



February 25, 2020 - 8:30 a.m.
13805 58th Street North, Clearwater, FL, 33760

Strategic Planning Team

Agenda

- I. **Welcome**.....Jennifer Brackney, CEO
- II. **Information/Discussion Items**
 - 1. Summary—Strategic Planning Team Meeting February 7, 2020 Page 2
 - 2. Second Draft: Strategic Action Plan July 2020 through June 2023 Page 4
- III. **Other Administrative Matters**
(Items of urgency not meeting the seven-day guideline for review)
- IV. **Public Comments**
- V. **Open Discussion**
- VI. **Adjournment**





Information Item 1

Summary of Strategic Planning Team Meeting

The draft summary from the February 7, 2020 meeting of the Strategic Planning Team has been prepared and is attached.

CareerSource Pinellas Strategic Planning Team Meeting Summary

Date: February 7, 2020 - 8:30 A.M.

Location: 13805 58th Street North, Clearwater, 33760

Welcome

Jennifer Brackney officially started the meeting at 8:43 a.m. with a welcome and turned the meeting over to the Strategic Planning Facilitator, Lori Strumpf, from Strumpf Associates.

Board Members in Attendance

Jody Armstrong, Barclay Harless, John Howell (absent), Mark Hunt (absent), Michael Jalazo (absent), Michael Logal, Michael Meidel, Rebecca Sarlo, Amy Van Ness, Scott Wagman, Zachary White

Partners in Attendance

Emery Ivery, Chris Moore (absent), Michael Ramsey (absent)

Staff Present

Jennifer Brackney, René Davisson, Michelle Moeller, Mary jo Schmick, April Torregiante (absent), Steven Meier

Strategic Planning Process

Lori Strumpf kicked off the meeting asking participants for feedback of the process to date.

Activity Item 1

The Strategic Planning Team reviewed the contents of the first draft of the Strategic Action Plan dated February 3, 2020.

Activity Item 2

Lori Strumpf initiated a round table discussion on the Summary Findings from the two Focus Groups held on January 29, 2020 focused on Partners and Employees.

Activity Item 3

Lori Strumpf directed the Team to pages 8 and 9 of the Draft Strategic Action Plan focusing on strategic priorities, goals and objectives. The Team reviewed the interpretation and noted clarifications of the contents. Materials from One Stop and Workforce Solutions were distributed, specifically the Goals established at the last Committee Meetings of each of the respective groups.

Activity Item 4

Discussions moved to possible VISION (facilitator defined as answers WHY the company does this work; compelling statement that is motivational for the employees) and MISSION (defined by the facilitator as the answers to what we do; what business we are in at the 15,000 foot level).

Closing Discussion

Facilitator Lori Strumpf summarized how this session was defining our “emerging” goals. The creation of our Strategic Plan will become the new narrative for CareerSource Pinellas. The determination was also made to hold the tentatively scheduled fourth Strategic Planning Meeting.

Adjournment

The Strategic Planning Team meeting concluded at approximately 12:10 pm.

NEXT MEETING: February 25, 2020 at 8:30 a.m.

Discussion Item 2

Strategic Action Plan July 2020 through June 2023 SECOND DRAFT

Review and discussion of the second draft of the Strategic Action Plan incorporating the information Strumpf Associates gathered in Strategic Planning Team Meetings #1, #2 and #3, as well as four Focus Groups held to date.

Discussion topics for the Strategic Planning Team in the final meeting on February 25, 2020:

- 1.) Review Focus Group Results targeted at Customers: Employers and Jobseekers
- 2.) Finalize Vision, Mission, Value Proposition, Tag Line and Operating Principles
- 3.) Examine Core Values for CareerSource Pinellas
- 4.) Prioritize Key Strategies

ACTIVITY

Finalize the Strategic Planning process as facilitated by Strumpf Associates.



**STRATEGIC ACTION PLAN
JULY 2020 THROUGH JUNE 2023**

***2nd DRAFT
For REVIEW
By the Strategic Planning Committee
February 21, 2020***



Developed by the Workforce Development Board (WDB)
Strategic Planning Committee

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Organizational Overview.....
 Vision, Mission, Values, Customers

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ACKNOWLEDGMENTS

The Workforce Development Board of Pinellas County would like to thank the participating members of the Strategic Planning Team for all the time, energy and commitment each individual brought to this strategy development effort. We pledge to implement this plan to the fullest to reach our collective vision.

