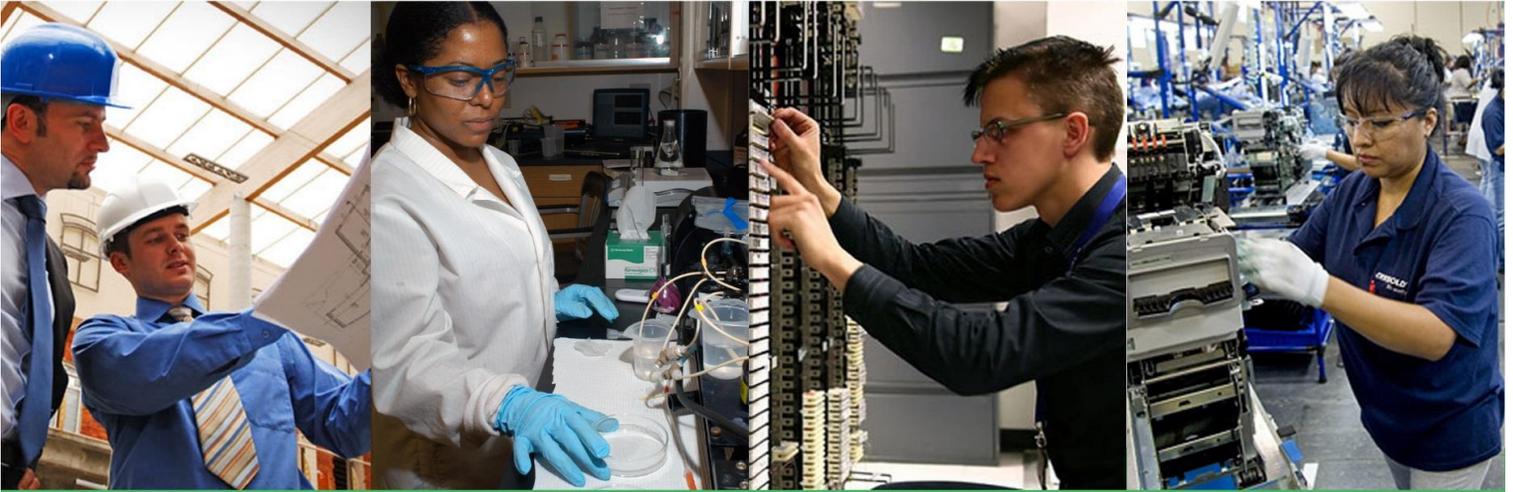


# Opportunities to accelerate workforce outcomes in Hillsborough & Pinellas counties

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**Sponsored by:**  
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**In partnership with:**  
The United Way Suncoast  
Tampa Bay Partnership  
WorkNet Pinellas  
Tampa Bay WorkForce Alliance  
CareerEdge Funders Collaborative

**Conducted by:**  
Urban Market Ventures



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# Introduction

## About this Study

This Study was originally commissioned to explore whether the successful CareerEdge Funders Collaborative model, which took flight in Manatee and Sarasota counties in 2009 as a new public-private approach to investing in workforce development, could be replicated in Hillsborough and Pinellas. CareerEdge is one of 30+ regional collaboratives across America working under the umbrella of the National Fund for Workforce Solutions to help close worker skills gaps in key sectors, and in the process, speed job creation and fuel the upward mobility of low-skill workers.

By the time the Study was conceived in late 2012, the United Way Suncoast and the Tampa Bay Partnership had invested well over a year exploring CareerEdge. Though attracted to different facets of the model, both saw its potential to advance key goals.

The Partnership, as lead implementer of the *Regional Business Plan*, was drawn to the model after research identified it as one of the few employer-led workforce development models in Florida that was proving successful in speeding the closure of skills gaps. The United Way's interest was anchored in its priority of increasing the percentage of families earning over 200% of the poverty level. Since 2008-09, the agency has invested \$2.77 million into employment services to high-poverty groups. In this area too, CareerEdge had achieved outstanding results.

Once underway in February 2013, the Study was initially designed to compare the realities in the bi-county area with the strategies and investments needed to replicate CareerEdge.

