



April 20, 2023 - 9:00 A.M.  
Hybrid Meeting – EpiCenter  
13805 58<sup>th</sup> St. N.  
Room 1-455  
Clearwater, FL 33760

**Zoom**

\*Join via Zoom – Meeting ID: 338 034 9468

[Zoom Link](#)

\*Dial In via Phone – Meeting ID: 338 034 9468

Phone: +1 646-558-8656

## One-Stop Committee Agenda

**I. Welcome and Introductions** ..... Dr. Rebecca Sarlo, Chair

### II. Public Comment

*Members of the public may raise their virtual hand during the Public Comment portion of the meeting. Members of the public who do so will be acknowledged by the Chair and provided up to three minutes to make public comment.*

### III. Roll Call

### IV. Action/Discussion Items

1. Approval of minutes - August 18, 2022 One-Stop Committee Meeting ..... Page 1
2. Approval of MOU IFA ARM Institute ..... Page 7
3. Approval of Contract Award for Youth Services..... Page 28
4. Approval of Updated Schedule of Operations..... Page 29

### V. Information Items

1. WIOA Primary Indicators ..... Page 31
2. Letter Grades ..... Page 33
3. One-Stop Operator Update ..... Page 34
4. The Demographic Drought..... Page 37
5. Veterans Quarterly Manager’s Report ..... Page 63

### VI. Other Administrative Matters

*(Items of urgency not meeting the seven-day guideline for review.)*

### VII. Open Discussion

### VIII. Adjournment

**Next One-Stop Committee – June 22, 2023 (9:00 am - 10:00 am)**

*\*All parties are advised that if you decide to appeal any decision made by the Board with respect to any matter considered at the meeting or hearing, you will need a record of the proceedings, and that, for such purpose, you may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

*\*If you have a disability and need an accommodation in order to participate in this meeting, please contact the Executive Assistant at 727-608-2551 or [admin@careersourcepinellas.com](mailto:admin@careersourcepinellas.com) at least two business days in advance of the meeting.*

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## **ACTION ITEM 1**

### **Approval of Minutes**

In accordance with Article VII, Section 1(H), of the approved WorkNet Pinellas By-Laws: Minutes shall be kept of all Board and Committee meetings. Minutes shall be reviewed and approved at the next CareerSource Pinellas Board or Committee meeting as appropriate.

The official minutes of meetings of the Board and Committees of the Board are public record and shall be open to inspection by the public. They shall be kept on file by the Board Secretary at the administrative office of CareerSource Pinellas as the record of the official actions of the Board of Directors.

The draft minutes from the August 18, 2022 meeting of the One-Stop Committee have been prepared and are enclosed.

#### **RECOMMENDATION**

Approval of the draft minutes, to include any amendments necessary.

**CareerSource Pinellas  
One-Stop Committee Meeting Minutes**

**Date:** Thursday, August 18, 2022 @ 9:00am  
**Location:** Hybrid – In person/Zoom

**Call to Order**

The One-Stop Committee chair, Dr. Rebecca Sarlo, called the meeting to order at 9:03am.

**Members in Attendance**

Candida Duff, Jason Krupp, Mark Hunt, Pattye Sawyer, Dr. Rebecca Sarlo, Tiffany Nozicka

**Members Not in Attendance**

John Howell

**Guests**

Shellonda Rucker, Michael Robinson – from vocational rehab (sitting in for John Howell)

**Staff**

Steven Meier, Jay Burkey, Mary Jo Schmick, Leah Geis

**Public Comments**

There were no public comments.

**ACTION ITEM 1 – Approval of the Minutes – 6.23.22 One-Stop Committee Meeting**

The minutes of the June 23, 2022, One-Stop Committee meeting were presented for approval.

**Discussion:** None

Motion:	Mark Hunt
Second:	Tiffany Nozicka

*The minutes were approved as presented. This motion carried unanimously. There was no further discussion.*

**ACTION ITEM 2 – Policy Approval – WIOA Adult Priority of Service**

CareerSource Pinellas will be updating all policies to ensure Federal and State requirements are up to date. This policy reflects a change in eligibility for WIOA Adult participants.

Highlighted Changes:

- Replaces current WIOA Eligibility Policy which, based on limited funding in prior years, fully restricts adult eligibility to low-income individuals.
- Allows CareerSource Pinellas leadership or the Board to set and remove further restrictions based on funding, unemployment rates, or other limiting factors as needed, and without prior Board approval.
- Moves procedural and current data (Lower Living Standard Income Level [LLSIL], Unemployment Rate, etc.) details from policy to local operating procedures (LOP) to provide flexibility to make changes as needed.

**RECOMMENDATION**

Approval of the WIOA 22-02 Adult Priority of Service Policy.

**Discussion:** There was discussion about adding wording that indicates we are allowed to tighten the policy and open it back up as needed.

Motion:	Mark Hunt
Second:	Jason Krupp

*The One-Stop Committee members made a motion to approve of the WIOA 22-02 Adult Priority of Service Policy. The motion carried unanimously.*

**ACTION ITEM 3 – Incentives for Youth Policy Approval**

Incentive payments to youth participants are permitted for recognition and achievement directly tied to training activities and work experiences. The local program must have written policies and procedures in place governing the award of incentives and must ensure that such incentive payments are tied to the goals of the specific program; outlined in writing before the commencement of the program that may provide incentive payments; align with the local program’s organizational policies; and are in accordance with the requirements contained in 2 CFR part 200 (the Uniform Guidance).

CareerSource Pinellas does not and has not had an incentive policy for some time. We are requesting approval to create a policy and local operating procedure to offer incentives to WIOA youth participants who achieve the following milestones:

- Attainment of GED/HS diploma
- Attainment of Credential
- Placed in unsubsidized employment
- Employed at 2nd quarter after exit
- Employed at 4th quarter after exit
- Completion of Paid Work Experience
- Completion of a Work Readiness Curriculum as an educational component of a Paid Work Experience

If the Committee approves the use of incentives, a policy will be written to reflect the items above and will be incorporated into the youth program immediately. The policy will be brought to the Board for approval.

Procedures for staff that will include award amounts and requirements for issuing the incentives will also be written prior to implementation.

**RECOMMENDATION**

Approval of incentives for youth.

**Discussion:** None

Motion:	Mark Hunt
Second:	Patty Sawyer

*The One-Stop Committee members made a motion to approve of youth incentives, with the understanding that policy and procedures will be brought to the committee and board for approval, and that in the interim we put in place a two person system for approving incentives. The motion carried unanimously.*

## INFORMATION ITEM 1 – 2021-2022 One-Stop Goals Update

The One-Stop Operator is dedicated to coordinating between Career Center partners, service providers and serves both employers and job seekers.

### Maintain Linkages

DWFS has the One-Stop Operator has a responsibility to maintain an up-to-date list of partners, and coordinate opportunities for cross-training of services, and leveraging of resources, through partner referrals.

Number of Required Partners	9
Number of Community-Based Partners	25
Number of New Partners this Program Year	2
<b>Total Number of Partners</b>	<b>36</b>

### New Partner Update:

CSPIN welcomes our two newest partners added to the Partner Forum this quarter.

- Dress for Success of Tampa Bay (DSTB)
- ARM Institute

### Partner Referrals:

CSPIN continues its use of the Crosswalk Partner Referral system ([www.crosswalkrs.com](http://www.crosswalkrs.com)) to connect partner agencies for referrals for community-based services.

- There are 11 agencies signed up that can send and receive referrals.
- The OSO will be scheduling one-on-one appointments through MS Bookings to support registrations.
- 0 referrals have been sent and 0 referrals received to date.

### Satisfaction Surveys

#### Customer Experience Survey

Net promoter score (NPS) is a widely used market research metric that typically takes the form of a single survey question asking respondents to rate the likelihood that they would recommend CareerSource Pinellas to a friend or colleague.

- CSPIN exceeded the target score for last program year.
- The survey response rate exceeded expectations by 4%

#### Remote Workshop Survey

St. Pete College hosts various workshops for job seekers to attend to develop work readiness skills.

- Overall satisfaction with the workshop attended was 4.8 out of 5.
- 100% of respondents were likely to attend another workshop.

### Staff Training

CareerSource Pinellas staff completed Extreme Customer Service in July.

## INFORMATION ITEM 2 – Reports

### **2a) Status of enrollments**

Report included in meeting packet.

### **2b) WIOA Primary Indicators**

Report included in meeting packet.

### **2c) Center Traffic Flow**

Report included in meeting packet.

### **INFORMATION ITEM 3 – Summer Youth Employment Program Update (Summer P.A.Y.S.)**

CareerSource Pinellas recognizes and supports the importance of developing the workforce of tomorrow. With the introduction of the Summer P.A.Y.S. Program, local Pinellas County employers will make available employment opportunities to eligible students (Ages 16-19).

The CareerSource Pinellas Summer P.A.Y.S. Program has provided work experience for 126 young adults by matching them with summer jobs at local organizations. Participants benefit from work experience, gain workplace skills and best of all, earned \$12/hr.

In partnership with Pinellas County Schools, Junior Achievement and Bank of America, CareerSource Pinellas has committed \$425,000 to support Summer P.A.Y.S. Summer P.A.Y.S. has been extended through the end of August 2022.

Graph included in meeting packet.

### **INFORMATION ITEM 4 – DEO Programmatic Monitoring**

The Department of Economic Opportunity (DEO) is required by federal and state law to monitor its subrecipient workforce entities annually. To accomplish this, a joint programmatic and financial monitoring review of CareerSource Pinellas was conducted by DEO's Bureau of One-Stop and Program Support (OSPS) and Bureau of Financial Monitoring and Accountability (FMA) staff.

The monitoring activities included assessing program operations, management practices, system protocols, internal controls, financial record keeping and reporting to determine if the LWDB operated in compliance with each of the programs' laws, regulations, state and local plans, policies and guidance, and any contracts or agreement terms. Monitoring also included sample testing of randomly selected participant case file records from each of the workforce programs reviewed.

Programmatic and financial management issues identified in the report are generally categorized as Findings, Other Noncompliance Issues (ONI), and Observations based on a scale of high, medium and low risk probabilities.

The DEO completed their review May 18 – 20, 2022. The preliminary results of each of the workforce programs are summarized as follows:

<b>Workforce Program</b>	<b>Total Case Files Reviewed</b>	<b>Current Year Finding</b>	<b>Current Year ONI</b>	<b>Observation</b>
<b>WT</b>	<b>18</b>	<b>4</b>	<b>1</b>	<b>0</b>
<b>TANF Summer Youth</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SNAP</b>	<b>17</b>	<b>1</b>	<b>2</b>	<b>0</b>
<b>WIOA AD/DW</b>	<b>23</b>	<b>6</b>	<b>1</b>	<b>1</b>
<b>WIOA Youth</b>	<b>12</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>WIOA Special Projects</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>0</b>
<b>TAA</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>
<b>WP</b>	<b>50</b>	<b>7</b>	<b>3</b>	<b>1</b>

CSPIN has submitted supporting documents to the DEO in response to the preliminary report. Staff have been reviewing and conducting staff trainings on the areas identified to eliminate future monitoring issues. The final report from DEO is still pending.

## **INFORMATION ITEM 5 – Grant Status Update**

Report included in meeting packet.

## **INFORMATION ITEM 6 – Local Workforce Development Plan Two-Year Modification**

The 2020-2024 Four-Year Local Workforce Development Plan was approved by the Board March 18, 2020. Based on the instructions provided by CareerSource Florida, this two-year modification updates the organizational structure, data and analysis and program and services information provided in the four-year plan.

In addition to Board, partner, and business input, the Local Workforce Development Plan modification will be made available for public comment prior to submission to CareerSource Florida.

The Workforce Solutions Committee is approving this plan, however, it is included here for your reference.

Modification Sections:

- **Organizational Structure** includes updates to CareerSource Pinellas, Workforce Development Board, and Board of County Commissioners leadership; Career Centers; One-Stop Operator and Youth service provider.
- **Data and Analysis** was updated with current information.
  - The high-demand sector categories approved by the Board for the four-year plan will remain the same through 2024. They are, Finance & Insurance, Manufacturing, Healthcare & Social Assistance, Construction, and Professional, Scientific & Technical Services. Information Technology is also a focus as it touches every industry and the demand is great. Growing regional industries of Hospitality & Retail, Transportation, Government, and Education will also be targeted.
  - Our customers' demographics have remained fairly consistent since the last report. Notable gains have been made in educational levels with the number of working-age population having less than a High School Diploma dropping from 10.1% to 8.1%. The poverty rate fell slightly from 12.2% to 11.6% with the youth poverty rate making similar gains dropping from 17.2% to 16%.
- **Board Strategic Vision & Goals** remain as approved in the Board's Strategic Plan.
- **Strategies and Program Services; Description of the Local One-Stop Delivery System; and Coordination of Services** reflect post-pandemic virtual and in-person program services and delivery changes since the Four-Year Plan was written in 2019. Services highlighted include:
  - Basic Career Services
  - Individualized Career Services
  - Follow-Up Services
  - Business Services
  - Veterans Services
  - Key Strategies to Address Skills Gaps – Work-based Learning
  - Youth Connect and the Pinellas Education Foundation (PEF)
- **Performance & Effectiveness** At this time, 2022 and 2023 performance goals have not yet been negotiated with DEO. Once negotiations take place, the goals will be added to the Plan.

**Adjournment** – Dr. Rebecca Sarlo adjourned the meeting at 9:57am.



## **ACTION ITEM 2**

### **Initial MOU/IFA: CareerSource Pinellas and WIOA Required Partners**

#### **Information**

The Workforce Innovation and Opportunity Act of 2014 relies heavily on the One-Stop delivery system to coordinate resources, prevent duplication, and ensure effective and efficient delivery of workforce services in Pinellas County. This Memorandum of Understanding (MOU) establishes joint processes and procedures that enable Partner integration into the One-Stop Delivery System, resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services to persons with disabilities in Pinellas County.

The Infrastructure Funding Agreement (IFA) establishes a financial plan, including terms and conditions to fund the services and operating costs of the One-Stop customer delivery system. All parties to this IFA agreement understand that joint funding is a necessary foundation for an integrated service delivery system.

The ARM Institute has a US Department of Labor National Dislocated Worker Grant to promote robotics through virtual reality and training. Their grant requires a MOU/IFA with the local board.

#### **RECOMMENDATION**

Approval of the MOU/IFA with the ARM Institute for the NDWG grant.