Strategic Planning Team Members:

Jody Armstrong, Disability Achievement Center

Jennifer Brackney, CareerSource Pinellas

René Davisson, CareerSource Pinellas

Barclay Harless, Bank OZK

John Howell, Florida Department of Education

Mark Hunt, Pinellas County Schools

Emery Ivery, United Way Suncoast

Michael Jalazo, Pinellas Ex-Offender Re-Entry Coalition

Michael Logal, AppleOne Employment Services

Michael Meidel, Pinellas County Economic Development

Steve Meier, CareerSource Pinellas

Chris Moore, Assistant to the County Administrator

Michelle Moeller, CareerSource Pinellas Staff

Michael Ramsey, St. Petersburg College

Rebecca Sarlo, Ultimate Medical Academy

Mary jo Schmick, CareerSource Pinellas Staff

April Torregiante, CareerSource Pinellas Staff

Amy Van Ness, Freight Center, Inc.

Scott Wagman, HW Properties

Zachary White, Homeless Empowerment Program

Lori Strumpf, Facilitator

Strumpf Associates: Center for Strategic Change

INTRODUCTION

This document is the dynamic blueprint for the sustainability and growth of the region's talent pipeline. It is the product of intensive discussions by the Workforce Development Board's (WDB), Strategic Planning Committee members and feedback from staff, partners, and stakeholders. This plan lays the foundation for the organization's future development.

The Strategic Planning Committee is to be commended for their imagination, dedication, and perseverance throughout this process. We have a vision of where we want to be, an assessment of where we are now and a set of criteria to measure our progress. We have defined the values that describe how we do business and developed strategies and priorities to move us from where we are to where we want to be.

The strategic direction, goals and strategies included in this plan are a response to our understanding of what our customers value most about the organization, and current opportunities and challenges for offering a high-quality system of talent recruitment for businesses and skill development for current and future jobseekers. In Pinellas County, as in the nation, there is an ongoing and growing scarcity of skilled workers to meet the demand. For Pinellas County, there were approximately 31,553 job openings posted on Indeed in February 2020. Nationally as of the last day of December 2019, the number of job openings was 6.4 million¹. Employers continue to report consistent difficulty in filling their job openings.

This is an exciting time in the field of workforce and economic development. With a deep understanding of the federal legislation, the Workforce Innovation and Opportunity Act (WIOA), and the economic cycle currently in a period of growth we face an environment open to innovation and change. We will always be faced with change, so we need to manage change rather than react to it. This planning process has provided us with a system to lead, manage, and change the WDB and the Pinellas County workforce system in a well-planned, integrated manner based on our strategies. This system approach also provides a management process that will change the way we do business day-to-day. The priorities from the plan become the priorities for our annual budgets, assuring that we focus our resources in those areas that move us toward our vision.

The three-year period of this strategic plan will be a time of assessing and deepening the WDB's approaches to its work. With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, the WDB will pursue the following strategic priorities:

- Expand and deepen strategic partnerships with business and education to become more responsive to the skills needed in the current and future workplace.

¹ Bureau of Labor Statistics, February 2020

- Expand access and reach into communities and with populations not currently served.
- Promote change and maintain the viability of CareerSource's financial growth, quality delivery system and relevancy to job seekers and businesses.

This Strategic Plan brings together priorities covering all workforce programs within the WDB's purview. Its priorities and objectives encompass all the WDB's activities. However, a plan is of little value by itself. This document is the framework to continue our growth and ensure the sustainability of our high-performance, customer-focused workforce development system that continues to benefit all stakeholders – our customers, our employees, and the community.

The demand is great, as is our commitment to build a workforce strategy for our time that can meet the needs of today's changing business environment.

DATA SNAPSHOTS

General Population²

- The population of Pinellas County is 73.7% White Alone, 10% Hispanic or Latino, and 9.88% Black or African American alone.
- 13.7% of the people in Pinellas County speak a non-English language, and 95.2% are U.S. citizens.
- In 2018, Pinellas County had population of 975,000 people with a median age of 48.5 and a median household income of \$52,198.
- Between 2017 and 2018 the population of Pinellas County, FL grew from 970,637 to 975,280, a 0.478% increase.
- The largest universities in Pinellas County are St Petersburg College (7,359 degrees awarded in 2017), University of South Florida-St Petersburg (1,260 degrees), and Eckerd College (496 degrees).
- The median property value in the county is \$215,800, and the homeownership rate is 66.9%.
- Most people in the county commute by driving alone, and the average commute time is 22.3 minutes. The average car ownership is 2 cars per household.