By the Study's halfway point, important answers had surfaced. For one, it became clear that the bi-county team would face more of an

uphill climb in assembling resources to make similar workforce investments. Equally important, key leaders did not reach a consensus about the CareerEdge model. One stakeholder advised that, before bringing another initiative to the area, that we first maximize initiatives already underway.

In response, the Study team altered its scope. Rather than focusing solely on the possibility of replicating CareerEdge, the team agreed to look more broadly at where added investments could improve workforce outcomes for Hillsborough and Pinellas counties.

## The new Study scope

Once the decision was made to re-set the Study scope, a new possibility emerged from the unique chemistry of the Study team. Unlike the many cross-sector groups convened in recent years to design workforce innovations, there were two unique facets of the group.

First, this team had assembled specifically to explore the possibility of a career ladder approach to close skills gaps in key sectors. Second, the purviews of the organizations represented on the Study team cover the full spectrum, from low to high skill workers.

While the United Way focuses primarily on equipping low-income workers to move their families out of poverty, the Tampa Bay Partnership's focus is largely devoted to growing middle-to-high wage jobs. JPMorgan Chase investments target multiple points along the skills spectrum, while WorkNet Pinellas and the Tampa Bay WorkForce Alliance serve the broadest span of workers at every level.

This diversity of stakeholders made it possible to contemplate an end-to-end career ladder strategy for the bi-county, one that connects the lowest rungs of the ladder to the highest,

and creates a means of strategically closing skills gaps all along the spectrum.

It also enabled the surveying of a broad landscape of workforce initiatives. From that, it became clear that the area already has a well-defined slate of innovations needed to accelerate workforce results. Opportunities detailed in this Study build on that work.

## The Study Team

### Study Team Leaders

- Ann Reinert, Vice President, Global Philanthropy, JPMorgan Chase
- Diana Baker, CEO, United Way Suncoast
- Emery Ivery, Tampa Bay Area President, United Way Suncoast
- Stuart Rogel, CEO, Tampa Bay Partnership
- Ed Peachey, President & CEO, WorkNet Pinellas & Tampa Bay WorkForce Alliance
- Nathalie deWolf, former Executive Director, CareerEdge Funders Collaborative
- David Auxier, former Program Director, CareerEdge Funders Collaborative

### Study Advisors

- Dave Sobush, VP, Regional Business Planning, Tampa Bay Partnership
- Pat Gehant, Director of IT Workforce Initiatives, Tampa Bay Technology Forum
- Mark Douglass, COO, Tampa Bay WorkForce Alliance & WorkNet Pinellas
- Ellen Stoffer, Director, Income Strategies, United Way Suncoast
- James Jackson, Center Manager, Sulphur Springs Resource Center

### Study Author

- Gypsy C. Gallardo, CEO, Urban Market Ventures
- Briana Lake, Research Assistant, Urban Market Ventures

## The Study Framework<sup>1</sup>

This Study used *The Regional Business Plan for Economic Development in the Tampa Bay Region* as an overarching framework for the four opportunities presented herein. The Plan, which covers eight counties, was unveiled in 2011 as “an ambitious – yet implementable – plan that will lead to job creation and greater economic resiliency.” Crafted under the auspices of the Tampa Bay Regional Planning Council and Tampa Bay Partnership, the Plan focused on growing four target sectors, while creating building blocks to replicate similar strategies in other sectors.

Two considerations led to the selection of the *Plan* as a guiding framework. First, the largest workforce system innovations happening in our area align with the *Plan*. Though they emerged independently (some driven by employers, some by educators), they all overlap in objectives. Second, thousands of hours of research and collaboration went into crafting a *Plan* that is now backed by hundreds of business, economic, and education leaders, which not only built a viable framework, but also signaled the desire of leaders to work collectively toward a shared vision.