## MEMORANDUM OF UNDERSTANDING

### **Memorandum of Understanding Between WorkNet Pinellas, Inc. d/b/a CareerSource Pinellas And The ARM Advanced Robotics for Manufacturing Institute (ARM)**

#### **I. PARTIES**

This Memorandum of Understanding (“MOU”) is made pursuant to the Rehabilitation Act of 1973, 29 U.S.C. §721(a)(11) and the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into between WorkNet Pinellas, Inc., d/b/a CareerSource Pinellas, (hereafter referred to as “CareerSource Pinellas”) and The ARM Advanced Robotics for Manufacturing Institute (ARM), (hereafter referred to as the “Partner”).

#### **II. PURPOSE**

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

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

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

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

#### **III. PROVISION OF SERVICES**

- A. The Pinellas local area workforce board and the Pinellas Board of County Commissioners have designated CareerSource Pinellas to act as the administrative



## MEMORANDUM OF UNDERSTANDING

entity, grant recipient and fiscal agent for this area. CareerSource Pinellas will perform the following functions:

1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop system. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA Adult, Dislocated Worker and Youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; Adult Education and Family Literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop system.
4. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop Career Centers and the funding of shared services and operating costs in accordance with 29 U.S.C. § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Maintain the statewide "CareerSource" branding of each center.
6. Maintain and operate at least one comprehensive One-Stop Center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Maintain and operate at least one comprehensive One-Stop Career Center within the local workforce development area that shall be open to the public from 8:00am until 5:00pm, Monday through Friday (excluding recognized holidays and emergency situations).
9. Model CareerSource Pinellas core values and maintain a professional working environment.
10. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.



## MEMORANDUM OF UNDERSTANDING

### B. The Partner will perform the following functions:

1. Coordinate with CareerSource Pinellas to provide access to its workforce services and programs through the One-Stop system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop system.
2. Coordinate with CareerSource Pinellas to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop system.
3. Coordinate with CareerSource Pinellas for the funding of the infrastructure costs of the One-Stop Career Centers and the funding of shared services and operating costs in accordance with 29 U.S.C. § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop system.
5. Provide feedback to CareerSource Pinellas management regarding the performance of the partnership, including its effectiveness and success.
6. Participate in the quarterly career center partner meeting to provide updates on the partners' programs and procedures to CareerSource Pinellas staff.

### IV. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to potentially eligible customers of the One-Stop system. The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the CareerSource Pinellas One-Stop network,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Develop and utilize common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals – in accordance with the CareerSource Pinellas Referral Policy – to customers who are eligible for supplemental and complementary services and benefits under partner programs,



## MEMORANDUM OF UNDERSTANDING

- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

### **V. CONFIDENTIALITY OF RECORDS**

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

### **VI. INFRASTRUCTURE COSTS**

Costs of the infrastructure of One-Stop Career Centers will be funded in accordance with the infrastructure cost agreement incorporated into this MOU as Attachment A.

### **VII. CONFIDENTIALITY**

All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all of the other Parties.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII, and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII, or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.



## MEMORANDUM OF UNDERSTANDING

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

### **VIII. NON-DISCRIMINATION AND EQUAL OPPORTUNITY**

All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.

The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

### **IX. INDEMNIFICATION**

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State, or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the Local Workforce Development Board and the one-stop



## MEMORANDUM OF UNDERSTANDING

operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of the Local Workforce Development Board or the one-stop operator.

### **X. DRUG AND ALCOHOL-FREE WORKPLACE**

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

### **XI. TERM**

This MOU is effective from **July 1, 2022**, through **June 30, 2024**, and may be renewed for successive three-year terms upon written agreement by the parties. This MOU may be terminated by convenience at any time by either party upon thirty (30) days written notice. This MOU will be reviewed not less than every three years to ensure appropriate funding and delivery of services and reflect any changes in the signatory official of the board of CareerSource Pinellas, Partner, and Chief Elected Officials. Additionally, this MOU will be revised if substantial changes occur prior to the three-year renewal period. This MOU will not be considered executed without the signature of all parties.

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

### **XII. MERGER**

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

### **XIII. THIRD PARTY BENEFICIARY**



## MEMORANDUM OF UNDERSTANDING

This MOU is for the benefit of CareerSource Pinellas, the Partner, and the Pinellas County Board of County Commissioners and no third party is an intended beneficiary.

### **XIV. GOVERNANCE**

The accountability and responsibility for the One-stop system's organizational activity and accomplishments will rest with CareerSource Pinellas and the Pinellas County Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the Chief Elected Official shall conduct oversight with respect to the One-stop system. Any dispute concerning the MOU will be resolved in accordance with CareerSource Pinellas's Grievance/Complaint and Hearing/Appeal Procedures QA-010.

### **XV. DISPUTE RESOLUTION**

The following section details the dispute resolution process designed for use by the Partners when unable to successfully reach an agreement necessary to execute the MOU. (Note: This is separate from the CareerSource Pinellas's Customer Grievance and Complaint Management Policy.) A disagreement is considered to have reached the level of dispute resolution when an issue arises out of the development and negotiation of an MOU that is not easily coming to a point of resolution. It is the responsibility of the CareerSource Pinellas Chair (or designee) to coordinate the MOU dispute resolution to ensure that issues are being resolved appropriately. Any party to the MOU may seek resolution under this process.

1. All Parties are advised to actively participate in Local negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally.
2. Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the CareerSource Pinellas Chair (or designee) and all Parties to the MOU regarding the conflict within ten (10) business days.
3. The CareerSource Pinellas Chair (or designee) shall place the dispute on the agenda of a special meeting of the CareerSource Pinellas Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. Disputes shall be resolved by a 2/3 majority consent of the Executive Committee members present.
4. The decision of the Executive Committee shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies.
5. The right of appeal no longer exists when a decision is final. Additionally, final decisions will not be precedent-setting or binding on future conflict resolutions unless they are officially stated in this procedure.
6. The Executive Committee must provide a written response and dated summary of the proposed resolution to all Parties to the MOU.



## MEMORANDUM OF UNDERSTANDING

7. The CareerSource Pinellas Chair (or designee) will contact the petitioner and the appropriate Parties to verify that all are in agreement with the proposed resolution. If an issue arises involving this MOU, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

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## MEMORANDUM OF UNDERSTANDING

### Attachment A

#### INFRASTRUCTURE FUNDING AGREEMENT

for the

#### ONE-STOP CAREER CENTER SYSTEM

between

**WORKNET PINELLAS, INC., dba CAREERSOURCE PINELLAS**

and

**The ARM Advanced Robotics for Manufacturing Institute (ARM)**

#### I. PARTIES

This Infrastructure Agreement (“IFA”) is made pursuant to the Workforce Innovation Act of 2014 (“the Act”) and is entered into by The ARM Advanced Robotics for Manufacturing Institute (ARM) (“Partner”) and CareerSource Pinellas (“CareerSource Pinellas”).

The contact information for Partner is as follows:

**Melissa Dunlap, Program Manager**  
**484-468-5991**  
**melissa.dunlap@arminstitute.org**

#### II. PURPOSE

The Workforce Innovation & Opportunity Act (WIOA) is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer delivery system. The One-Stop system assures coordination between the activities authorized in and linked to the Act.

WIOA requires Local Workforce Development Boards (LWDB) to develop and finalize Infrastructure Funding Agreements (IFA) with all required partners that carry out their programs in the local area.

The purpose of this agreement is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One-Stop customer delivery system. The Parties to this Infrastructure Agreement (IFA) agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

- Establishes and maintains the local workforce delivery system at a level



## MEMORANDUM OF UNDERSTANDING

that meets the needs of the job seekers and businesses in the local area,

- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
- Reduces duplication by establishing data sharing as it relates to participant records for outcome information,
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs, and
- Ensures that costs are appropriately shared by determining contributions based on the proportionate use of the one-stop centers and relative benefits received and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partners consider this one-stop operating budget the master budget that is necessary to maintain the high standard One-Stop delivery system. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA)),
- Career services, and
- Shared services.

All costs included in the IFA, allocated according to Partners' proportionate use and relative benefits received, will be reconciled on a regular basis. The One-Stop operating budget is transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiated in good faith and sought to establish outcomes that are reasonable and fair.

### III. PARTNERS

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the one-stop operator,
- Joint planning, policy development, and system design processes,



## MEMORANDUM OF UNDERSTANDING

- Commitment to the joint goals, strategies, and performance measures,
- The use of common and/or linked data management systems and data sharing methods, as appropriate
- Leveraging of resources including other public agency and non-profit organization services.
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

#### IV. ONE-STOP OPERATING BUDGET

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the One-Stop Centers.

Below is the overall operating budget for the local One-Stop system:

#### CareerSource Pinellas One-Stop Operating Budget PY 2022/2023

Description	Estimated IFA Budget	
Communications	\$ 10,692.00	
Utilities	\$ 33,100.00	
Office Rent/Lease	\$ 134,184.00	
Equip Rent/Lease	\$ 23,556.00	
Repairs & Maintenance	\$ 19,710.00	
Building Security	\$ 468.00	
Janitorial Services	\$ 44,310.00	
Copy Mach Usage/Maint	\$ 4,140.00	
Office Supplies	\$ 5,940.00	
Pest Control	\$ 2,316.00	
Operating Supplies	\$ 600.00	
IT Software/License/Maint	\$ 275.00	
Equipment <\$5,000	\$ 12,000.00	
Postage/Shipping	\$ 156.00	
Document Shredding	\$ 750.00	
Insurance	\$ 4,299.00	
<b>Total Infrastructure Costs</b>	<b>\$ 296,496.00</b>	
<b>Total FTE's</b>		<b>53.40</b>
<b>Cost Per FTE</b>	<b>\$ 5,552.36</b>	



## MEMORANDUM OF UNDERSTANDING

### V. COST ALLOCATION METHODOLOGY

All required One-Stop Career Center Partners have agreed to provide access to their programs in the comprehensive centers and contribute infrastructure costs to those centers. These Partners are linked virtually through online service access to a program staff member via One-Stop Career Center resource rooms and through cross-trained front desk staff and other, physically co-located partner staff, who can provide information and referrals. The UI program, as a required partner, must contribute to the cost of infrastructure and certain additional services.

CareerSource Pinellas selected the cost allocation bases to determine overall Partner contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the one-stop center(s) and relative benefit received.

As outlined in the MOU, the costs of the infrastructure of One-Stop Centers will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

### VI. PARTNER CONTRIBUTION

Below are the partner contribution costs:

<b>Partner On-Site Representation Schedule – Attachment B</b>							
<b>CareerSource Pinellas</b>							
<b>Required Program Partner</b>	<b>Governance</b>	<b>Local Grantee</b>	<b># of Staff</b>	<b>Total Weekly Staff Hours</b>	<b>Total # of FTEs</b>	<b>% of Total FTEs</b>	<b>Partner Contribution</b>
Adult, Dislocated Worker and Youth Programs	DOL	CareerSource Pinellas	14	560.00	14.00	26.12%	\$77,442.99
RESEA	DOL	CareerSource Pinellas	4	160.00	4.00	7.46%	\$22,126.57
Program Cost Pool	DOL	CareerSource Pinellas	9.4	376.00	9.40	17.54%	\$51,997.43



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State Unemployment Insurance (UI)**	DOL	CareerSource Pinellas	0	0.00	0.00	0.00%	\$0.00
Welfare Transition Program and SNAP	DOL	CareerSource Pinellas	8.4	336.00	8.40	15.67%	\$46,465.79
State Staff (DVOP, LVER, Wagner Peyser)	DOL, JVSG	CareerSource Pinellas	16	640.00	16.00	29.85%	\$88,506.27
Job Corps	DOL	Job Corps	0	8.00	0.20	0.37%	\$1,106.33
DOL NDWG	DOL	ARM Institute	0	8.00	0.20	0.37%	\$1,106.33
Adult Education and Family Literacy and Perkins V+	DOE, DOL	Pinellas County School District	0	8.00	0.20	0.37%	\$1,106.33
Florida Department of Education, Division of Vocational Rehabilitation*	DOE	Vocational Rehabilitation	0	8.00	0.20	0.37%	\$1,106.33
Florida Department of Education, Division of Blind Services*	DOE	Blind Services	0	8.00	0.20	0.37%	\$1,106.33
Senior Community Service Employment Programs (SCSEP)*	DOL	American Association of Retired Persons	0	8.00	0.20	0.37%	\$1,106.33
Community Services Block Grants*	DOL	Pinellas Opportunity Council	0	8.00	0.20	0.37%	\$1,106.33
Housing and Urban Development - Employment and Training Programs*	DOL	St Petersburg Housing Authority	0	8.00	0.20	0.37%	\$1,106.33
Programs Authorized under Sec. 212 of the Second Chance Act of 2007*	DOL	People Empowering and Restoring Communities	0	8.00	0.20	0.37%	\$1,106.33
<b>Totals</b>			<b>51.80</b>	<b>2144.00</b>	<b>53.6</b>	<b>100.00%</b>	<b>\$296,496.00</b>

**Estimated Infrastructure Budget Total =**

**\$296,496.00**

Total required to determine the Cost per FTE



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### Infrastructure Contribution (Estimated)

Estimated Cost per FTE = Estimated IFA Budget Total /  
Total FTEs

Estimated Cost per FTE = \$5,531.64

**Direct Linkage is defined as a minimum of 8 hours / week (.2 FTE) of time for access through technology**

Direct Linkage = \$1,106.33

### Estimated Partner Infrastructure Contribution

Estimated Cost per FTE x Partner  
total FTEs

### †Pinellas County School District Calculation

***Market Lease =	<b>\$23.66 sqft</b>
Current Lease =	<b>\$11.25 sqft</b>
Difference =	<b>\$12.41 sqft</b>
Annual Lease Total =	<b>\$124,031.25</b>

### Notes:

\*Direct Linkage Partners

\*\*Unemployment Compensation - not in AJC

\*\*\*Average from Pinellas County Economic Development

*Note: The Pinellas County School District's contribution to support AJC infrastructure costs will be \$1,711.34. The actual cost of housing CareerSource Pinellas on the Pinellas County Schools' PTC St. Petersburg campus to conduct WIOA services exceeds the Pinellas County School District's commitment of the .20 FTE at the AJC.*

## **VII. COST RECONCILIATION**

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for the review.

CareerSource Pinellas will submit invoices to the Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or the budget to CareerSource Pinellas in writing. CareerSource Pinellas will review the disputed cost items and respond accordingly to the Partner. When necessary, CareerSource Pinellas will revise the invoice and the adjusted budget upon resolution of the dispute.