Income, Poverty and the Economy³

Income & Poverty

- 13.7% of the population for whom poverty status is determined in Pinellas County (128k out of 935k people) live below the poverty line, a number that is higher than the national average of 13.1%.
- The largest demographic living in poverty are Females 55 - 64, followed by Males 55 - 64 and then Females 25 - 34.
- The most common racial or ethnic group living below the poverty line in Pinellas County is White (approximately 89,800), followed by Black (approximately 26,821) and Hispanic (approximately 16,468).
- Between 2017 and 2018 the median household income grew from \$51,512 to \$52,198, a 1.33% increase. This is less than the median annual income of \$61,937 across the entire United States⁴.
- In 2017, California had the highest estimated number of chronically homeless individuals in the nation, at 35,798. New York has the second highest (5,087), followed by Florida (4,915).

² QuickFacts, Pinellas County, Florida, United States Census Bureau unless otherwise noted.

³ QuickFacts, Pinellas County, Florida, United States Census Bureau unless otherwise noted.

⁴ From Deloitte Data USA

Economy⁵

- The economy of Pinellas County employs 464,000 people. From 2017 to 2018, employment grew at a rate of 2.21%, from 454k employees to 464k employees.
- The largest industries in Pinellas County, FL are Health Care & Social Assistance (70,547 people), Retail Trade (59,441 people), and Professional, Scientific, & Technical Services (42,169 people), and the highest paying industries are Management of Companies & Enterprises (\$59,475), Finance & Insurance (\$51,891), and Public Administration (\$51,518).
- Median household income in the county is \$52,198. Males have an average income that is 1.34 times higher than the average income of females, which is \$46,612. The income inequality in Pinellas County, FL (measured using the Gini index) is 0.474, which is lower than the national average.
- The most common job groups, by number of people living in the county are Office & Administrative Support Occupations (65,945 people), Sales & Related Occupations (56,807 people), and Management Occupations (45,557 people).
- The most common jobs held by residents of Pinellas County, FL, by number of employees, are Office & Administrative Support Occupations (65,945 people), Sales & Related Occupations (56,807 people), and Management Occupations (45,557 people).
- Compared to other counties, Pinellas County has an unusually high number of residents working as Business & Financial Operations Occupations (1.28 times higher than expected), Office & Administrative Support Occupations (1.26 times), and Sales & Related Occupations (1.21 times)⁶.
- The highest paid jobs held by residents of Pinellas County, FL, by median earnings, are Architecture & Engineering Occupations (\$74,829), Computer & Mathematical Occupations (\$67,967), and Computer, Engineering, & Science Occupations (\$67,043).

Education

- As of 2019, 91.1% of persons aged 25 years and older was a high school graduate or higher.
- As of 2019, 31% of persons aged 25 years and older had a Bachelor's degree or higher.
- The most popular majors in Pinellas County are Liberal Arts & Sciences (3,865 and 33.8%), Registered Nursing (811 and 7.09%), and General Business Administration & Management (373 and 3.26%).
- The median tuition costs in Pinellas County are \$42,428 for private four year colleges, and \$3,317 and \$12,159 respectively, for public four year colleges for in-state students and out-of-state students.

⁵ Quick Facts

⁶ From Deloitte Data USA

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

VISION: (possible options – yellow highlight had the most resonance at the last meeting)

- Our vision is to enhance people's lives in Pinellas County through development of the workforce.
- Our vision is that that all citizens live in a community where they may prosper economically.
- We envision a strong network of resources that provides opportunities for individuals and that helps employers thrive.

MISSION: (possible options)

- CareerSource's mission is to provide easy access to and enhance delivery of workforce development services for individuals and businesses.
- CareerSource connects people looking for employment with companies that need qualified employees. CS coordinates training to enable people to improve their lives through gainful employment.
- CareerSource takes a leadership in workforce development to connect people looking for employment with companies looking for talent.

VALUE

PROPOSITION: CareerSource Pinellas provides personalized service customized to your need for talent allowing customers to waste no time getting the right talent at the right time.

[note: Value proposition should describe; how your product or service solves/improves problems, what benefits customers can expect, and why customers should buy from you over your competitors].

TAG LINE: (possible options)

Your Talent is Our Passion

We provide excellent help to provide you with talent

Your resource to great employees

CUSTOMERS: Our primary **external customers** are jobseekers (emerging, transitioning and incumbent) and businesses.

Our primary **internal customer** is our **staff**.

ROLE: The WDB will play several roles in furtherance of our vision and mission:

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

ORGANIZATIONAL CORE VALUES

Our Common Values:

We believe in the following shared principles, beliefs and priorities....