For those reasons, this Study is designed to continue the *strategic convergence* happening among workforce innovations aligned with the *Regional Business Plan*. In addition, the Study selected six other initiatives as a context for the opportunities outlined in this document:

	INITIATIVES
2011	Regional Business Plan
2012	Academies of Pinellas 5-Year Master Plan
2012	Tampa Bay IT Workforce Analysis
2012	The Grow Tampa Bay Tech initiative
2012	3-year plan for Florida Advanced Technological Education Center
2012	4-Year Florida TRADE initiative
2013	Hillsborough-Pinellas Manufacturing Gap Analysis

<sup>1</sup> Tampa Bay Partnership & Tampa Bay Regional Planning Council, with support by the U.S. Economic Development

Administration, *A Regional Business Plan for Economic Development in Tampa Bay*, by SRI International, March 2011

## Summary View: Regional Business Plan strategy

The *Regional Business Plan* strategy was developed through the collaborative process that stems in part from the working philosophy of the Tampa Bay Partnership (which co-developed the Plan):

“More than 250 community, business, workforce and education leaders are responsible for ensuring Tampa Bay makes the right investments, creates the right policies and builds the right infrastructure to support and grow the next generation of jobs, in turn generating sustainable, inclusive prosperity.” - Tampa Bay Partnership website

The Plan is designed to accelerate growth in four target industry clusters (also called sectors) and is guided by seven priorities that include business retention & expansion, innovation & entrepreneurship, and sustainable growth. The Plan strategy was encased within **16 initiatives**, each with action steps toward the Plan’s ultimate goal of growing target sectors to employ 500,000 people by the year 2020:

- Three **Foundational Initiatives** that address the Tampa Bay region’s overall foundations for economic growth and diversification.
- Three **Workforce Initiatives** that support improved workforce availability and skills for building the target sectors and promoting overall economic growth.
- Ten **Target Sector Initiatives** that address needs specific to the region’s four target sectors: Applied Medicine & Human Performance; High-Tech Electronics & Instruments; Business, Financial, & Data Services, and Marine & Environmental.

**Figure 1: Targeted Industry Clusters**



For added detail about the 16 initiatives or for the executive summary of the **Regional Business Plan**, visit: [www.tampabay.org/regional-initiatives/regional-business-plan](http://www.tampabay.org/regional-initiatives/regional-business-plan).

The Tampa Bay Regional Planning Council, co-developer of the Regional Business Plan

The TBRPC is an association of local governments and their representatives convened by the TBRPC to coordinate planning for the community’s future and to share solutions among the 43 jurisdictions in the Tampa Bay region. TBRPC was established as Florida’s first regional planning council in 1962, when representatives from St. Petersburg, Tampa and Clearwater recognized the need for regional coordination. They believed growth extends beyond county and municipal boundaries, a concept that still defines the Council’s purpose today. TBRPC is one of 11 regional planning councils in Florida.

Four counties are required by law to exercise regional cooperation through the Council. Twenty other municipalities are represented on the Council. They comprise two thirds of Council membership. The Governor appoints the remaining third of members. Four ex-officio members represent Enterprise Florida, the Florida Department of Transportation and Environmental Protection, and Southwest Florida Water Management District.

SOURCE: Excerpted & edited for space from: [www.tbrpc.org/about\\_us/mission.shtml](http://www.tbrpc.org/about_us/mission.shtml)

## The Study Foundation

This Study identifies four opportunities to accelerate employment results, each designed to build upon and integrate to innovations already being done.