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One-Stop delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop Career Centers, including, but not limited to: Rental of the facilities; Utilities and maintenance; Equipment, including assessment-related products and assistive technology for individuals with disabilities; and Technology to facilitate access to the One-Stop delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., American Job Center signage) and supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the one-stop center (WIOA sec.121 (h)(4) and 20 CFR 678.700(a), and 34 CFR 446.700(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the one-stop center. Such costs would include service contracts with vendors or contractors, equipment, and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of partner programs or their subrecipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of partner program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the one-stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the One-Stop Career Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

### **VIII. METHODS OF INTERNAL REFERRAL**

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

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

## MEMORANDUM OF UNDERSTANDING

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the local American Job Center network,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Provide a paragraph regarding a description of services with website link to organization/entity to be placed on CareerSource Pinellas website for ease and consistency of referrals.
- Develop and utilize common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and,
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

### **IX. DATA SHARING**

This section is designed to guide partners on the complexity of privacy and confidentiality raised by the need to match various records for purposes of meeting performance accountability, reporting, and evaluation requirements for state agencies, workforce program partners, local educational institutions, eligible training providers, service providers, and CareerSource Pinellas. CareerSource Pinellas, its contracted service provider staff, and required partners will provide employment services to individuals participating in the regional workforce development system. It is responsible to provide aggregated information to assist the partner(s) in the audit and evaluation of the effectiveness of programs to meet the required performance indicators, as described under sections 116 and 122 of the Workforce Innovation and Opportunity Act (WIOA), Pub L. No. 113-128. The partner will utilize the information in this agreement to acknowledge compliance with Family Educational Rights and Privacy Act (FERPA), which is a federal law that protects the privacy of student education records and affords parents and eligible students certain rights with respect to these education records. The general rule is that a parent or eligible student must provide a signed and dated written consent before an educational agency or institution discloses PII from the student's education records, unless an exception, such as FERPA's audit or evaluation exception, applies. FERPA's audit and evaluation exception permits disclosure of personally identifiable information (PII) from education records for WIOA performance accountability purposes.





## MEMORANDUM OF UNDERSTANDING

All data received will remain confidential and CareerSource Pinellas will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the partner.

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- Individuals receiving workforce services as a participant with CareerSource Pinellas or partner programs will sign a release of information that provides consent to share education records (including acceptance, enrollment status, attendance, financial aid records, grades/transcript, and certification/degree verification), employment information/status, and unemployment and wage records to comply with audit, reporting and evaluation of performance requirements.
- PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
- The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- Customer data may be shared with other programs, for those programs' purposes, within the American Job Center network only after the informed written consent of the individual has been obtained, where required.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- All data exchange activity will be conducted in machine readable format, such as



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HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

### **X. TERM**

The Term of this MOU/IFA shall commence on **July 1, 2022**, or the date last executed by both parties, whichever is later, through **June 30, 2024**, and may be renewed for successive three-year terms upon written agreement between the parties. The parties agree to review this MOU/IFA no less than once every three-year period to ensure appropriate funding and delivery of services. This IFA may be terminated for convenience at any time by either party upon thirty (30) days written notice.

### **XI. AMENDMENTS AND MODIFICATIONS**

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

### **XII. MERGER**

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

### **XIII. THIRD PARTY BENEFICIARY**

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this MOU/IFA. None of the Parties intend to directly or substantially benefit a third-party by this MOU/IFA. The Parties agree that there are no third-party beneficiaries to this MOU/IFA and that no third-party shall be entitled to assert a claim against any of the Parties based upon this MOU/IFA.

### **XIV. GOVERNANCE**

The accountability and responsibility for the One-Stop Career Center system's organizational activity and accomplishments will rest with CareerSource Pinellas. Pursuant to the Act CareerSource Pinellas shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this MOU/IFA will be resolved in



## MEMORANDUM OF UNDERSTANDING

accordance with CareerSource Pinellas' Grievance/Complaint and Hearing/Appeal Procedures QA-010.

### **XV. DISPUTE RESOLUTION**

If an issue arises involving this IFA, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the CEO of CareerSource Pinellas and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the CEO of CareerSource Pinellas and to the Director of the Partner organization or impose other remedies to resolve the issue.

### **XVI. STEPS TO REACH CONSENSUS**

CareerSource Pinellas and the Partner conferred regarding the involvement of each partner at the CareerSource Pinellas centers. The appropriate allocation bases were discussed, and those bases included in this MOU/IFA were agreed upon as the most appropriate. CareerSource Pinellas proposed the initial Partner Contribution amount described above and the Partner concurred with its proposal. The parties discussed the best mechanism by which to review and reconcile actual expenses in the future and agreed to the term included in the Cost Reconciliation section.

*[signatures on the following page]*



MEMORANDUM OF UNDERSTANDING

XVII. SIGNATURES

IN WITNESS WHEREOF, authorized parties are executing this MOU as of the date set forth below.

The ARM Advanced Robotics for Manufacturing Institute (ARM):

Signature

Ira Moskowitz, Chief Executive Officer

Date

WorkNet Pinellas, Inc. dba CareerSource Pinellas:

Signature

Printed Name

Date

WorkNet Pinellas, Inc. dba CareerSource Pinellas:

Signature

Printed Name/Title

Date

Chief Elected Official, Board of County Commissioners, Pinellas County, Florida:

Signature

Printed Name

Date



## **ACTION ITEM 3**

### **Youth Services Provider Selection**

The Board approved the issuance of a Request for Proposal (RFP) for Youth Workforce Services at the November 16, 2022, Board of Directors meeting. The RFP was issued on March 14, 2023, via email to qualified providers. In addition, the RFP was posted on the CareerSource Pinellas website and a public notice ad was placed in the Tampa Bay Times. CareerSource Pinellas followed standard procurement processes, followed Administrative Policy for Youth Service Provider Selection (Policy Number WIOA-P-120-14) and solicited proposals from qualified and experienced entities to provide Youth Services. CareerSource Pinellas received two proposals from qualified providers. As a result, staff surveyed email recipients of the RFP to solicit feedback whether they received the RFP, whether they are a provider of Youth Services and reasons for not pursuing submission of a proposal.

#### **Results of review:**

<b>Proposer</b>	<b>Overall Score</b>
Sail Future	83.2
Pinellas Education Foundation	73.4

Based on overall score, ability to provide services, innovative and creative ways to provide youth services and past experience with CareerSource Pinellas, staff is recommending entering into contract negotiations with Sail Future to provide WIOA Youth Services for the period July 1, 2023, through June 30, 2024, with an option to renew annually for up to three (3) additional years, based on performance, organizational strategy and funding availability.

#### **RECOMMENDATION**

Approval to enter into contract negotiations and award a contract for the provision of Youth Services with Sail Future for the period July 1, 2023 through June 30, 2024, with an option to renew annually for up to three (3) additional years.



## **ACTION ITEM 4**

### **Updated Schedule of Operations**

As part of the Grantee-Subgrantee Agreement, DEO requires the Board to adopt a schedule of operations for the upcoming state fiscal year.

*“Such schedule of operations shall include, but is not limited to, daily hours of operation of one-stop operators, and a holiday closure schedule which adopts either the federal, state, or appropriate county holiday schedule. If the Board has a career center that is affiliated with a college or university, the college or university schedule may be adopted for those centers.”*

The proposed schedule must be posted on the website and the Board must approve any deviations from the schedule, except in emergency or reasonably unforeseeable circumstances.

Update shows closure for lunch from noon to 1:00 PM daily at the Lealman Exchange and Tarpon Springs satellite locations due to limited staff at those sites. Hours will be posted at each location.

The schedule of operations is included for your review and consideration.

#### **RECOMMENDATION**

Approval of the CareerSource Pinellas Schedule of Operations.

# Career Resource Centers



## Clearwater

2312 Gulf to Bay Blvd.  
Clearwater, FL. 33765  
Monday- Friday, 8 am - 5 pm  
(727) 608-2408

## St. Petersburg

3420 8th Avenue South  
St. Petersburg, FL. 33711  
Monday- Friday, 8 am - 5 pm  
(727) 524-4344

## Lealman Exchange

5175 45th Street North  
St. Petersburg, FL. 33714  
Monday - Friday, 8 am - 5 pm  
Closed daily for lunch from 12 pm - 1 pm  
(727) 871-2344

## Tarpon Springs

682 E. Klosterman Rd.  
Tarpon Springs, FL. 34689  
Monday - Friday, 8 am - 5 pm  
Closed daily for lunch from 12 pm - 1 pm  
(727) 608-2513

Career Resource Centers will be closed on the following holidays:

- New Year's Day
- Martin Luther King, Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Veteran's Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Day



## INFORMATION ITEM 1

LWDB 14

Measures	PY2021-2022 4th Quarter Performance	PY2021-2022 % of Performance Goal Met For Q4	PY2021-2022 Performance Goals	PY2022-2023 1st Quarter Performance	PY2022-2023 % of Performance Goal Met For Q1	PY2022-2023 2nd Quarter Performance	PY2022-2023 % of Performance Goal Met For Q2	PY2022-2023 Performance Goals
<b>Adults:</b>								
Employed 2nd Qtr After Exit	82.60	91.78	90.00	81.80	88.91	75.80	82.39	92.00
Median Wage 2nd Quarter After Exit	\$11,068	153.72	\$7,200	\$10,506.00	97.82	\$10,619.00	98.87	\$10,740
Employed 4th Qtr After Exit	92.90	108.65	85.50	90.60	100.44	75.40	83.59	90.20
Credential Attainment Rate	86.90	120.69	72.00	80.40	92.41	67.10	77.13	87.00
Measurable Skill Gains	66.20	135.10	49.00	58.30	89.69	56.60	87.08	65.00
<b>Dislocated Workers:</b>								
Employed 2nd Qtr After Exit	80.30	89.22	90.00	78.60	89.32	71.80	8159.09%	88.00
Median Wage 2nd Quarter After Exit	\$12,112	170.59	\$7,100	\$11,409.00	121.77	\$11,667.00	124.53	\$9,369
Employed 4th Qtr After Exit	87.50	102.70	85.20	90.40	107.36	77.20	91.69	84.20
Credential Attainment Rate	93.30	133.29	70.00	93.50	108.09	86.90	100.46	86.50
Measurable Skill Gains	57.50	117.35	49.00	45.00	69.23	39.20	60.31	65.00
<b>Youth:</b>								
Employed 2nd Qtr After Exit	83.50	98.82	84.50	82.30	98.56	81.00	97.01	83.50
Median Wage 2nd Quarter After Exit	\$4,726	147.69	\$3,200	\$4,866.00	103.58	\$4,965	105.68	\$4,698
Employed 4th Qtr After Exit	86.00	110.26	78.00	86.40	106.67	77.00	95.06	81.00
Credential Attainment Rate	82.90	96.06	86.30	79.80	94.89	80.30	95.48	84.10
Measurable Skill Gains	69.20	141.22	49.00	55.70	85.69	50.70	78.00	65.00
<b>Wagner Peyser:</b>								
Employed 2nd Qtr After Exit	59.60	91.69	65.00	60.90	96.36	60.20	95.25	63.20
Median Wage 2nd Quarter After Exit	\$6,686	133.72	\$5,000	\$6,839.00	104.97	\$6,808.00	104.50	\$6,515
Employed 4th Qtr After Exit	60.40	94.08	64.20	63.60	100.63	61.40	97.15	63.20

Not Met (less than 90% of negotiated)



### Indicators of Performance Regional Comparison PY2022 Q2

PY2022 Q2	Statewide	LWDB 01	LWDB 02	LWDB 03	LWDB 04	LWDB 05	LWDB 06	LWDB 07	LWDB 08	LWDB 09	LWDB 10	LWDB 11	LWDB 12	LWDB 13	LWDB 14	LWDB 15	LWDB 16	LWDB 17	LWDB 18	LWDB 19	LWDB 20	LWDB 21	LWDB 22	LWDB 23	LWDB 24
<b>Adults:</b>																									
Employed 2nd Qtr After Exit	62.60	78.60	83.30	89.80	89.40	65.40	87.90	84.40	97.40	59.10	74.80	76.90	75.30	82.80	75.80	71.70	65.30	82.60	84.30	89.70	89.90	72.30	78.40	56.30	81.00
Median Wage 2nd Quarter After Exit	\$7,685	\$7,774	\$8,051	\$7,876	\$11,758	\$6,326	\$7,395	\$10,767	\$12,919	\$7,129	\$8,180	\$9,703	\$8,877	\$8,884	\$10,619	\$7,821	\$8,836	\$9,100	\$11,066	\$9,134	\$11,925	\$7,783	\$9,710	\$6,981	\$8,365
Employed 4th Qtr After Exit	61.60	80.30	87.30	77.50	91.30	56.10	86.50	88.00	96.00	65.40	80.40	73.40	70.70	82.60	75.40	73.30	67.50	83.80	88.30	78.80	88.30	73.50	78.90	55.10	79.50
Credential Attainment Rate	67.30	76.60	87.20	78.80	92.60	53.20	89.60	60.00	93.10	59.60	82.70	69.80	62.50	80.00	67.10	50.00	85.20	77.00	67.30	85.70	89.70	71.30	74.70	55.60	80.70
Measurable Skill Gains	69.90	52.10	83.10	84.60	51.60	56.50	72.30	55.60	79.60	54.20	69.20	81.40	66.50	72.50	56.60	67.10	78.20	78.10	78.30	86.00	85.40	67.50	67.90	91.70	52.80
<b>Dislocated Workers:</b>																									
Employed 2nd Qtr After Exit	70.60	90.00	80.00	91.70	100.00	75.00	100.00	0.00	92.70	46.70	60.00	75.50	75.90	93.90	71.80	70.80	66.90	81.40	71.30	100.00	74.10	71.10	70.90	66.50	84.60
Median Wage 2nd Quarter After Exit	\$9,639	\$7,047	\$12,898	\$7,934	\$6,761	\$9,118	\$9,239	\$0	\$12,899	\$6,529	\$13,475	\$9,704	\$8,931	\$10,456	\$11,667	\$10,112	\$11,115	\$8,128	\$10,025	\$7,800	\$11,511	\$9,455	\$11,026	\$9,178	\$9,184
Employed 4th Qtr After Exit	71.00	60.00	50.00	87.50	100.00	75.00	100.00	100.00	83.30	45.50	80.00	80.90	75.70	91.80	77.20	72.30	63.60	80.20	68.70	100.00	82.10	78.10	74.50	66.50	74.50
Credential Attainment Rate	78.80	80.00	100.00	85.70	50.00	100.00	100.00	100.00	86.70	66.70	100.00	87.50	79.80	93.80	86.90	57.60	87.40	78.90	25.90	100.00	93.80	84.40	82.40	76.80	92.70
Measurable Skill Gains	69.00	47.40	66.70	0.00	81.80	0.00	0.00	66.70	82.00	62.50	33.30	69.20	78.50	73.90	39.20	64.10	59.60	68.90	56.50	100.00	92.30	75.80	78.70	87.70	65.20
<b>Youth:</b>																									
Employed 2nd Qtr After Exit	70.50	72.20	40.00	67.40	61.90	64.40	61.30	60.50	84.40	62.00	82.00	87.00	66.40	78.00	81.00	75.80	63.80	78.80	54.10	76.00	66.90	71.50	70.40	69.80	79.20
Median Wage 2nd Quarter After Exit	\$5,031	\$4,341	\$2,123	\$4,814	\$3,031	\$3,493	\$1,257	\$3,166	\$4,446	\$3,788	\$4,432	\$3,783	\$5,211	\$4,735	\$4,965	\$4,736	\$3,611	\$3,441	\$7,001	\$4,540	\$3,453	\$4,767	\$4,718	\$5,468	\$4,871
Employed 4th Qtr After Exit	68.00	75.00	54.10	64.40	58.30	65.20	60.00	59.50	82.40	61.90	70.90	88.90	63.90	80.20	77.00	75.00	62.90	72.00	70.00	78.40	67.80	75.00	75.10	65.60	79.80
Credential Attainment Rate	62.20	71.90	33.30	43.70	33.30	41.00	63.50	30.80	82.40	85.20	96.70	100.00	68.20	64.30	80.30	39.70	94.60	67.20	87.00	93.40	100.00	94.10	39.80	55.10	64.60
Measurable Skill Gains	65.60	54.90	50.00	58.20	55.60	22.60	84.70	56.40	79.80	0.00	80.80	86.60	47.40	76.50	50.70	52.20	78.90	60.00	66.70	68.60	86.00	85.00	81.20	81.60	54.50
<b>Wagner Peyser:</b>																									
Employed 2nd Qtr After Exit	61.40	60.10	59.80	66.90	58.90	65.70	65.50	56.10	64.10	64.30	70.10	61.60	68.40	60.70	60.20	63.40	56.60	60.80	63.60	67.20	61.90	66.60	67.40	56.90	62.60
Median Wage 2nd Quarter After Exit	\$6,742	\$6,378	\$7,754	\$5,768	\$6,541	\$4,861	\$5,883	\$5,061	\$7,385	\$6,751	\$5,925	\$6,877	\$7,009	\$6,216	\$6,808	\$6,962	\$6,470	\$5,893	\$6,768	\$6,184	\$6,734	\$6,570	\$8,622	\$6,948	\$6,474
Employed 4th Qtr After Exit	60.50	61.70	59.00	64.10	58.10	64.10	64.80	58.70	65.60	65.80	67.80	61.60	67.30	62.30	61.40	65.10	48.30	63.00	61.00	66.20	65.20	63.30	67.90	57.10	56.80

