrollment.

OJT funding limitations are based upon the contracted hours between CSPH and the employer. If extended hours are needed for training, the Business Services Consultant will follow up with the Vice President of Business Services as well as the employer to determine any additional needs in funding. Additional funding for OJT is approved by PHWB's CEO/President.

B. Describe any exceptions to the use of ITAs.

All exceptions to the use of an ITA that are out of the normal guidance of training dollars are sent to PHWB's CEO/President or designee for approval. A summary is provided as to what the expenditure is for and the need it represents on the customer's behalf. A possible exception would be additional books needed for training that are not required but listed as optional on a request. Another exception may be to pay for a specific course that is not part of the required curriculum especially if this course has a high impact on the customer passing exams. Exceptions are based upon customer's need to be successful in

completing training and or gaining employment to have not only a positive outcome for the WIOA program but to ensure we are assisting the customer to become self-sufficient.

In any circumstance that is out of normal range of expenditure to assisting a customer, the information is provided to PHWB's CEO/President or designee for approval. All requests are on a case to case basis and the circumstances that surround the customer in being successful.

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

As stated previously on page 37, PHWB's CEO/President is a current member of the Pasco Enterprise Network. Since April of 2010, collaboration meetings were held to develop a plan to coordinate assistance to small businesses and entrepreneurs in Pasco County through the creation of a small business assistance network with "virtual network" components. PHWB's CEO/President has been involved in the development and continued meetings. Members of this coalition also include the Pasco Economic Development Council, seven Pasco county Chambers of Commerce, Pasco County libraries, PHSC, St. Leo University, Small Business Development Center, SCORE, UF/IFAS Extension Pasco County, and the Prospera. Prospera is an economic development, nonprofit organization specialized in providing bilingual assistance to Hispanic entrepreneurs trying to establish or expand their business. The Pasco Economic Development Council, Inc. has a full menu of services for entrepreneurs and people looking to start businesses. These programs include business and entrepreneurship education, funding, workspace, business incubation and technical assistance in the form of workshops, classes and mentoring.

CSPH is developing this facet to our training services by partnering with the Greater Hernando County Chamber of Commerce and its Small Business Development counseling and mentoring program offered through the Chamber. In addition to this partnership our website, www.careersourcepascohernando.com has a link to entrepreneurial training.

(13) Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local

businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Economic Opportunity and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities.

CSPH will maintain the flexibility available in WIOA to offer pre-apprenticeship training to prepare youth for registered apprenticeship or other career opportunities. Career Academies have been a strong focus in the past 7-8 years as CSPH assisted in the initial planning stages for both Pasco and Hernando counties. Staff participates on local steering committees with region's School Board staff as well as higher education, business and economic development organizations in order to review and determine needs of the area. The contracted youth provider works closely with school personnel in the region in an effort to assist qualified youth in funding for industry recognized certifications as well as other types of support services. There is also a strong focus on training, entrepreneurship and work experience in an effort to enable our youth and other job seeking customers to successfully enter and advance in our workforce. CSPH staff was invited to provide input on the five-year strategic plan for both Pasco and Hernando School Boards. The school systems are excited about the prospect of engaging youth at younger ages – middle school youth are now a focus for Career Pathways and gaining credentials through obtaining industry certifications.

CSPH will continue to include registered apprenticeship programs on its eligible training provider list for the Adult and Dislocated Worker programs as long as they remain registered and achieve the minimum standard of performance outcomes. CSPH will continue to include a representative of a registered apprenticeship program as a member of the Local Workforce Development Board, thus ensuring that a key employer voice contributes to strategic planning activities for the workforce system. CSPH will recognize registered apprenticeship completion certificates as a post-secondary credential as allowed by WIOA, providing job seekers with employment flexibility.

CSPH currently has individuals enrolled in electrical pre-apprentice/apprentice programs with the local electrical union in Hillsborough County. In addition, CSPH applied for and received a Manufacturing Apprenticeship Grant in partnership with AmSkills. AmSkills (American Manufacturing Skills) Initiative is a European-Style Apprenticeship Training Program in Pasco, Hernando & Pinellas Counties (Tampa Bay Region). The AmSkills Pre-Apprenticeship Program provides hands-on foundational skills training in a manufacturing environment setting and places semi-skilled or skilled apprentices at local manufacturers

in paid positions upon successful completion of 400 hours. This grant will be used to assist 8 adults and 8 older youth using WIOA funds awarded by CareerSource Florida.

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

CSPH will emphasize the use of career pathways in targeted industry sectors to provide education and employment and training assistance allowing job seekers access to high quality training that will lead to industry-recognized credentials for in-demand jobs, which will accelerate job seekers' educational and career advancement.

OJT, EWT, Customized Training, Apprenticeship and Work Experience programs will also be utilized in CSPH.