**Figure 2: Seven workforce system innovations that forge the context of this Study<sup>2</sup>**

<b>Florida TRADE</b> (led by St. Petersburg College, SPC)	<ul style="list-style-type: none"><li>•A consortium of 12 colleges is working to increase Florida’s supply of skilled manufacturing talent. In 2012, the consortium was awarded \$15 million by the U.S. Dept of Labor to offer short-term certification trainings in critical shortage fields such as for welders, CNC machinists, and master mechanics.</li></ul>
<b>FLATE</b> (led by Hillsborough Community College, HCC)	<ul style="list-style-type: none"><li>•In 2012 the Nat’l Science Foundation awarded a third round of funding to the Florida Technological Education Center of Excellence to continue work at 13 institutions statewide to increase engineering technology degree and certificate program graduates qualified for high vacancy manufacturing jobs.</li></ul>
<b>IT Workforce Analysis</b> (Hillsborough & Pinellas)	<ul style="list-style-type: none"><li>•In October 2012, 7 leading economic &amp; workforce development organizations forged a set of 28 recommendations to grow and strengthen the supply of skilled workers entering the IT field.</li></ul>
<b>Grow Tampa Bay Tech</b> (8-county Tampa Bay region)	<ul style="list-style-type: none"><li>•GTBT was launched in 2012 to implement recommendations of the recent IT Workforce Analysis, and slated 3 initiatives for its first year: creating exploratory labs for students to gain experience with new technology; increasing internships; and forging direct connections between employers and students.</li></ul>
<b>Manufacturing Gap Analysis</b> (Hillsborough & Pinellas)	<ul style="list-style-type: none"><li>•The analysis identified 9 actions to fill 3 key gaps in the talent supply system (lack of interest in manufacturing as a career path; applicants' lack of industry fundamentals and skills; and the disconnect between industry and education.</li></ul>
<b>Regional Business Plan</b> (8-county Tampa Bay Region)	<ul style="list-style-type: none"><li>•The Plan prominently features the manufacturing sector in 2 of its 4 target sectors: high tech electronics/instruments and applied medicine &amp; human performance; and features IT as one of several fields forecasted to have the largest increase in the number of jobs needed in the 4 target sectors.</li></ul>
<b>Academies of Pinellas</b> (Pinellas County)	<ul style="list-style-type: none"><li>•In 2011 the Pinellas County School Board unanimously voted to adopt the Plan for Academies of Pinellas, which focused on two major goals: for 50% of high school students to be enrolled in a career academy, magnet, or themed program by 2017 and for 35% of students to earn at least one industry certification by 2017.</li></ul>

<sup>2</sup> SOURCES: U.S. Department of Labor, Trade Adjustment Assistance Community College and Career Training Grant Abstracts, September 2012; Tampa Bay Information Technology Workforce Analysis Hillsborough and Pinellas Findings, October 2012; *Grow Tampa Bay Tech* Program of Work, August 2013; Hillsborough-Pinellas Manufacturing Gap Analysis, June 2013; The Academies of Pinellas, 2013 Annual Report Executive Summary.

## The Study's inspiration

As the Study team worked to identify priority opportunities to accelerate the bi-county's workforce outcomes, the Study elicited the specific **needs and inspirations** that drew the partners to the table. Each team member voiced a unique impetus for their involvement. Of the six organizations represented - United Way Suncoast, JPMorgan Chase Philanthropy, The Tampa Bay Partnership, Tampa Bay WorkForce Alliance, WorkNet Pinellas, and CareerEdge Funders Collaborative - each focuses on distinct workforce segments, with specific goals in view.

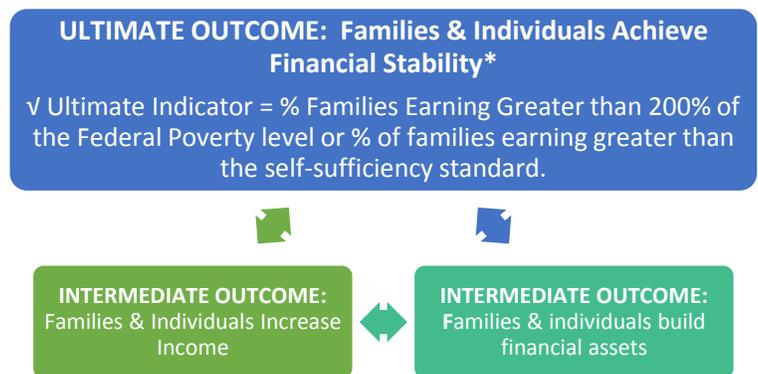
### The United Way Suncoast

The United Way's interest stems from its ultimate goal of helping **families and individuals achieve financial stability**, and the all-important role of **employment** in that process.

“When earned wages don't support the basic needs of a family and when debt and poor money management skills rob individuals of their dreams, a cycle of poverty is perpetuated with negative implications for present and future generations.”

- United Way website

**Figure 3: United Way Targeted Outcomes<sup>3</sup>**



Central to the United Way's target outcome of increasing the percentage of families earning greater than 200% of the poverty level is the **Workforce Development** track of the agency's **Income Strategies division**. The United Way has invested \$2.77 since 2008 to provide job skills training to 3,800 mostly poor individuals, and to place 2, 844 of them into jobs.