Not Met (less than 90 of negotiated)
Met (90-100 of negotiated)
Exceeded (greater than 100 of negotiated)



## INFORMATION ITEM 2 CareerSource Pinellas Letter Grade - Historical Data

Metric	Max Points	Baseline				
		6/30/2022	9/30/2022	12/31/2022	3/31/2023	6/30/2023
1. Participants with Increased Earnings	25	20.64	21.28	21.65		
2. Reduction in Public Assistance	25	25.00	25.00	25.00		
3. Employment and Training Outcomes	20	18.89	14.44	12.22		
4. Participants in Work-Related Training	10	5.89	6.45	6.59		
5. Continued Repeat Business	5	2.56	2.52	3.00		
6. Year-over-Year Business Penetration	5	4.00	3.50	4.00		
7. Completion-to-Funding Ratio	10	10.00	10.00	10.00		
Extra Credit: Serving Individuals on Public Assistance	5	1.00	-	4.00	-	-
<b>Total Grade</b>	<b>105</b>	<b>87.98</b>	<b>83.19</b>	<b>86.46</b>	<b>-</b>	<b>-</b>
<b>GRADE</b>		<b>B+</b>	<b>B</b>	<b>B</b>		



## INFORMATION ITEM 3

### One Stop Operator Report

#### April 20, 2023

The One Stop Operator is dedicated to coordinating between Career Center partners, service providers and serves both employers and job seekers.



### Maintain Linkages

DWFS has the One Stop Operator has a responsibility to maintain an up-to-date list of partners, and coordinate opportunities for cross-training of services, and leveraging of resources, through partner referrals.

Number of Required Partners	9
Number of Community-Based Partners	25
Number of New Partners this Program Year	3
<b>Total Number of Partners</b>	<b>37</b>

### New Partner Update

CSPIN is in developing a partnership with Year Up Tampa Bay and Alpha House Pinellas to join the Partner Forum.

### Partner Referrals

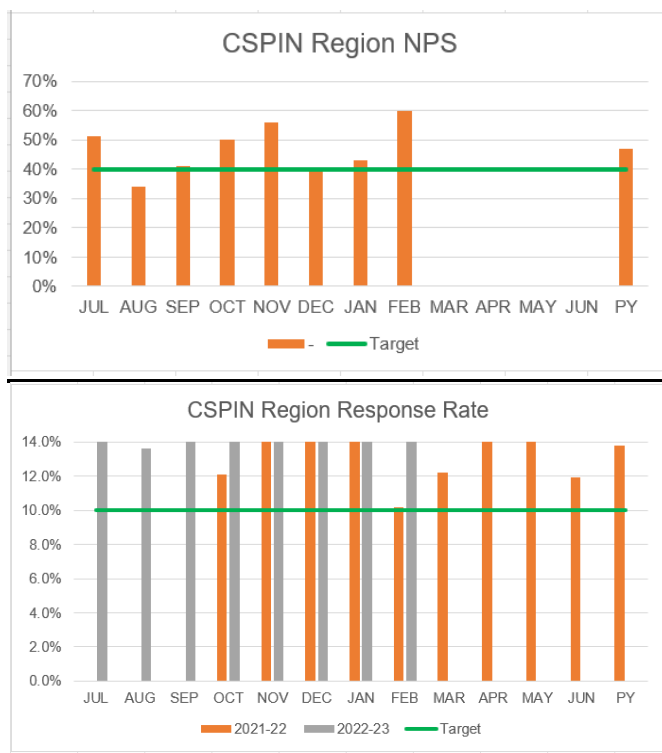
CSPIN continues its use of the Crosswalk Partner Referral systems ([www.crosswalkrs.com](http://www.crosswalkrs.com)) to connect partner agencies for referrals for community-based services.

- There are 19 agencies signed up that can send and receive referrals.
- 8 referrals have been sent and 4 referrals received to date, only test referrals.

## Customer Experience Survey

Net promoter score (NPS) is a widely used market research metric that typically takes the form of a single survey question asking respondents to rate the likelihood that they would recommend CareerSource Pinellas to a friend or colleague.

- The February 2023 NPS score was 60%, with Tarpon Springs has a 78%, Lealman has a 69% rating, St. Pete has a rating of 59%, Gulf to Bay has a rating of 42%, and virtual services has a rating of 38%.
- YTD average is 47% exceeding the target of 40%.
- 98% of customers felt staff was friendly to extremely friendly.
- CSPIN has a 10% survey response rate target, and our customers are responding at an average of 17.4%.



## Pinellas Remote Workshops

St. Pete College hosts various workshops virtual workshops for job seekers. This program year to date there has been 23 survey respondents.

Career Source Pinellas – Region 14 Workshop Satisfaction		
Workshop Survey - YTD (07/01/22-03/31/23)		
Which Workshop did you attend?		
Answer Options	Response Percent	Response Count
How to Get Hired: Tips on Researching Employers	0.00%	0
Cleaning Up Your Online Presence	9.00%	2
LinkedIn	9.00%	2
Interview Preparation	0.00%	0
Professional Etiquette: How to Make a First Impression	4.00%	1
Branding the Professional YOU	9.00%	2
Resume	0.00%	0
How to Navigate the Employ Florida Website	0.00%	0
Professional Networking Group	35.00%	8
Career Networking Group	17.00%	4
Other	17.00%	4
<b>Answered question</b>		<b>23</b>
<b>Skipped question</b>		<b>0</b>

- Overall satisfaction with the workshop attended was 4.85 out of 5.
- 96% of respondents were likely to attend another workshop.

CareerSource Pinellas is now offering in-person workshops, at the Gulf to Bay and St. Petersburg.

Career Source Pinellas – Region 14 Live Workshop Satisfaction		
Workshop Survey - March 2023 (03/01-03/31)		
Which Workshop did you attend?		
Answer Options	Response Percent	Response Count
How to Navigate Employ Florida	0.00%	0
Basic Computer Literacy	0.00%	0
Overcoming Barriers	100.00%	4
Get Hired - Resume and Interviewing Tips (Gulf to Bay)	0.00%	0
Other	0.00%	0
<b>Answered question</b>		<b>4</b>
<b>Skipped question</b>		<b>0</b>

### Staff Training

CareerSource Pinellas Customer Service- Empathy is a Positive Emotion- Live, Virtual webinar is scheduled for 4/27/23 at 10 am.

THE **DEMOGRAPHIC DROUGHT**

# Bridging the Gap in our Labor Force



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## WRITTEN BY

Ron Hetrick

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## Takeaways

- » Our working-age population is increasing, but the labor force participation rate is down.
- » The US is witnessing a record number of job openings (11 million).
- » Recovering our workforce is not about the employed vs. unemployed; it's about the unengaged.
- » Declining birth rates have led to a greater reliance on the foreign-born workforce.
- » Immigration numbers are down for a variety of complex reasons.
- » Addressing the labor shortage involves understanding the role of immigration and strategies that will engage people on the sidelines.
- » Workers can come from only two sources: the population we already have or the population we can gain through immigration.

# The Current Labor Shortage Crisis

An illustration of a dark green cliffside with a narrow ledge. Several stylized human figures in various colors are standing on the ledge, looking out over a deep, dark chasm. The figures are scattered across the length of the ledge, with some closer to the viewer and others further away. The overall tone is somber and precarious, representing the 'labor shortage crisis' mentioned in the text.

Early in 2021, Lightcast released *The Demographic Drought*, a sobering look at the current and future state of the US labor force. We explored how surging Baby Boomer retirements, declines in labor force participation amongst millennials, ebbing birth rates, and falling immigration numbers help explain why the US is facing talent shortages and near record-low unemployment.

In that report, we also projected that the US labor force would eventually start to decline—with far more job openings than people available to fill them—as permanent retirees outpace new labor force entrants. Even before the pandemic, the US was set up to face a talent deficit of six million people by the end of the decade.

Then, the COVID-19 pandemic struck and hit the accelerator on many of these long-term trends. Almost overnight, our future labor crisis became a present reality. We now face a record 11 million job openings. With 5 million unengaged workers on the sidelines and more than [4 million immigration visas stuck in processing](#), the same question is on everyone's minds: How can we fill the labor force gap?

## IN THE LATEST RELEASE OF OUR DEMOGRAPHIC DROUGHT SERIES, WE:

- » Reflect on how we got here
- » Provide an update on the state of the US labor force
- » Offer insight into what's holding us back from recovering
- » Suggest two opportunities for bridging the gap in our labor force: re-engaging people on the sidelines and increasing our labor force through immigration



# HOW DID WE GET HERE?

**To understand our shrinking labor force, we first need to understand its two primary components:**

---

**1. THE TOTAL NUMBER OF WORKING-AGE PEOPLE**

**2. THE LABOR FORCE PARTICIPATION RATE (I.E., THE PERCENTAGE OF WORKING-AGE PEOPLE THAT ARE EITHER WORKING OR ACTIVELY LOOKING FOR WORK)**

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**W**hen one or both of those numbers start falling, we expect talent shortages to follow—which is precisely what’s happening.

Fifty years of birth rates<sup>1</sup> below replacement levels, combined with a recent precipitous drop in immigration, has left us with fewer and fewer young, working-age people. This decline is happening as a record number of Americans are reaching retirement age, compounding the problem. What’s more, a steadily falling labor force participation rate (LFPR) means fewer people are looking for work or filling available jobs. It’s a one-two punch that has left the labor market reeling.

<sup>1</sup>Replacement rate is a total fertility rate (TFR) of 2.1 births per woman in her lifetime, which translates roughly to 2 children born to replace every two people in the current population. A TFR of 2.1 results in stable population size over time. Apart from immigration, a TFR lower than 2.1 results in a shrinking population over time. In 2020, the US TFR dropped to a historic low of 1.64.



## The working-age population is increasing, but ...

First things first. The working-age population is increasing<sup>2</sup>. It should continue increasing for several more decades, even if at slower rates than historically. As we mentioned in *The Demographic Drought*, the US population growth rate from 2010-2020 was the lowest since the decade after the Great Depression, but it is growing.

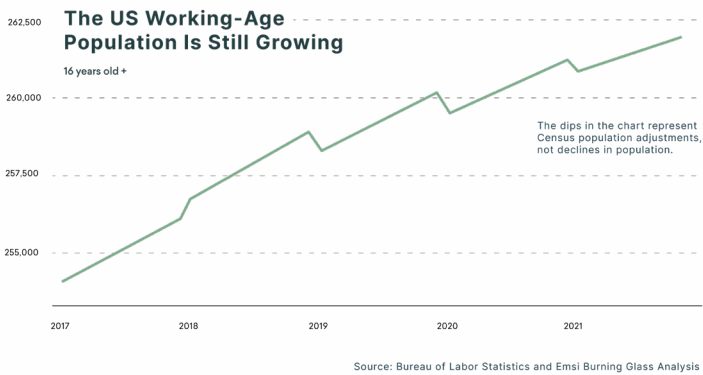
However, as far as the labor force (those working or actively looking for work) is concerned, this population growth is misleading. For example, by 2030, all baby boomers will be 65±, and by 2034, older adults will outnumber children for the first time in US history.

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### BY 2034, OLDER ADULTS WILL OUTNUMBER CHILDREN FOR THE FIRST TIME IN US HISTORY.

