



## **STRATEGIC ACTION PLAN JULY 2020 THROUGH JUNE 2024**

**September 16, 2020**



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## ACKNOWLEDGMENTS

The CareerSource Pinellas' Local Workforce Development Board would like to thank the participating members of the Strategic Planning Committee 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.

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## 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 Local Workforce Development Board's (LWDB), 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 million<sup>1</sup>. 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 LWDB 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 four-year period of this strategic plan will be a time of assessing and deepening the LWDB'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 LWDB will pursue the following strategic priorities:

- Strengthen 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 the community.

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<sup>1</sup> Bureau of Labor Statistics, February 2020

- 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 LWDB's purview. Its priorities and objectives encompass all the LWDB'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 Population<sup>2</sup>***

- 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 Economy<sup>3</sup>***

#### **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 States<sup>4</sup>.
- 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).

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<sup>2</sup> QuickFacts, Pinellas County, Florida, United States Census Bureau unless otherwise noted.

<sup>3</sup> QuickFacts, Pinellas County, Florida, United States Census Bureau unless otherwise noted.

<sup>4</sup> From Deloitte Data USA

## Economy<sup>5</sup>

- 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)<sup>6</sup>.
- 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.

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<sup>5</sup> Quick Facts

<sup>6</sup> From Deloitte Data USA

## ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

- VISION:** The vision of CareerSource Pinellas is to enhance lives by making talent the region's key competitive asset.
- MISSION:** The mission of CareerSource Pinellas is to build the talent pipeline for today and the future by providing easy access to workforce solutions.
- VALUE PROPOSITION:** CareerSource Pinellas provides customized services through a network of partners, allowing customers to get the right skills and talent at the right time.
- TAG LINE:** Your Talent is Our Passion
- CUSTOMERS:** Primary ***external customers*** are **jobseekers (emerging, transitioning and incumbent) and businesses.**
- Primary ***internal customers*** are our **staff and our partners.**
- ROLE:** The LWDB 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 **strategically invest** in program innovation.



## **ORGANIZATIONAL CORE VALUES**

Core Values – We believe in the following shared principles, beliefs and priorities:

**COLLABORATION.** We actively build community capacity by engaging businesses, customers, families and partners in our work to improve outcomes and ensure long-term success.

**INNOVATION.** We embrace on-going creativity and change for achieving continuous improvement and growth.

**INTEGRITY.** We act with honesty, transparency, and accountability to build trust and achieve results.

**OPPORTUNITY.** We work in ways that instill hope and offer pathways of opportunity for our customers to succeed and thrive.

**RESPECT.** We treat our team members, customers, and partners with mutual respect and sensitivity, recognizing the importance of diversity. We respect all individuals and value their contributions.

**RESULTS.** We deliver our very best in all we do, holding ourselves accountable for results.

**STEWARDSHIP:** We honor our role as stewards of the public trust by managing human and financial resources respectfully and responsibly.

# STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

## ***Strategic Priorities:***

- Strengthen strategic partnerships with business and education to become more responsive to the skills needed of the current and future workplace.
- Expand access and reach into the community.
- Promote change and maintain the viability of CareerSource Pinellas' 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.
- Increase the number of businesses using the system specifically for recruitment.
- Increase the number of business establishments provided a staff-assisted, high value service to exceed the CIP targets (calculated using the CIP Initiative performance targets from CSF).

### ***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:***

- Education partners report using LMI information to align curriculum.
- Career maps have been developed for targeted industries and are online for easy access by jobseekers.

**Key Strategies:**

- 2.1 Compile all 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 that connects business service staff between CareerSource and educational institutions.

**Goal 3: Expand Outreach to Jobseekers****Outcomes by 2023:**

- Increase the virtual delivery of service.
- Increase the number of partnerships developed with entities not currently partners.
- Information from the gap analysis has been acted upon, as appropriate.

**Key Strategies:**

- 3.1 Target outreach efforts based on areas of opportunity.
- 3.2 Expand the virtual delivery of service system currently in place.
- 3.3. Conduct asset mapping analysis 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 Pinellas**

### ***Outcomes by 2023:***

- Based on the voice of the customers and other analysis, new services have been piloted and implemented.

### ***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.