United Way leaders identify several opportunities to improve workforce outcomes:

- **CEO Diana Baker** sees the opportunity to strengthen the outcomes being produced by the network of organizations providing employment services to high poverty groups
- **Tampa Bay Area President Emery Ivery** notes “We're at the table because one of our top priorities is helping families achieve financial stability and a key to that is employment. We've done a lot of work around financial literacy, access to benefits, and other areas, but the area where we need more focus is in on employment.”
- **Income Strategies Director Ellen Stoffer** sees ample opportunity to improve their already-solid outcomes, such as improving trainees' completion rate and reducing their attrition rate, while enhancing reporting & data collection protocols.

<sup>3</sup> United Way Suncoast, The United Way Community Impact Agenda 2012

## The Tampa Bay Partnership

The Tampa Bay Partnership's involvement in this Study stems from the findings of the *Regional Business Plan*. The Partnership is one of two key partners (along with the Tampa Bay Regional Planning Council) who devised the multi-year Plan, which established action steps toward 16 initiatives, including three workforce initiatives "to develop a workforce with competitive and relevant skills," according to the Plan's Executive Summary.

Led by **CEO Stuart Rogel**, the Partnership's interest is in identifying a viable means of attracting and investing added resources to fulfill the workforce initiatives of the *Regional Business Plan*, as well as aligned initiatives underway for IT and manufacturing jobs. Rogel says:

"Our staff and others like the Regional Education Coordinating Council have done an incredible job of convening stakeholders to develop parts of the workforce system. There is a major need for more investments in the technologies, human capital and convening costs that go with the initiatives in the *Regional Business Plan*."

**Figure 4: Regional Business Plan's Three Workforce Development Initiatives**

Initiative 14	•Expand partnerships and improve communication between the four target sectors and the workforce system
Initiative 15	•Increase coordination, collaboration and information sharing among the region's postsecondary institutions
Initiative 16	•Increase awareness about career "ladders" and opportunities in the target sectors

## The Regional Workforce Boards (RWBs)

The involvement of WorkNet Pinellas & Tampa Bay WorkForce Alliance, in the person of their **CEO Ed Peachey**, stems from the expansive roles his agencies play in leading the bay area's workforce system. It was a bonus that Peachey is also Chairman of the *Regional Business Plan's* Workforce Work Group, which guides the three workforce initiatives named above.

The two RWBs are the area's largest providers of workforce services, outside of the educational community. Both agencies run a gambit from employment services for hard-to-employ segments of the labor force such as single mothers receiving public assistance, to middle-skill workers in high growth sectors earning wages up to \$26 per hour (the current strategic plan for WorkNet has a goal to place more workers into jobs paying over this wage as well<sup>4</sup>).

The Tampa Bay WorkForce Alliance - has realigned its Employed Worker Training program grants to support workforce development in the target sectors of the *Regional Business Plan*.<sup>5</sup> Services offered by WorkNet and the TBWA include: **Employer Services** through one-stop centers providing a dozen supports from recruitment and drug screening for companies hiring to access to incentives and grants for workforce development; **Career Seeker Services** for every level, including help with resume preparation, job searches and referrals, and direct matches; and **Systems Change Investments** such as the TBWA's funding of the *IT Workforce Analysis* which resulted in the *Grow Tampa Bay Tech* initiative.

<sup>4</sup> WorkNet Pinellas PY2012-2016 Regional Workforce Board Strategic and Operating Plan

<sup>5</sup> Tampa Bay Workforce Alliance, Request for Proposals (RFP # TSI: 13-1306), July 26, 2012

## JPMorgan Chase

Chase funded this Study as part of its vision to be “a catalyst for meaningful, positive and sustainable change in high-need [ ] communities across the globe.”<sup>6</sup> Chase is one of the nation’s leading private investors in workforce system innovations, both as a funder of the National Fund for Workforce Solutions (which supports over 30 regional workforce collaboratives nationwide), and as an investor with six of the regional collaborative affiliates of the National Fund.

Chase’s interest in potentially replicating the CareerEdge model (the original focus of this Study) was inspired by a corporate commitment to *Creating Pathways to Opportunity*, as well as the success of Chase’s investments in CareerEdge in Manatee and Sarasota counties.