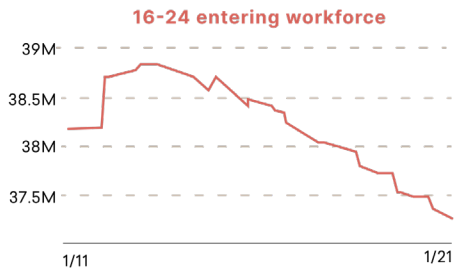
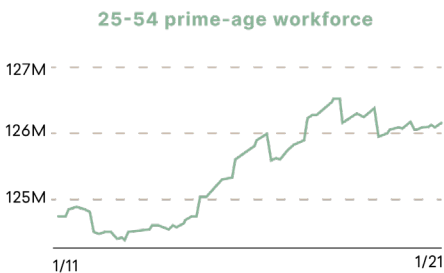
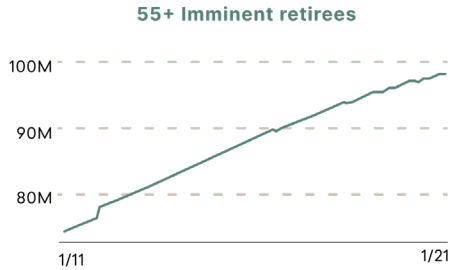
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In other words, the boomer cohort, which once participated in the labor force in record numbers, will largely be retired, out of the labor force, and out of the working-age population. This results in an aging population, with more people leaving the labor force than entering it.



<sup>2</sup>For the purposes of this paper, we define the working-age population using the BLS definition: the civilian noninstitutional population aged 16 and over.

# More Americans Are Nearing Retirement Age than Are Entering Working Age



Civilian noninstitutional population  
Source: Bureau of Labor Statistics

To visualize this, we can divide our overall working-age population into three groups; those above the age of 55, which we can call imminent retirees, those 25-54, or the prime-age workforce, and lastly, those 16-24, or entering workforce. The population of adults 55+ is growing steadily. In contrast, the population aged 16-24 is rapidly declining. Considering these trends, and factoring in current labor force participation rates, the US should see slightly more people aged 55+ leaving the labor force than they see people aged 16-24 entering the labor force. That gap is predicted to continue growing every year as people graduate from one age group to the next.

**THIS TREND IS NOT PROJECTED TO TURN AROUND ANY TIME THIS CENTURY.**

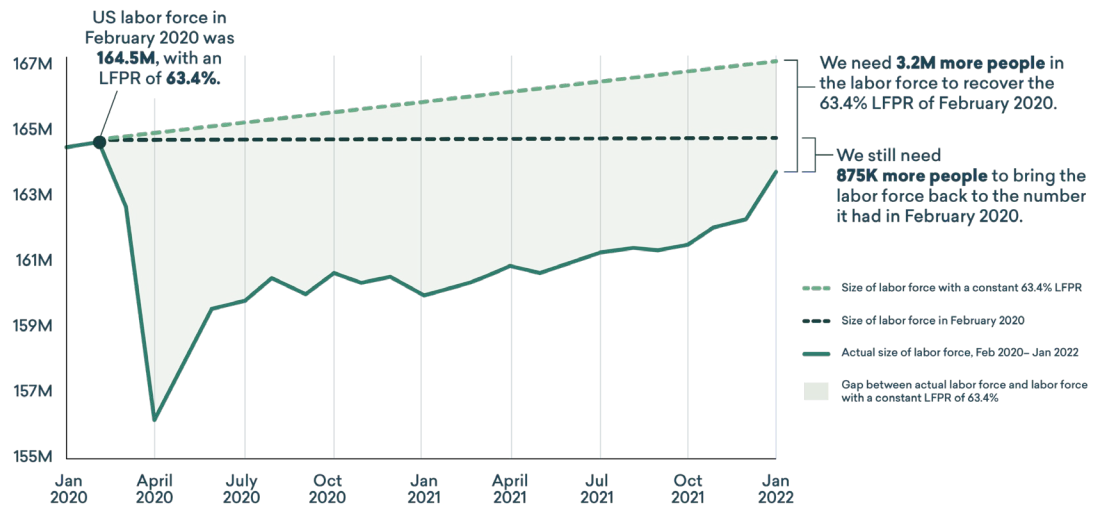
This means a growing number of companies depending on a shrinking number of workers. Given the lower-than-projected birth rates and the considerable loss of immigrant workers over the last few years, the labor shortage, especially for entry-level and lower-skill jobs, may be even worse than we thought.



## The labor force participation rate is down

One significant side effect of the pandemic was a steep decline in our labor force participation rate (people working or looking for work as a percentage of the civilian population greater than 16 years old). It fell from around 63.4% pre-pandemic to 62.1% currently. This drop largely explains the pains employers are feeling.

### We Need 3.2 Million More Workers to Get Back on Track



Source: Bureau of Labor Statistics, Current Population Survey, Seasonally Adjusted: February 2022

Because our population kept growing the past 2 years, the labor force needed to grow along with it. But it didn't. If we apply our pre-pandemic labor force participation rate to our current overall population, we estimate that we would *actually* need roughly 3.2 million workers to regain our previous trend line.

The fact that the LFPR has stayed essentially flat for almost two years, has meant that many workers that dropped out during the pandemic are not returning. In other words, we have enough people in our population, but not enough who are either willing or able to enter the labor force. This has led to a record number of job openings, topping 11 million.

**IN ORDER TO ADDRESS THE PROBLEM OF THE MISSING WORKERS, SIMPLY KNOWING HOW MANY PEOPLE ARE OUT OF THE LABOR FORCE IS NOT ENOUGH.**

We need a better understanding of specifically who is missing. Let's look at the same three age cohorts again: 16–24 (entering workforce), 25–54 (prime-age workforce), and 55+ (imminent retirees).

**More than Half of the Excess 5 million+ People Who Are Unemployed or Out of the Labor Force Since Early 2020 Are Over 55**

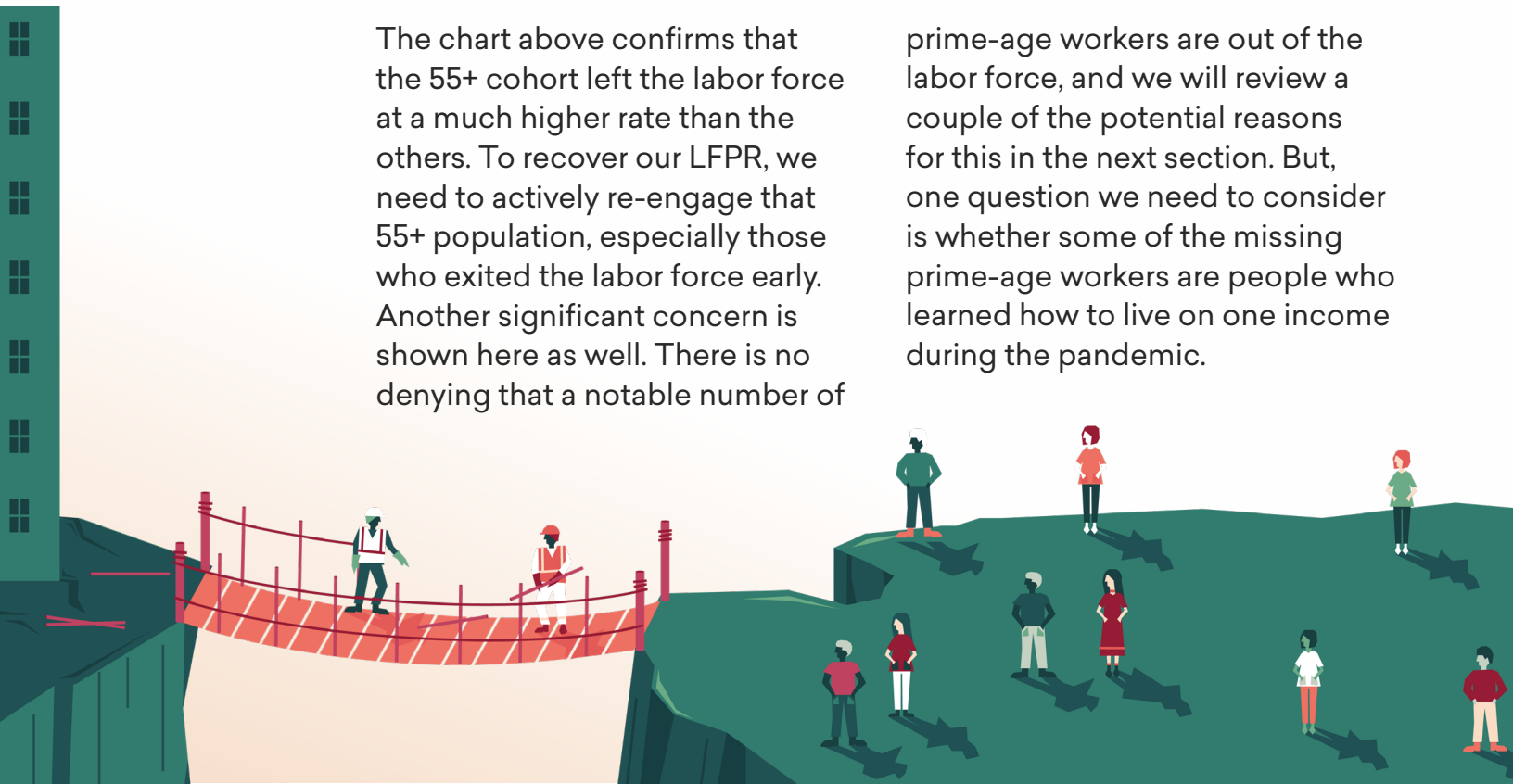
Age	Excess Unemployed	Excess Not in the Labor Force
16-24	-78	791
25-54	422	1,558
55+	204	2,636
<b>Total</b>	<b>548</b>	<b>4,985</b>

All data in k's

Source: Emsi Burning Glass analysis of US Census Current Population Survey and Bureau of Labor Statistics data

The chart above confirms that the 55+ cohort left the labor force at a much higher rate than the others. To recover our LFPR, we need to actively re-engage that 55+ population, especially those who exited the labor force early. Another significant concern is shown here as well. There is no denying that a notable number of

prime-age workers are out of the labor force, and we will review a couple of the potential reasons for this in the next section. But, one question we need to consider is whether some of the missing prime-age workers are people who learned how to live on one income during the pandemic.



## Childcare and personal savings are impacting engagement

Fluctuations in pandemic conditions continue into 2022. With that in mind, let's focus on two other factors compounding our low labor force participation rate: cost and lack of childcare and a temporary boost in personal savings.

### Addressing Childcare Challenges

The childcare dilemma is two-pronged. First, childcare facilities struggle to fully staff their centers with qualified employees. This staffing problem directly affects the number of children they can serve. In addition, child care expenses can undercut the economic benefits of returning to work, especially for lower-wage workers.

Childcare workers are at ground zero of the problem we face nationally regarding the shortage of workers for jobs that pay less than \$20/hr. Since early 2020, postings for childcare workers are up 15%, and pay rates have crept up into the high \$18/hr range, according to Lightcastjob posting data. Without workers, childcare options are harder for parents to find. In addition, childcare becomes more expensive as these centers pass their labor costs on to their clients.

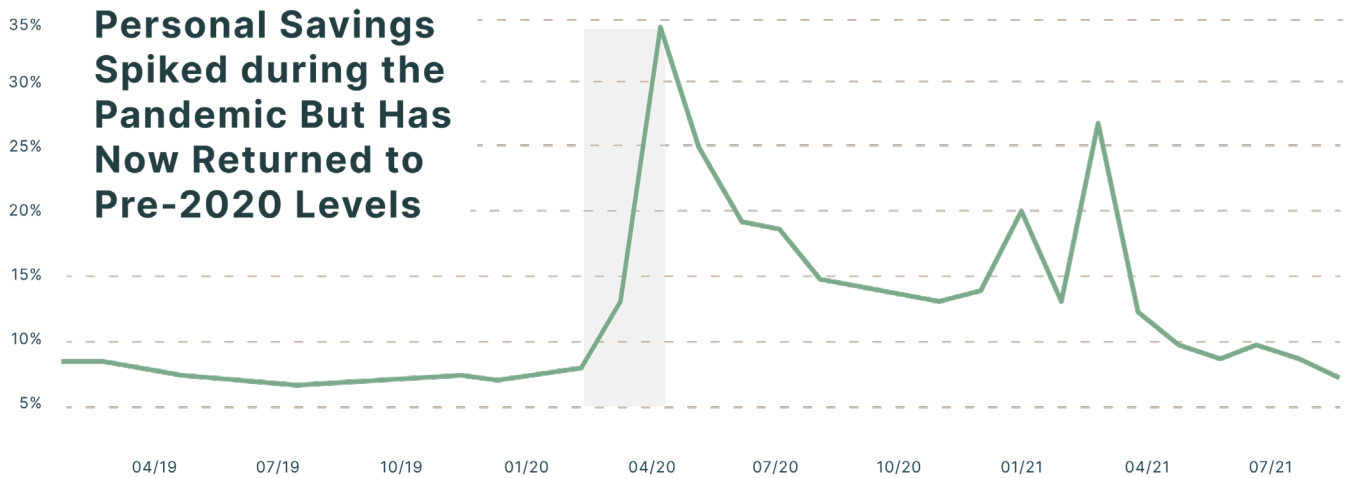
These increased costs wipe out earnings for many lower-wage workers. It simply costs more for care than many workers can afford. For example, an employee making \$7.25/hr (the national minimum wage) earns gross wages of \$1,257 per month. The national average monthly cost for full-time care at a daycare center is \$1,324 per month. With two infants, that price quickly rises above the total income of said employee. This means some lower-wage workers simply cannot *afford* to return to work. To illustrate further, for a single parent with 2 children paying housing and food costs, hourly pay would need to be well north of \$22-25/hr *after taxes*.

Employers can help with some creativity. One approach is for employers to partner with their local organizations and/or other employers to fully fund daycare centers. This approach would combat the issue from both ends: availability and costs associated with daycare. On the other hand, offering flexible hours and remote work opportunities allow parents to determine the best arrangement for their family. Overall, addressing childcare challenges parents face can help bring numerous people back into the labor force.