OJT is training provided by an employer to a paid participant while he/she is engaged in productive work in a job. OJT provides the knowledge or skills crucial to the full and acceptable performance of the job. An OJT is limited in duration as appropriate to the occupation, considering prior experience of participants, content of training, etc. OJT reimburses the employer a certain percentage of the wages (exclusive of benefits) paid to participants for the costs of providing training and the additional supervision related to the training. Participants are compensated at same rate, including periodic increases as other employees that are similarly situated. The employer will provide appropriate supervision and training and comply with safety standards and workers' compensation requirements. All OJT experiences are provided through contracts between local employers and the LWDB.

Customized training is training that is designed to meet the specialized skill needs or requirements of an employer or group of employers. Customized training is conducted with a commitment by the employer to retain the individual after successful completion of the training and requires the employer to pay a significant share of the cost of the training. Customized training offers the opportunity for employers to

train individuals to the specified needs of the employer and provides the opportunity for the individual to learn and gain desired employer skills specific to an employer or industry.

Employed Worker Training is a short-term, customized training project that has the intent of upgrading employees' skills, retaining jobs, advancing current employee wages, and creating new entry-level jobs. An employed worker may be enrolled in work-based training when the employee is not earning a self-sufficient wage (per local board definition) and the training relates to the introduction of new technologies, new production or service procedures, upgrading to new jobs that require new skills, workplace literacy, or other appropriate purpose identified by the local board.

Additionally, as grant opportunities arose, we worked closely with Pasco Hernando State College to explore the training side of the equation. CSPH received funding for the Disaster NEG Grant. The program offered eligible applicants work in the area of disaster clean up, recovery and humanitarian efforts. This grant program was specific to Pasco and Hernando counties because both counties were declared disaster areas. The grant was being administered by Eckerd Connects/Workforce Development and Career Source Pasco Hernando. Several years ago, we also received a Federal grant (LEAP 2 Grant) that funded the Project Restart Program. Project Restart was a partnership between CareerSource Pasco Hernando and the Hernando County Sheriff's Department. The Project Restart program served over 100 participants during the 2-year grant period. As an Inmate re-entry program, the goal of Project Restart was to give participants the opportunity to learn skills to become employed and self-sufficient. Participants who completed the program received certificates in Microsoft Word, Excel, Office, QuickBooks, Keyboarding Skills, Employability Skills, and Business Ethics. Participants also had the opportunity to become Certified Production Technicians which included course work in Safety, Quality Practices and Measurement, Manufacturing Processes and Production as well as Maintenance Awareness.

Benefits to our Employer-Partners who employed Project Restart graduates included incentives through the Work Opportunity Tax Credit program and participation in the Federal Bonding Program at no cost to the employer. Because of the success of the program, CSPH continues a partnership with the Hernando County Sheriff's Dept. Of 30 inmates released this program year, 21 are employed. That is a 70% placement rate.

(15) Service Provider Continuous Improvement: Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers

and providers on the eligible training provider list, so they meet the needs of local employers, workers and job seekers (WIOA §108(b)(6)(A)).

An integral part of CSPH's process for continuous improvement also includes quarterly reviews of programs and administrative procedures by internal monitors. The findings and recommendations from the internal monitoring, as well as state sponsored monitoring, complement other efforts to improve services on an on-going basis.

CSPH uses a multi-tier process to gather information from employers, job seekers, and the local workforce to assist in determining the needs of our communities. Additionally, ongoing surveys of employers explore hiring patterns and other workforce needs such as training and recruitment issues. CSPH's Business Services Team (BST) visits hundreds of employers annually, gaining their input on current needs. Job seekers are engaged by CSPH with surveys using EF generated target lists and employing Survey Monkey to measure customer satisfaction and input on CSPH services. Additionally, job seekers using CSPH's resource rooms are surveyed on a variety of topics such as current skills, prior industries, relocation, and training needs. CSPH customers are able to directly input their review of services at each computer terminal in the Resource Rooms. Staff, employers and jobseekers can receive information from CSPH through its web site and labor market information products are updated at least once per month.

Continuous improvement is also facilitated through a series of meetings between the Youth Provider and CSPH staff. These meetings often include front-line staff. Most often these meetings are management team meetings, scheduled monthly or as needed, where CSPH staff and provider staff report and discuss performance, goals, and the means that they may be achieved and performance improved.

The CEO/President has an open communication policy that encourages CSPH and provider staff to elevate concerns quickly. Performance that falls below negotiated performance standards will be deducted from provider at a rate stipulated in the current contract. There are currently no performance incentives offered in CSPH. Regular meetings between core program and partner staff will be required for continued coordination and collaboration.