*Workforce readiness*, focusing on engaged youth, disengaged youth, and adults, is one of four pillars in Chase’s strategy of *Creating Pathways to Opportunity* using a holistic approach to providing individuals access to the knowledge, skills, capital, and resources they need to secure their futures and compete in the global economy. The other three pillars are *Affordable Housing, Economic Development, and Financial Empowerment*.

Throughout this Study, Ann Reinert, Vice President of Chase Global Philanthropy, emphasized the importance of working hand-in-hand with employers to match job training to opportunities. She notes as one example, “We recently helped connect a partnership between an employer with 400 seasonal jobs and an organization that’s training workers who can benefit from those jobs as they work toward self-sufficiency. That type of partnership to reaching our goals.”

## CareerEdge Funders Collaborative

CareerEdge Funders Collaborative was created in 2009, and in 2010 was designated as then one of only two dozen affiliates of the National Fund for Workforce Solutions, a group backed by 30+ national investors to support a localized approach to sector-based job creation. As the only National Fund site in Florida, CareerEdge set out to address the increasingly urgent need for new strategies in a bi-county area of Florida’s Gulf Coast region (Manatee & Sarasota counties).

The Gulf Coast, like other parts of Florida, suffered a long-standing misalignment between the skill level of the labor force and the needs of employment sectors that have the potential to drive stronger growth rates, if supplied with skilled workers. Partly as a result, by 2010, the Gulf Coast continued to lag even the muted job growth rates of the state. In June of that year, unemployment surpassed 13% - one-quarter higher than the national rate.<sup>7</sup>

A dozen national and regional investors combined their resources to create CareerEdge as a public-private collaboration, designed to convert the *potential* for faster job growth into a *reality*. After two years in operation, CareerEdge results had positioned the initiative as one of the nation’s most promising models, and won the National Fund’s 2013 *Chairman’s Award for Exemplary Collaborative* for its results in job and skill training, which far exceeded its goals.

Those promising early results led economic leaders in Hillsborough and Pinellas to begin preliminary talks with the CareerEdge team toward the possibility of replicating the approach.

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<sup>6</sup> JPMorgan Chase & Co. Corporate Responsibility Report 2011

<sup>7</sup> CareerEdge Funders Collaborative Manatee & Sarasota, Proposal to the National Fund for Workforce Solutions, 2009

## A brief look at workforce outcomes in the area<sup>8</sup>

Though our economic recovery has been slower than many would like, over the past three years, the bi-county area has gone from lagging statewide and national results to leading by healthy margins.

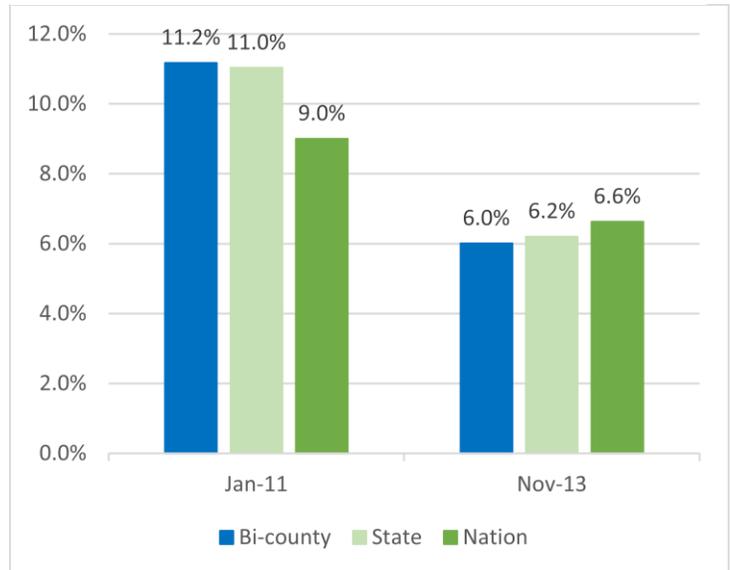
During 2012, and even more so in 2013, Hillsborough and Pinellas counties have outperformed the state and nation in growing the size of the labor force, increasing employment, and reducing unemployment, all of which may signal that the area is experiencing a faster recovery than other parts of the state and nation.