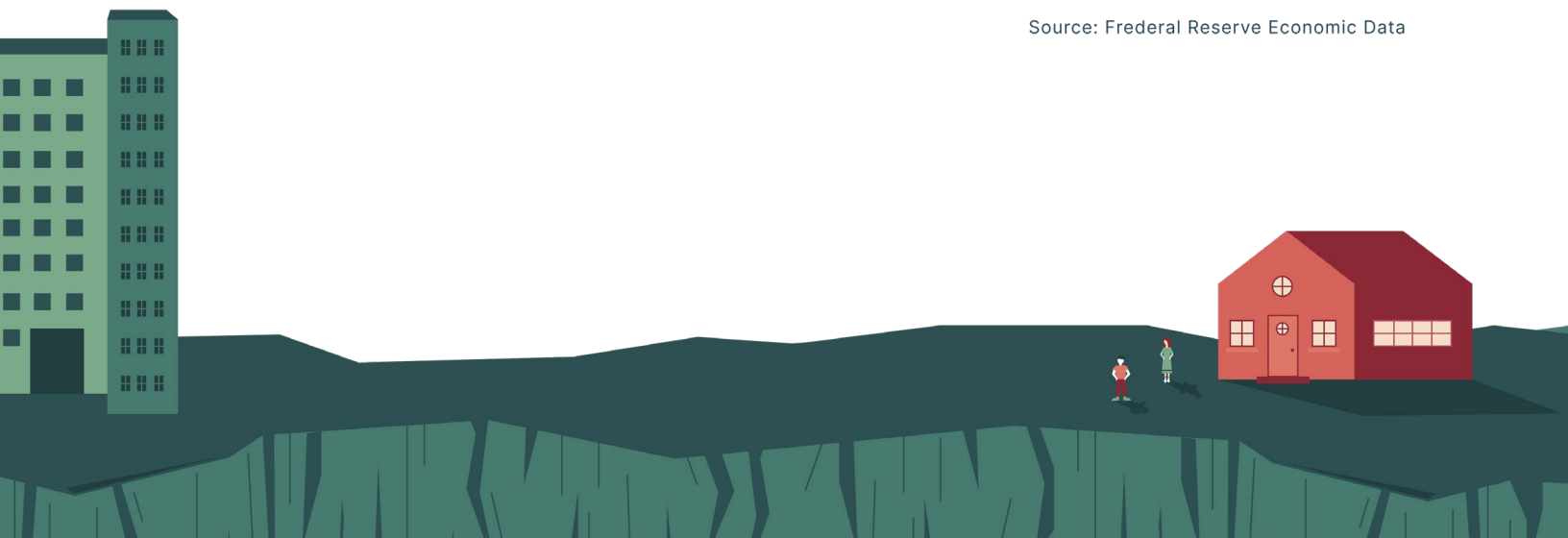
## A Temporary Boost in Personal Savings

More than anything, financial need is a primary motivation for people to work. So it should come as no surprise that when people can meet their basic needs without a job, many will choose to step away from the labor force. During the pandemic, some families could only opt out of work by making lifestyle changes and cutting living expenses. But many—especially those nearing retirement—found that they could get by on their savings without having to return to work.

As we see in the chart below, personal savings actually went *up* during the pandemic, likely meaning more Americans could make ends meet without returning to work. So, how are people paying for expenses outside of working? In addition to savings (22%), people are also borrowing money from friends and family (13%) and using credit cards or loans (23%). For good or bad, savings reflect a person's need to work, and the fact these savings are now decreasing may indicate that people will return.



Source: Federal Reserve Economic Data



## Rise of the robots?

A major concern of the last decade was that automation might gradually take over human jobs and leave millions of workers unemployed. Instead, the demand for human talent is the highest it's ever been. In today's tight labor market, attitudes toward automation have shifted from fear to hope, and the current question is: can we rely on robots to ease the labor crunch?

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**THE SHORT ANSWER IS: NOT LIKELY. THIS IS FOR A NUMBER OF REASONS, MANY OF WHICH WE ADDRESS IN *THE DEMOGRAPHIC DROUGHT* (P 36-37).**

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First, one thing must remain clear: technology almost always generates more jobs than it takes away. The World Economic Forum estimates that AI and robotics advancements will result in a net *increase* of 12 million jobs globally by 2025.

It's true that automation has helped replace some of our missing workers in specific roles and industries, but not at a pace that has moved the needle enough to ease the overall talent shortage.

Even within occupations where automation has been heavily used to replace human workers, talent shortages remain high. Take cashiers, for example. Despite already-existing technology and widespread adoption of self-checkouts, Lightcastjob postings data shows that cashiers remain the seventh highest-demand job in the nation.



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**TO ACCELERATE THE ADOPTION OF AUTOMATION WOULD REQUIRE OVERCOMING THE LABOR SHORTAGE AT EACH STAGE OF THE PROCESS: CONCEPT, DEVELOPMENT/DESIGN, MANUFACTURING, DISTRIBUTION, MARKETING, AND MAINTENANCE/SUPPORT.**

---

In addition to facing labor shortages, AI and robotics have also encountered materials shortages as supply chains struggle. As a case in point, the lack of chips and semiconductors in 2021 led to a crisis for auto manufacturing. Due to one seemingly minor hiccup in the production process, the entire industry faltered and failed to meet demand. Such shortages could worsen if the demand for automation technology rises further.

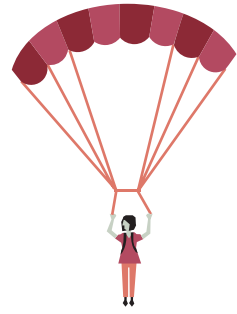
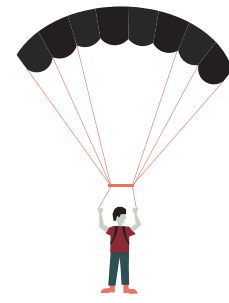
The upshot is that automation can help fill some of the roles in understaffed industries, and businesses should consider automation as a valuable tool for meeting specific needs. But, the net result of new technologies will likely be *more* job openings, not fewer. And even in roles and industries where tech does help fill critical job openings, these technologies face significant obstacles before they can become a reliable solution to the labor crisis.

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**PEOPLE, NOT ROBOTS, REMAIN THE NEED OF THE HOUR.**

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# WHAT CAN WE DO NOW?



**The only way to fill the millions of jobs that remain unfilled is to grow the size of our labor force.**

**A**s we look for long-term solutions, we also need creative short-term strategies to help ease the current labor crisis. These strategies will require a multifaceted approach involving people and institutions from every sector of the economy.

Overall, the concept is relatively simple.

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**WORKERS CAN COME FROM ONLY TWO SOURCES: THE POPULATION WE ALREADY HAVE OR THE POPULATION WE CAN GAIN THROUGH IMMIGRATION.**

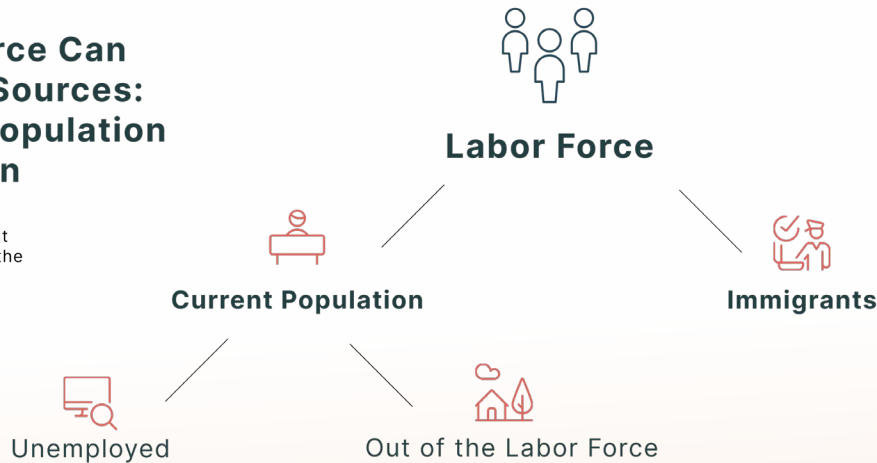
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As previously discussed, we will have to engage people to coax them back into the US labor force.



## The Labor Force Can Grow from 2 Sources: the Current Population or Immigration

Filling Jobs from the Current Population Requires Hiring the Unemployed and Reaching Those On the Sidelines.



## Engage the People on the Sidelines

As of January 2022, job openings are at near-record highs of 11 million, with only 6.5 million unemployed<sup>3</sup> people in the labor force. This means that even if every unemployed person got a job today, a shortfall of well over 4 million workers would remain.

So, reaching the people who are not working is vital in addressing the labor shortage. These include people with less advantaged backgrounds, veterans, people with mental or physical health challenges, people with a criminal or substance-abuse history, and, as we've already discussed, recent retirees and caregivers. Recruiting tactics that simply shuffle employees from one company to another or employ people on unemployment do not solve the problem employers face. Additionally, engaging people on the sidelines will mean offering creative work solutions.

## Be transparent about the job and benefits

More companies are revealing salaries, benefits, and other perks than ever before. In fact, three times more job postings now advertise signing bonuses compared to 2016 (*2022 Talent Playbook*). Employers should make sure job postings include full job responsibilities, tools, resources, technologies, etc. When employers are fully transparent about the role they are looking to fill, potential employees can accurately assess if the position is a good fit.

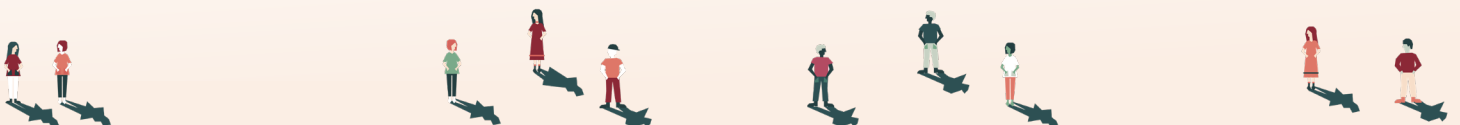
Further, improving the quality of work is vital in convincing people to enter the labor force. First, employers can use compensation data to track and understand pay rates across the entire market, as well as their specific industry. Additionally, emphasizing career pathways in job postings shows employees are valued and have opportunities for advancement. Employers can use skills data to discover logical pathways, both within and across companies, and within and across industries.

In addition, company image matters. Management can emphasize the company's core values, mission, and vision to potential employees. Ultimately, investing in employees, even before they officially start at your organization, shows that you will continue to invest in them when they are onboarded.

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### IT'S NOT ABOUT THE EMPLOYED VS. UNEMPLOYED, IT'S ABOUT THE UNENGAGED

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<sup>3</sup>The Bureau of Labor Statistics defines an unemployed person as someone who is “jobless, actively seeking work, and available to take a job.”

## Embrace the job freedom mentality

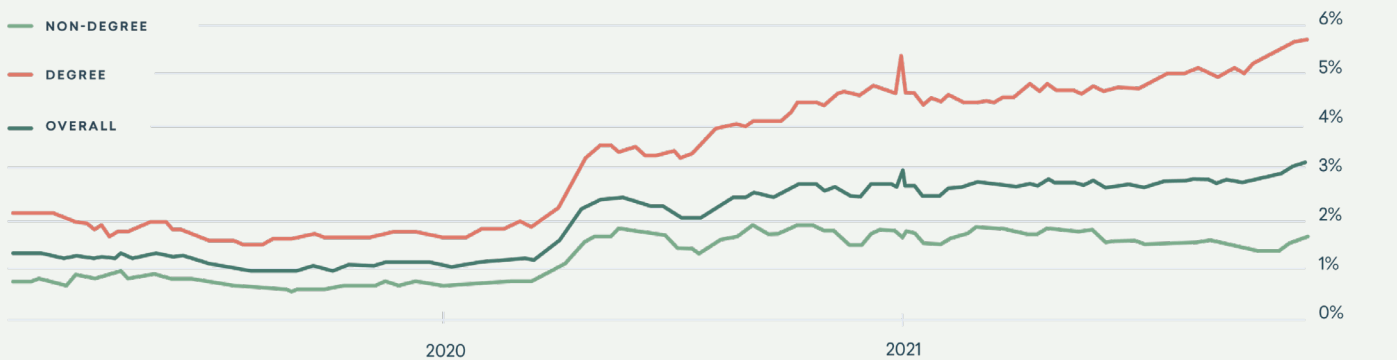
Those who left or lost their job in the pandemic may not want to return to the labor force in a full-time capacity. Embracing the gig economy, part-time work, and overall “job freedom mentality”—including flexible hours, contract work, and remote and hybrid options—can open up creative opportunities for filling positions.

The job freedom mentality shifts the work-life balance concept on its head. For people with this mentality, it’s not about scheduling life around your work schedule. It’s the opposite. To appeal to these workers, offering flexible hours, contract work, remote work, or hybrid options can make returning to work more appealing.

## More Americans Are Working from Home—Especially Those with College Degrees

Source: 2022 Talent Playbook, Emsi Burning Glass

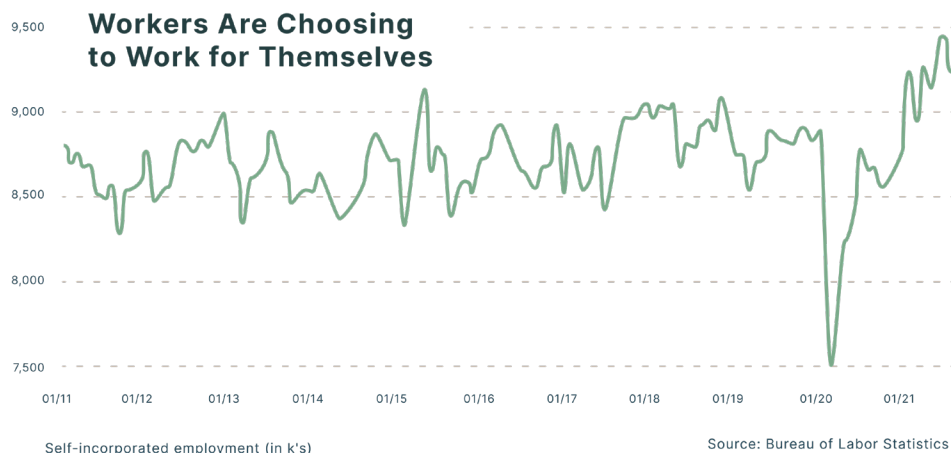
Percent Work From Home



For example, some people prefer flexible hours and/or remote work arrangements. For people who struggle with physical or mental health challenges, jobs that offer the support and flexibility needed to address those challenges become more attractive. The percentage of remote positions has tripled compared to pre-COVID, and continues to climb. This astounding growth indicates that remote work is here to stay. According to Lightcastjob postings data, more than 10% of all job postings are now advertising hybrid and/or remote work arrangements.

Re-engaging early retirees can pull essential skills back into the workforce. However, strategies used to recruit younger people into the workforce may not motivate older workers, or vice versa. Employers should get creative about appealing to these populations. For example, benefits usually provided only to full-time employees can be leveraged to entice this demographic of people (and their decades of experience) into the workforce again.

In addition, some people may have started their own businesses and won't ever be returning to their old employer. New business starts surged during the pandemic, and it's not just sole proprietorships.