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

CSPH's youth program design utilizes a very individualized approach in determining the needs of enrolled youth. The case manager and youth participant jointly agree on which of the 14 program elements are necessary to ensure participant success. This decision is based upon results obtained through assessment, counseling, observed interactions and/or uncovered needs realized while enrolled. Each element provided is fully documented in EF and made part of the participant's ISS. The elements are provided by a variety of entities both public and private as well as the use of volunteers. For example, tutoring and alternative secondary school offerings are coordinated with the district school boards within the region. Likewise, summer youth employment opportunities are provided by CSPH and the contracted youth provider, Eckerd Connects/Workforce Development. Paid and unpaid work experience is conducted through arrangements with local employers and occupational skills training is delivered by approved educational vendors, both public and private. Leadership development is an available element through our Service Learning Projects where youth decide on worthwhile community projects, develop and initiate plans for participation and work closely with business and government leaders as they give back to the community. Supportive service needs are identified and provided as is appropriate. Mentoring is provided by volunteers recruited by a dedicated youth staff person who ultimately matches mentors with our youth. Comprehensive guidance and counseling is provided by the mentors and youth staff that performs the majority of the services under this element. As the participant continues to move through the youth program the case manager constantly monitors progress, follows up with their participants and modifies the youth's plan as is appropriate to ensure a successful outcome.

At CSPH, the Youth Program places an emphasis on the Health Care industry to include C.N.A certification, Home Health Aid Certification, CPR certification, and Medical Technician certification. This training offers a beginning process for a youth and opens the door to additional training in high skill, high wage occupations within the medical field. CSPH also offers Customer Service training through the National Retail Federation thus securing a nationally recognized credential coveted by employers. This allows a youth to gain employment within the customer service industry and retail sales both of which, along with the medical field, are major employers within the region. This certification helps employers distinguish and recognize qualified customer service professionals. Successful providers include all locally approved training providers.

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

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

Definition: Youth seeking enrollment into intensive services will complete CASAS basic skills exam to determine reading and math proficiency levels. Youth identified as English Language Learners through either staff observation, self-attestation, or reading and math scores will be offered the opportunity to develop skills at the local adult education center.

B. Define “requires additional assistance.”

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

“Requires additional assistance to complete an educational program” shall be defined as an individual who:

- Is currently at risk of dropping out of school, as determined by referral from a school staff person, probation officer, or other responsible person with documentation evidencing chronic poor attendance or discipline problems during the last 12 months, or has educational underachievement; or
- Is currently enrolled in special education classes that require appropriate education for children with disabilities and has an Individual Education Plan (IEP); or
- Is currently attending an alternative education program that leads to a high school diploma or High School Equivalency; or
- Is currently credit deficient (i.e., one or more grade levels behind peer group); or
- Is currently failing two or more academic subjects in the current academic period (e.g., semester, trimester, etc.).

“Requires additional assistance to secure employment and hold employment” shall be defined as an individual who:

- Has failed to secure a job within the past three months after a documented employment search; or
- Is employed part-time (less than 30 hours per week) and has been unable to obtain full-time employment within the past three months after a documented employment search; or
- Is an emancipated youth; or
- Is a former foster care youth; or
- Receives public assistance, or is a member of a family receiving public assistance.

END OF LOCAL PLAN INSTRUCTIONS

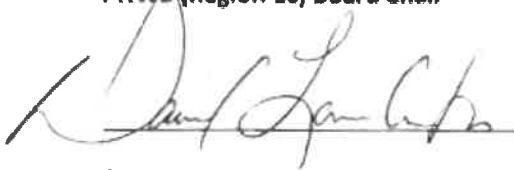
SIGNATURE PAGE

This plan represents the efforts of LWDA 16 to implement the Workforce Innovation and Opportunity Act in the following counties:

- Pasco County
- Hernando County

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

PHWD (Region 16) Board Chair



Signature

David Lambert

Name (printed or typed)

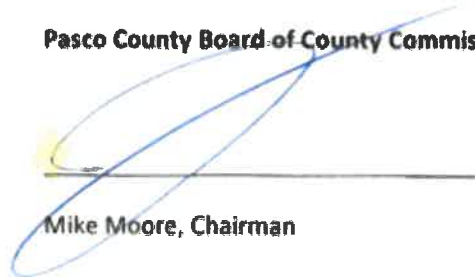
Chair

Title

01/16/2020

Date

Pasco County Board of County Commissioners



Mike Moore, Chairman

Name (printed or typed)

Title

APPROVED
IN SESSION

MAR 10 2023

PASCO COUNTY
BCC



[Signature]
Mimi Alvarez-Sowles, Esq., Clerk & Comptroller

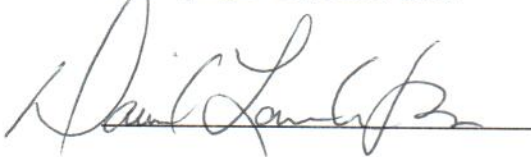
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Signature

David Lambert

Name (printed or typed)

Board Chair

Title

01/16/2020

Date

Chief Elected Official – Hernando County



Signature

John Mitten

Name (printed or typed)

Chairman

Title

March 10, 2020

Date

APPROVED AS TO FORM
AND LEGAL SUFFICIENCY

BY 
County Attorney's Office