[To Come]

STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priorities:

- Expand and deepen strategic partnerships with business and education to become more responsive to the skills needed in the current and future workplace.
- Expand access and reach into communities and with populations not currently served.
- Promote change and maintain the viability of CareerSource's financial growth, quality delivery system and relevancy to job seekers and businesses.

Goal 1: Develop Robust Partnerships with Employers

Outcomes by 2023:

- Increase the number of businesses providing work-based learning opportunities by X%.
- Increase the number of businesses using the system for recruitment by X%.
- Increase the number of businesses participating on advisory boards, curriculum development committees, etc. by X% system wide.

Key Strategies:

- 1.1. Utilize and partner with existing business groups (e.g., Tampa Bay Partnership, Chamber's CEO Forum, etc.) that convene employers regularly to understand immediate and future needs.
- 1.2. Develop and execute a marketing strategy to build awareness with businesses about how to engage and the services available.
- 1.3. Increase services to incumbent workers and underemployed workers.
- 1.4. Develop methods that help businesses navigate the workforce system's services and that connect them with qualified applicants
- 1.5. Partner with employers to engage in barrier reduction of those applicants/workers who are work ready and need help with transportation, continuing education, childcare, etc.
- 1.6. Inventory best and promising practice approaches for working with and engaging businesses and scale up.

Goal 2: Strengthen Partnerships with Organizations that Provide Educational Opportunities

Outcomes by 2023

- ????

Key Strategies:

- 2.1 Convene all the groups that produce Labor Market Information (LMI) data and information to work together to create *LMI Briefs* that can be used by jobseekers, employers, and other workforce organizations in easy to consume formats.
- 2.2 Convene employers to identify skill needs and align education providers' offerings to current and future skill needs.
- 2.3 Provide easy to use 'career maps' for jobseekers to use to both know where to go for education/training to obtain necessary credentials and next steps on a career path.
- 2.4 Ensure that there is a Talent Pipeline 'through put' that connects business service staff between CareerSource and educational institutions.

Goal 3: Expand Outreach to Jobseekers

Outcomes by 2023:

- Customer satisfaction increases by X%.
- ????

Key Strategies:

- 3.1 Target outreach efforts based on **areas of opportunity**.
- 3.2 Expand the satellite system currently in place.
- 3.3. Conduct asset mapping at the ground level to identify local community-based organizations and resource assets that might assist with outreach and service delivery.
- 3.4 Expand connections to the priority populations (e.g., underemployed) through the library system, faith-based organizations, community-based organizations, and other places where individuals not normally served by the workforce system feel welcome.
- 3.5 Conduct a gap analysis through engagement with priority customers and key stakeholders to assess what services may be missing and/or what changes are needed in how services are delivered to ensure participation.
- 3.6. Support individuals to gain employment through a system of wrap around services that is responsive to their diverse experience and needs.

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

Outcomes by 2023:
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Key Strategies:

- 4.1 Present a positive message of the organization to include all that is currently being done and what will be done based on the strategic plan.
- 4.2 Create talking points for use by board members and staff as part of the awareness campaign (see 1.2).
- 4.3 Continue to build services that are relevant to employers and jobseekers.
- 4.4 Build a reputation as the 'go to' place for employers.
- 4.5 Continue to improve and enhance the technology infrastructure both internally for staff to be more efficient and for communication among the system's partners and to increase user friendly access for customers.
- 4.6 Ensure compliance and work with/train staff on the new ways of doing business that are in compliance while reducing the burden on customers through streamlined compliant processes.
- 4.7 Develop methods to regularly listen to customers to test new processes before implementing them permanently.

OPERATING PRINCIPLES

The following principles define the way the organization operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- We operate in compliance with all federal, state, and local policies and regulations.**
- We operate as a learning organization that is innovative, flexible, and timely in our service delivery.
- We are anticipatory of external developments that may have an impact on the organization.
- We challenge each other to achieve excellence.
- We hold ourselves accountable to each other and our customers.
- We collaborate with our partners and build strategic alliances around our goals, strategies and tasks in which we are engaged.
- We focus efforts externally on system-building to create a workforce system that eases access for our customers.**
- We implement, measure, evaluate and continuously improve all our programs, services and operations based on data analytics and our values.
- We continuously strengthen organizational effectiveness, **efficiency**, and build capacity.
- We coordinate the various players in the workforce space to become more systematic in our collective approach to workforce development.**

MEASURING RESULTS:

Overall Measure by 2023 as a result of the strategies put in place:

[To Come]