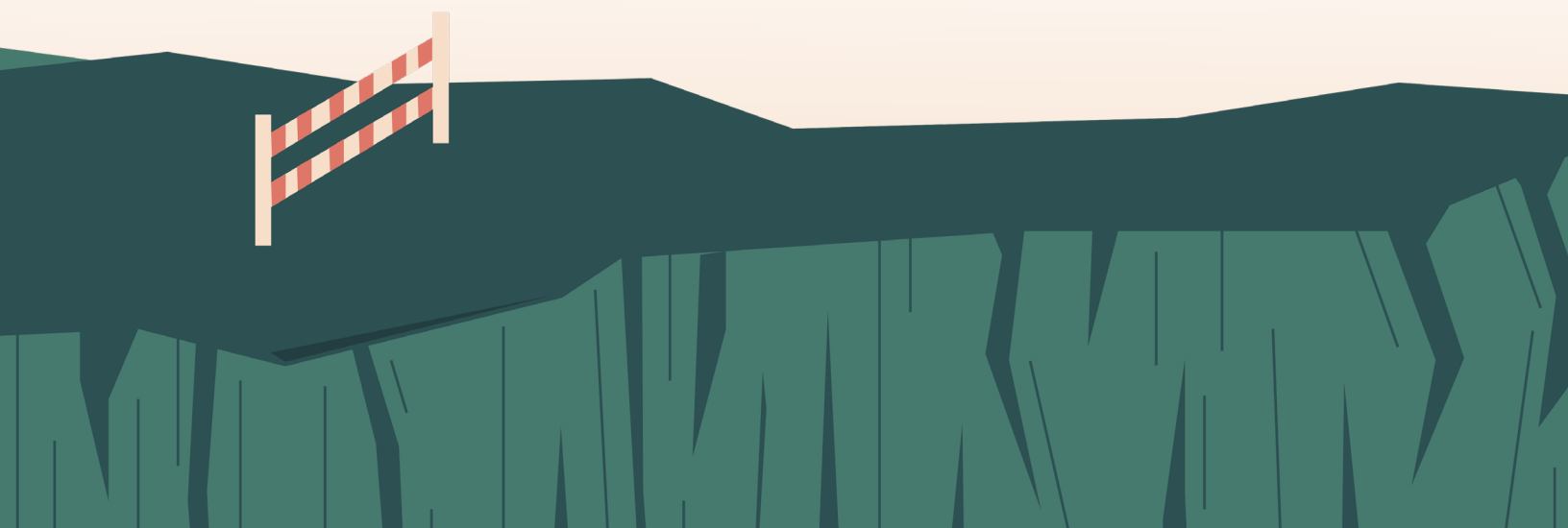


Self-employment rose to a ten-year high last year. New business applications from firms likely to hire employees surged as well, from 987,500 in 2019 to 1.4 million in 2021. This may be a bit painful for legacy employers who are holding out hope their workforce will return in full. But with workers remaining on the sidelines, communities will need to adjust their expectations. It will be more important that workers come back than where they come back to.

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**ULTIMATELY, UNDERSTANDING THE PRIORITIES AND CONCERNS OF PEOPLE OUTSIDE THE LABOR FORCE (WILLFULLY AND SITUATIONALLY) WILL HELP EMPLOYERS REMOVE SOME OF THE ROADBLOCKS KEEPING THEM OUT—AND HELP COMPANIES ALIGN THEIR JOB DESCRIPTIONS TO THOSE PRIORITIES.**

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## Be active in recruiting

To engage people on the sidelines, employers must be active in recruiting. Try shifting the focus of your recruiting efforts away from resumes that check all of the skill boxes. This includes sourcing and recruitment techniques that tap into pools of workers that may have no experience in your industry. Now more than ever, it's important that the entire hiring process is highly accessible for all populations of people.

First, make sure your application process is quick and easy to understand. The entire process, including your applicant tracking system, should be set up to keep as many people as possible in the funnel, not remove them. Keep job descriptions short with only the must-have items and emphasize soft skills. Be open to employing unique talent pools such as part-time workers, people in other geographies, former inmates, people with health impairments, people needing flexible work options, and more.

Ultimately, employers have to get creative about recruiting and hiring strategies. Job seekers are already aware of the usual recruiting streams such as job ads, career fairs, and local university visits. To engage people on the sidelines, employers have to meet people where they are. A better alternative is to engage people through their community networks such as community events, social networks, sports leagues, etc.

Mike McSally, a former executive in one of the largest staffing companies in the world and someone who possesses decades worth of recruiting knowledge, is a firm believer in actively recruiting vs. relying solely on job postings, career fairs, and help wanted signs.

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**“I AVOID THOSE EMPLOYERS (ONES WHO OUTSOURCE RECRUITING UNTIL THE VERY END) AT ALL COSTS. IF YOU ARE NOT WILLING TO INVEST IN THE INTERVIEW PROCESS, HOW WILLING WILL YOU BE TO INVEST IN THE PERSON’S CAREER ONCE THEY ARE HIRED?”**

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— MIKE MCSALLY



## Align educational programs to the demands of the market

The labor force gap is not for businesses to solve alone. People are the most critical asset in a community. If students leave your region upon graduation, that loss will be felt even more so in the current state of the labor force. But, if those graduates see a clear path to a job and a career in their local community, the impacts of the labor shortage will be far less painful.

Because there are so many unfilled job openings, workers have much more leverage in the marketplace. But they still won't advance if they don't have the skills to do the more complex work that will increasingly be in demand.

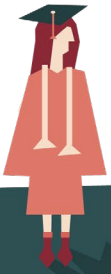
On the flip side, if employers are looking for skills your educators don't teach, openings go unfilled, and workers remain on the sidelines. Encourage business leaders to engage with education providers through earn-and-learn opportunities, program advisory boards, facility tours, guest lectures, or even donations of industry-specific equipment.

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**GET EVERYONE IN ALIGNMENT: COLLEGES, UNIVERSITIES, WORKFORCE BOARDS, AND EMPLOYERS ARE ALL FOCUSED ON DIFFERENT PARTS OF THIS PROBLEM.**

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Regional development organizations and industry associations can step in to make sure that all stages of the pipeline are connected, communicating, collaborating, and flowing smoothly.



## Explore Immigration Opportunities

As discussed at length in *The Demographic Drought*, US births fell below the replacement rate starting in the early 1970s. This means that for 50 years, the US has had fewer children than the number that would replace its existing population. The obvious result is population decline over time—and yet, the US population has not stopped growing. How is that possible?

The math is fairly simple. Population growth can come from only two places: inside the country or outside the country. So despite birth rates consistently below the replacement rate, the US population has continued to grow due to immigration.

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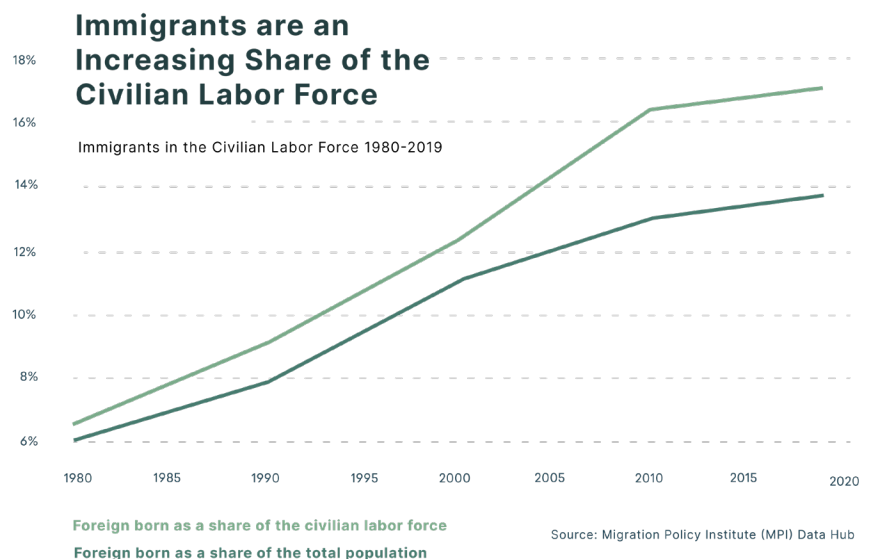
**HOWEVER, SINCE THE 2008 RECESSION, THE US BIRTH RATE HAS FALLEN BY ROUGHLY 30% TO A NEW ALL-TIME LOW, WHICH MEANS THAT SLOWING OR PREVENTING POPULATION DECLINE WILL REQUIRE AN EVEN GREATER INFUX OF IMMIGRANTS THAN IN THE PAST.**

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To understand what the declining birth rate represents, let's translate it into raw numbers. By simply maintaining the 2007 birth rate through 2020, the US population would have added roughly 7.6 million more people.

Although the total population grew from 301.6 million to 330.5 million during that same time period, the under-20 segment of the population fell by 1.6 million people—dropping from 27% of the total population in 2007 to just 25% in 2020. This younger group represents the future of the labor force, and it's shrinking. Over the next 10 to 20 years, this population shortfall will present an even more significant challenge to enrollment and recruitment efforts unless those numbers are offset from elsewhere.

With the share of young people already in short supply within the borders, foreign-born workers have filled an increasing share of the U.S. labor force since 1980.






## Immigration Trends

Looking at our labor shortage, then, one potential solution would be to try offsetting our labor force declines by increasing immigration. But this is not a matter of simply flipping a switch. Immigration raises a tangled set of social, political, economic, and demographic questions. And there are no one-size-fits-all answers. At the same time, however, the data indicates that conversations about the labor shortage should include a look at the future of immigration.

One major component for understanding recent changes in the labor force is that immigration has been trending downward since 2016. This is due to a complex variety of factors, such as political decisions, administrative processing delays, caps set in 1990 that have not been updated, global demographic and economic shifts, and recent Covid-related interruptions—including delays in fully reopening US Consulates.

An additional factor that may affect the future of the immigrant labor force is the public's perception of immigration numbers. A recent Gallup poll shows a significant increase in the number of Americans who say they want fewer immigrants to the US. This perception nearly doubled over the past year—at the same time that actual immigration numbers had dropped to the lowest level in recent history, according to CATO Institute data.

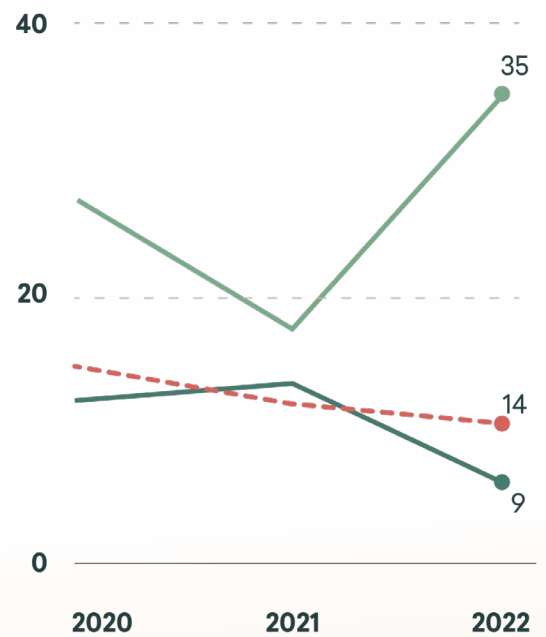
### 58% OF AMERICANS ARE DISSATISFIED WITH THE LEVEL OF IMMIGRATION INTO THE U.S.



### The Number of Americans Who Are Dissatisfied with Immigration and Want Less of It Rose by 84%

- % Dissatisfied, want more
- % Dissatisfied, want less
- - - % Dissatisfied, remain same

Source:Gallup



Regardless of changes in public opinion or policy, however, global demographic shifts are likely to start closing the window on population growth through immigration. Other countries increasingly need the people they have in order to meet labor demands as they desperately attempt to modernize their own economies. Mexico, where most US-bound immigrants originate, currently has an unemployment rate lower than the US, and its labor force participation rate is just several percentage points lower. The days of attracting large numbers of foreign-born job seekers are likely nearing an end.

Lastly, developed nations around the world, like the US, have also experienced declining birth rates and labor shortages of their own.

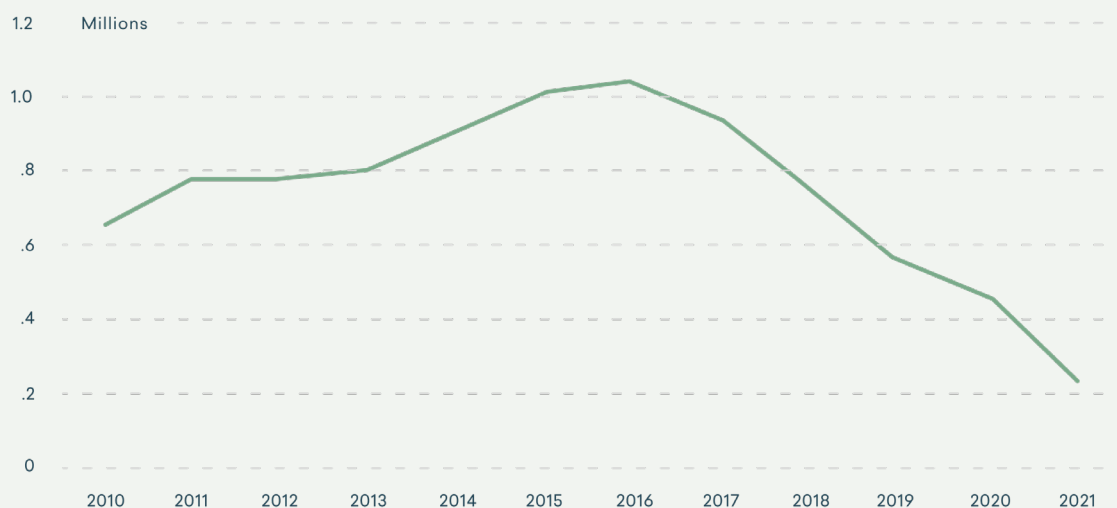
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**THEY, TOO, ARE RELYING MORE HEAVILY ON IMMIGRATION TO FILL JOBS.**

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The combination of shifting immigration policies, pandemic-related challenges, and escalating competition for talent worldwide have all converged to slow the influx of immigrants to the US.

## U.S. Yearly Immigration Numbers Have Fallen to New Record Lows



Sources: U.S. Census Bureau, Vintage 2021 Population Estimates.

Immigrant visas issued / New arrivals of legal permanent residents from abroad

Some of the immigration downturns might be overcome by offshoring or turning to international remote work, but this, too, presents many of the same challenges as immigration itself. More importantly, most of the jobs that currently need filling in the US are in-person roles or are poor candidates for remote work or overseas operations.

The connection between immigration declines and our current labor shortage becomes more clear in the following tables.

Below, we can see that since February 2020, job openings have soared in lower-skilled industries. The majority of unfilled jobs in the US are now those that do not require a college degree.