Since January 2011, the bi-county's unemployment rate has dropped by 5.2 percentage points, versus 4.8 for the state and 2.4 for the nation as a whole.

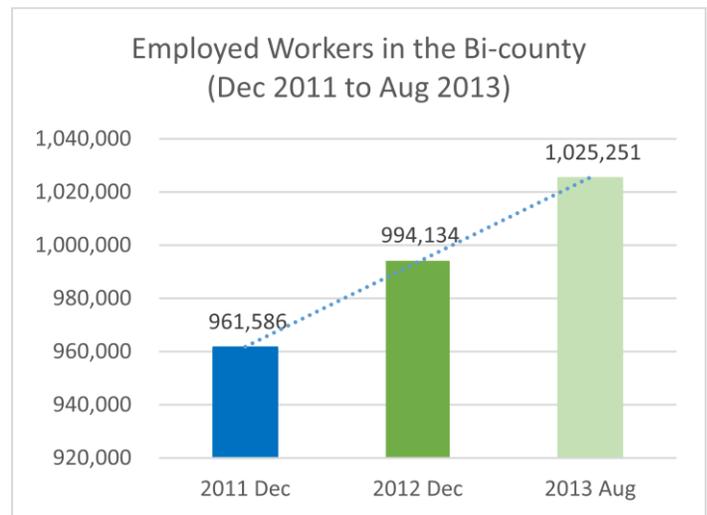
As of August 2013, the number of employed workers in Hillsborough and Pinellas combined surpassed the 1 million mark, charting 6.6% growth since December 2011.

According to the most recent data (November 2013), since the start of 2011, the bi-county labor force (which is the sum of employed and unemployed workers who are seeking work) grew nearly twice as fast as the labor force of the state and six times faster than that of the nation. The number of employed workers grew by over 10% for Hillsborough and Pinellas, compared to 7.9% for Florida and only 3.3% nationwide.

**Figure 5: Unemployment Rate Change**



**Figure 5: Increase in Employed Workers**



**Table 1: Changes in the labor force, unemployment & employment**

	<b>Bi-County</b>	<b>State</b>	<b>Nation</b>
Growth in the Labor Force	4.1%	2.4%	0.7%
Drop in Unemployment	-5.2%	-4.8%	-2.4%
Growth in Employment	10.1%	7.9%	3.3%

<sup>8</sup>Data in Figures and Table use Department of Economic Opportunity, State of Florida Local Area Unemployment Statistics by County for 2011, 2012, and 2013

As added perspective, the January 2014 Chairman’s Report for the Tampa Bay Workforce Alliance<sup>9</sup> notes that: “Hillsborough and Pinellas counties shared the lowest unemployment rate in the four-county Tampa-St. Petersburg-Clearwater metro area in November [2013].” Further, “Tampa-St. Petersburg-Clearwater led all metro areas in Florida in over-the-year gains in total nonagricultural jobs in November [and in several sectors including] construction; financial activities; professional and business services; and education and health services.”

Another indicator of the area’s relatively robust job market is the ratio of help wanted online ads to unemployed workers, a measure used by the *Florida Workforce Scorecard Initiative Quarterly Report* to gauge supply and demand characteristics. The most recent report shows Hillsborough with the third best Labor Market Ratio in the state, and Pinellas at tenth place among the 24 regional workforce boards in Florida.<sup>10</sup>