### Since February 2020, Job Openings Have Soared in Lower-Skilled Industries

Source: Emsi Burning Glass analysis of Bureau of Labor Statistics Job Openings and Labor Turnover Survey data

	Feb 20 (ks)	Oct 21 (ks)	% Change
Construction	302	410	36%
Manufacturing	572	1,009	76%
Retail Trade	734	1,055	44%
Transport/Warehousing	321	611	90%
Leisure & Hospitality	945	1,781	88%
Professional Business Services	1,307	1,819	39%
Information	139	180	29%
Finance & Insurance	312	321	3%
Healthcare	1,146	1,823	59%
<b>% Change Lower-Skill Job Openings</b>	<b>2,874</b>	<b>4,985</b>	<b>69%</b>
<b>% Change Higher-Skill Job Openings</b>	<b>1,597</b>	<b>2,324</b>	<b>46%</b>

And to the right, we can see that these are the very jobs that are disproportionately filled by foreign-born workers. By looking at worker distribution in occupational groups where the labor shortage is most pronounced, one thing becomes clear: a significant part of the pain the US labor market is feeling comes from the recent collapse of immigration.

### Foreign-Born Workers Fill a Disproportionate Percentage of Lower-Skilled Occupations

Occupational Group	% of Total Foreign-Born Workers	% of Total Native-Born Workers
Service Occupations	20.6%	14.4%
Natural Resources, Construction, Maintenance	13.6%	8.1%
Production	15.2%	11.7%

Source: BLS, "Foreign-Born Worker Labor Force Characteristics, 2020"



## Immigration Opportunities

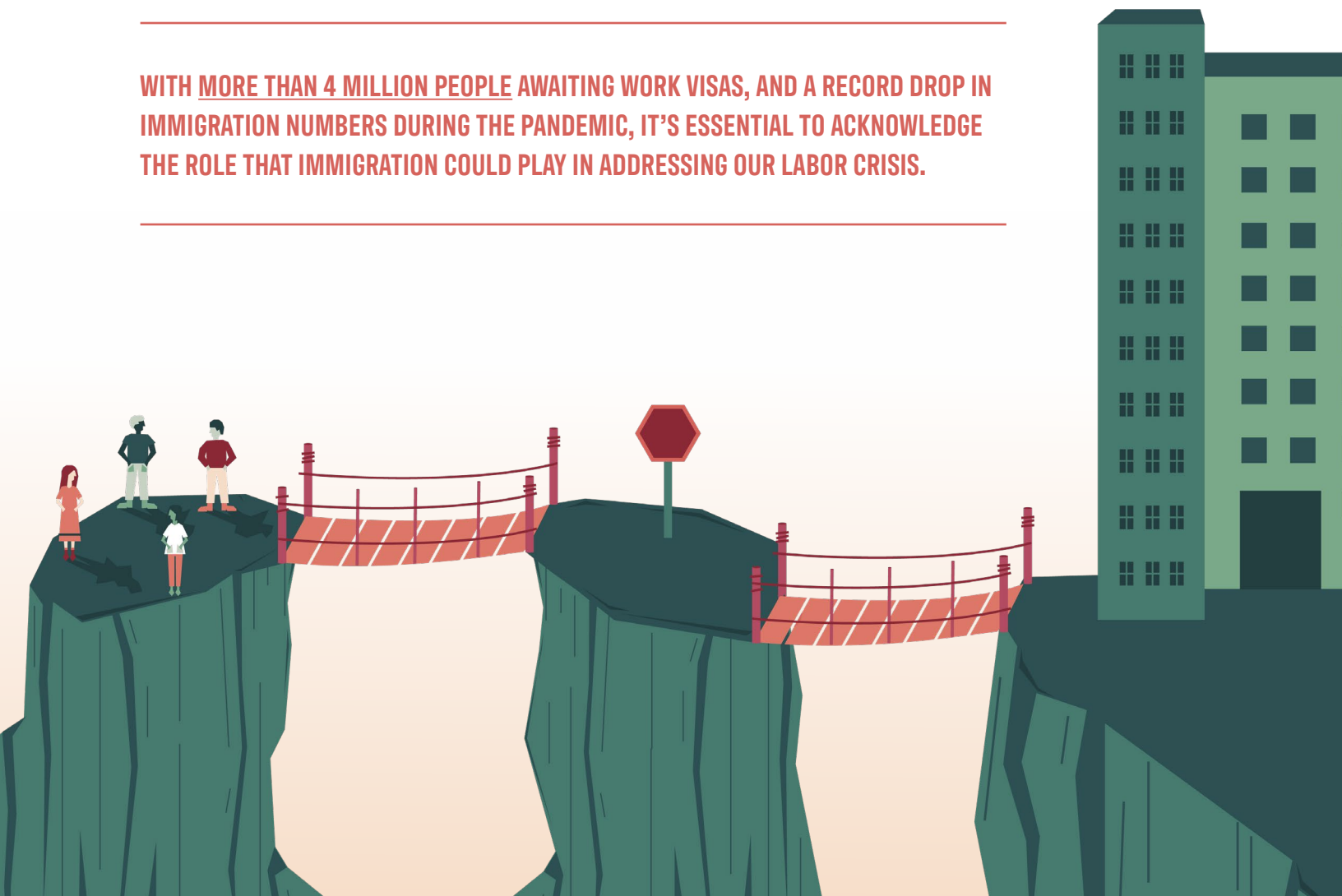
Knowing which industries and occupations face the most significant worker shortages, and identifying who has (at least historically) filled those jobs, can help provide more focus to strategies that address the problem.

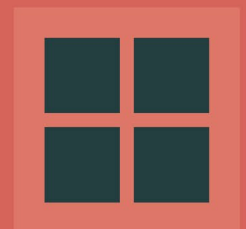
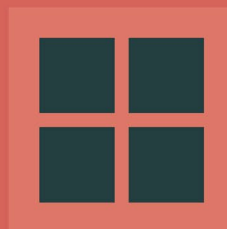
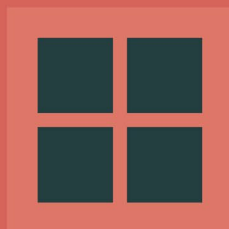
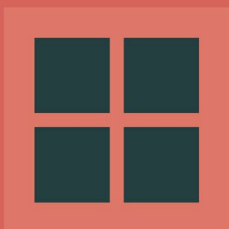
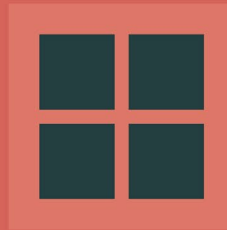
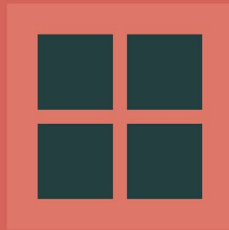
Despite numerous challenges, immigration remains an important source of workers, especially as falling US birth rates affect the size of the potential workforce. Further, current data shows that a significant percentage of the lower-skilled jobs that we cannot fill are jobs that have been disproportionately filled by the foreign-born population.

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**WITH MORE THAN 4 MILLION PEOPLE AWAITING WORK VISAS, AND A RECORD DROP IN IMMIGRATION NUMBERS DURING THE PANDEMIC, IT'S ESSENTIAL TO ACKNOWLEDGE THE ROLE THAT IMMIGRATION COULD PLAY IN ADDRESSING OUR LABOR CRISIS.**

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# CONCLUSION

**Since a shortage of workers has become the new normal, what can employers, educators, communities, and the workers themselves do in response?**

**H**ow can businesses reach people who have stepped away from the labor force and offer them compelling and meaningful opportunities? How can educators boost enrollment and align their programs to the needs of regional businesses? How can communities help businesses and sidelined workers find each other? And how can people on the sidelines overcome their current obstacles and re-enter the workforce?

# CONCLUSION CONTINUED

A permanently tight labor market is a recent change—but it is far from a hopeless situation. It does mean, however, that we have no workers to spare. Everyone will need to up their game, investing in a skilled, agile, and effective workforce. With a mountain of unfilled job postings and an unengaged working-age population on the sidelines, now is the time to rethink how we recruit workers.

With more than 4 million people awaiting work visas, and a record drop in immigration numbers during the pandemic, it's vital that employers acknowledge the role that immigration could play in addressing our labor crisis. Given the slower growth of the US population and the rising share of immigrants in the workforce, particularly in occupations with the greatest labor shortages, the current 11 million job openings are unlikely to be filled solely by the existing US labor force.

Long gone are the days when it was enough to put up a help wanted sign to fill a vacancy. Employers must be active and transparent in the recruitment process, engaging people on the sidelines by meeting people where they are and offering flexible work options and competitive benefits.

As the above data indicates, our incredibly tight labor market is more than just an effect of the pandemic. It's the culmination of both long-term trends and short-term events. The widening gap in our labor force results from decades of low birth rates, the boomer generation reaching retirement age, and several years of declining immigration numbers. The onset of the pandemic accelerated these already existing trends.

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**ADDRESSING THE SHORT-TERM FACTORS BROUGHT ABOUT BY THE PANDEMIC CAN HELP PROVIDE SOME TEMPORARY RELIEF, BUT ADAPTING TO THE LONG-TERM TRENDS WILL PROVE MORE OF A CHALLENGE—AND REQUIRE A CREATIVE AND PROACTIVE APPROACH.**

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# Lightcast

**L**ightcast is the world's leading authority on job skills, workforce talent, and labor market dynamics, providing expertise that empowers businesses, education providers, and governments to find the skills and talent they need and enables workers to unlock new career opportunities.

With engineers and data specialists continually collecting and analyzing data from thousands of job boards, company websites, online resumes, employee profiles, and traditional government sources, the company produces the most comprehensive, up-to-date picture of the labor market available.

Lightcastmarket research, analytical software, and data expertise is used by companies across the globe to better understand their own workforce and identify skilled and diverse talent for future growth. The company also guides colleges and universities in connecting their programs to the needs of the local labor market, and advises government entities in creating more effective programs for economic prosperity.

Headquartered in Boston, Massachusetts, and Moscow, Idaho, Lightcast is active in more than 30 countries and has offices in the United Kingdom, Italy, New Zealand, and India. The company is backed by global private equity leader KKR.



## VETERANS QUARTERLY MANAGER'S REPORT

Fiscal Year:	2023
Federal Quarter:	January, February, March (Q2)
Local Workforce Development Board:	LWDB 14- Pinellas
Report Prepared By:	Craig Grant, LVER
Report Submitted By:	Natalija Dolsak

DISABLED VETERANS OUTREACH PROGRAM (DVOP) SPECIALIST ACTIVITIES	
Veterans Served	158
Veterans who received an ICS	158
ICSR (%)	100.00%
Case Management (205/V04)	154
Case Management Rate (%)	97.47%
Ch 31 Veterans Served	5
Ch 31 Veterans in CM >180 Days	0
Veterans Referred to LVER(s) - Case Conference (V11)	40
SBE Placements for QTR	83
Outreach Activities	190
Non-Veterans Served	0
Post Employment Consistent Contact	142

LOCAL VETERANS' EMPLOYMENT REPRESENTATIVE (LVER) ACTIVITIES	
Employer Outreach	17
Job Development	3
Veteran Advocacy - Veteran	25
Veteran Advocacy - Employer	37
DoD SkillBridge	3
Job Order	11
Job Order Follow-Up	5
Job/Career Fairs	16
Mass Recruitment Services	3
Hire Vets Medallion Program (HVMP)	2
Developed DOD SkillBridge Opportunity	0
Non-SBE Placements (referrals from Career Center Staff)	0

DVOP OUTREACH ACTIVITIES		
Homeless Shelters Visited	Prisons Visited	Transitioning Workshops Visited
6	1	0
Summarize outreach efforts made to locate veterans and other eligible persons with SBEs and the results of those efforts.		
Christina Manley: Visited VRSI, outreach location to provide HVRP homeless Veterans DVOP services, 12 visits this last quarter. The Pinellas County Jail to coordinate future DVOP services for incarcerated Veterans, 12 visits. Also outreached to Empath Health and USFSP.		
Andrew Beers: I have been doing my outreach at St. Vincent de Paul Center of Hope in St. Petersburg two times weekly, and if needed to meet the Veteran, when they are available. In the last Quarter, I helped so many Veterans while communicating closely with their StVDP caseworkers. The staff at St. Vincent de Paul consider me one of their own, and the Veteran residents know that if they need help – I am there		

LVER OUTREACH ACTIVITIES		
Employer Seminars / Workshops	Job Search Workshop (Veteran Training)	Job Search Groups (Veteran Training)
0	0	0
Summarize outreach efforts to local employers to assist veterans and other eligible persons with SBEs in gaining employment.		
NA- no LVER last Quarter		

CAREER FAIRS/RECRUITING EVENTS FOR VETERANS				
Date of Event	# of Employers	# of Veterans	Type of Event	Summary of Career Fair or Recruiting Event
NA				



LVER TRAINING				
Date of Training	Training Type	Audience	Topic	Summary of Training
NA				

STAFFING CHANGES				
Gain(s) / Loss(s)	Effective Date	Position Number	Title	Name
Gain	4/3/2023	40047101	LVER	Craig A. Grant
Gain	4/3/2023	40047094	LVER	Andrew C. Anderson

VACANCIES				
Number of Days Vacant	Effective Date	Position Number	Title	Status

**SUCCESS STORIES**

Christina Manley, DVOP: The Veteran, Mr. R. M. came to see us for DVOP and employment services. We engaged him with Farm Fresh immediately following his resume development. He interviewed with the employer and was hired for a full-time position the next morning. He already received a raise and enjoys his employment. We continue to provide Veteran services for him. With Partner Agencies, we continue working on housing assistance for him through the national call center for Homeless Veterans. Additionally, we

**TRAINING PLAN TO IMPROVE PERFORMANCE MEASURES**

The DVOP and LVER team will receive DEO Veterans Programmatic Training from Regional Veterans Program Coordinator LWDB 09-16, Greg Tudor on 4/18/2023 and 4/19/2023.

We implemented weekly DVOP/LVER staff meetings where the team comes together to address programmatic operations, and strategies to enhance our overall impact in Pinellas County and discuss continuous improvement recommendations. These meetings provide an opportunity for staff to freely discuss and express their issues and concerns.

**BEST PRACTICES**

Christina Manley, DVOP: With providing new SBE Veterans DVOP services, it is imperative to complete a good analysis assessment to seek the best way forward with appropriate supportive services to reach the Veteran's directional goals. Once established, it is best to complete a resume immediately and research professional opportunities for the Veteran. Coordination with LVERs is imperative to locate applicable careers.

Andrew Beers, DVOP: My best practices for the quarter are simple. When I need help, resources, or have a question about how best to

**COMMENTS / SUGGESTIONS**