**Table 2: Labor Market Ratios for Florida Regional Workforce Boards (RWBs)**

<b>RWB</b>	<b>COUNTIES</b>	<b>UNEMPLOYE D WORKERS</b>	<b>HELP WANTED ADS</b>	<b>LABOR MARKET RATIO</b>
<b>1</b>	Escambia, Santa Rosa	14,168	5,375	2.64
<b>2</b>	Okaloosa, Walton	6,355	3,931	1.62
<b>3</b>	Calhoun, Holmes, Jackson, Liberty, Washington	3,091	644	4.8
<b>4</b>	Bay, Franklin, Gulf	6,300	3,036	2.08
<b>5</b>	Gadsden, Leon, Wakulla	11,174	6,429	1.74
<b>6</b>	Hamilton, Jefferson, Lafayette, Madison, Suwannee, Taylor	3,587	601	5.97
<b>7</b>	Columbia, Dixie, Gilchrist, Union	3,334	872	3.82
<b>8</b>	Baker, Clay, Duval, Nassau, Putnam, St. Johns	50,527	24,764	2.04
<b>9</b>	Alachua, Bradford	7,926	5,456	1.45
<b>10</b>	Citrus, Levy, Marion	16,576	5,345	3.1
<b>11</b>	Flagler, Volusia	21,420	6,744	3.18
<b>12</b>	Orange, Osceola, Seminole, Lake, Sumter	79,101	36,803	2.15
<b>13</b>	Brevard	20,428	6,975	2.93
<b>14</b>	Pinellas	30,564	12,125	2.52
<b>15</b>	Hillsborough	43,438	26,508	1.64
<b>16</b>	Hernando, Pasco	20,660	4,251	4.86
<b>17</b>	Polk	22,673	6,289	3.61
<b>18</b>	Manatee, Sarasota	21,516	11,933	1.8
<b>19</b>	DeSoto, Hardee, Highlands	5,612	1,040	5.4
<b>20</b>	Indian River, Martin, Okeechobee, St. Lucie	25,612	5,806	4.41
<b>21</b>	Palm Beach	47,868	18,568	2.58
<b>22</b>	Broward	60,532	23,395	2.59
<b>23</b>	Miami-Dade, Monroe	109,721	35,777	3.07
<b>24</b>	Charlotte, Collier, Glades, Hendry, Lee	39,793	16,290	2.44
	<b>FLORIDA</b>	<b>671,976</b>	<b>268,957</b>	<b>2.5</b>

<sup>9</sup> Tampa Bay Workforce Alliance, WorkForce Focus, January 2014

<sup>10</sup> The measurement of the Labor Market Ratio is the number of unemployed individuals per job. A decrease in the number of unemployed individuals or an increase in the number of online ads would lower this ratio, therefore suggesting more employment opportunities.

# How we compared to peer regions

Thanks to the trailblazing work of the Tampa Bay Partnership and Florida Chamber Foundation, the bi-county area and region now have a clearer picture of our economic performance on the whole, compared to other counties and regions within the state and across America.

The *Regional Economic Scorecard* by the Tampa Bay Partnership, which was published 2005 to 2012, provided us a baseline to compare Tampa Bay’s performance to other regions across the nation. Going, The Florida Scorecard™ by the Florida Chamber Foundation continues to provide a near real-time glimpse into workforce system performance.

## Insights from the Regional Economic Scorecard<sup>11</sup>

The *Regional Economic Scorecard* was “an unbiased assessment tool to measure our region’s economic health and indicate “how we’re doing” in economic performance” compared to five peer regions: Atlanta, Dallas, Charlotte, Jacksonville, and Raleigh-Durham.

From 2008 to 2012, according to the *Scorecard*, the Tampa Bay region edged up to 5<sup>th</sup> place from 6<sup>th</sup> among the six comparison regions. Among six categories, Tampa Bay improved its rank in two – Employment & Workforce (to 4<sup>th</sup> place from 6<sup>th</sup>) and Transportation (to 1<sup>st</sup> place 6<sup>th</sup>); dropped in rank in Income & Productivity (to 5<sup>th</sup> place from 3<sup>rd</sup>); and saw no change in rank in Housing, Innovation and Education.

**Table 3: Rank Change for Tampa Bay (2008-2012)**

	2008	2012	Change
<b>Overall Rank Tampa Bay</b>	<b>6</b>	<b>5</b>	<b>1</b>
<b>Category Rankings</b>			
Employment and Workforce	6	4	2
Income and Productivity	3	5	-2
Housing	6	6	0
Innovation	5	5	0
Education	3	3	0
Transportation	6	1	5
Overall Score	29	24	5
<i>*A positive number means an improvement in ranking</i>			

In sub-category rankings for Employment and Workforce, the region witnessed an impressive rise from last place to 2<sup>nd</sup> place in two areas (number of jobs created and job growth rate) and remained at 6<sup>th</sup> place in two other areas (unemployment rate and labor force growth rate).

**Table 4: Sub-category Rank Changes (2008-2012)**

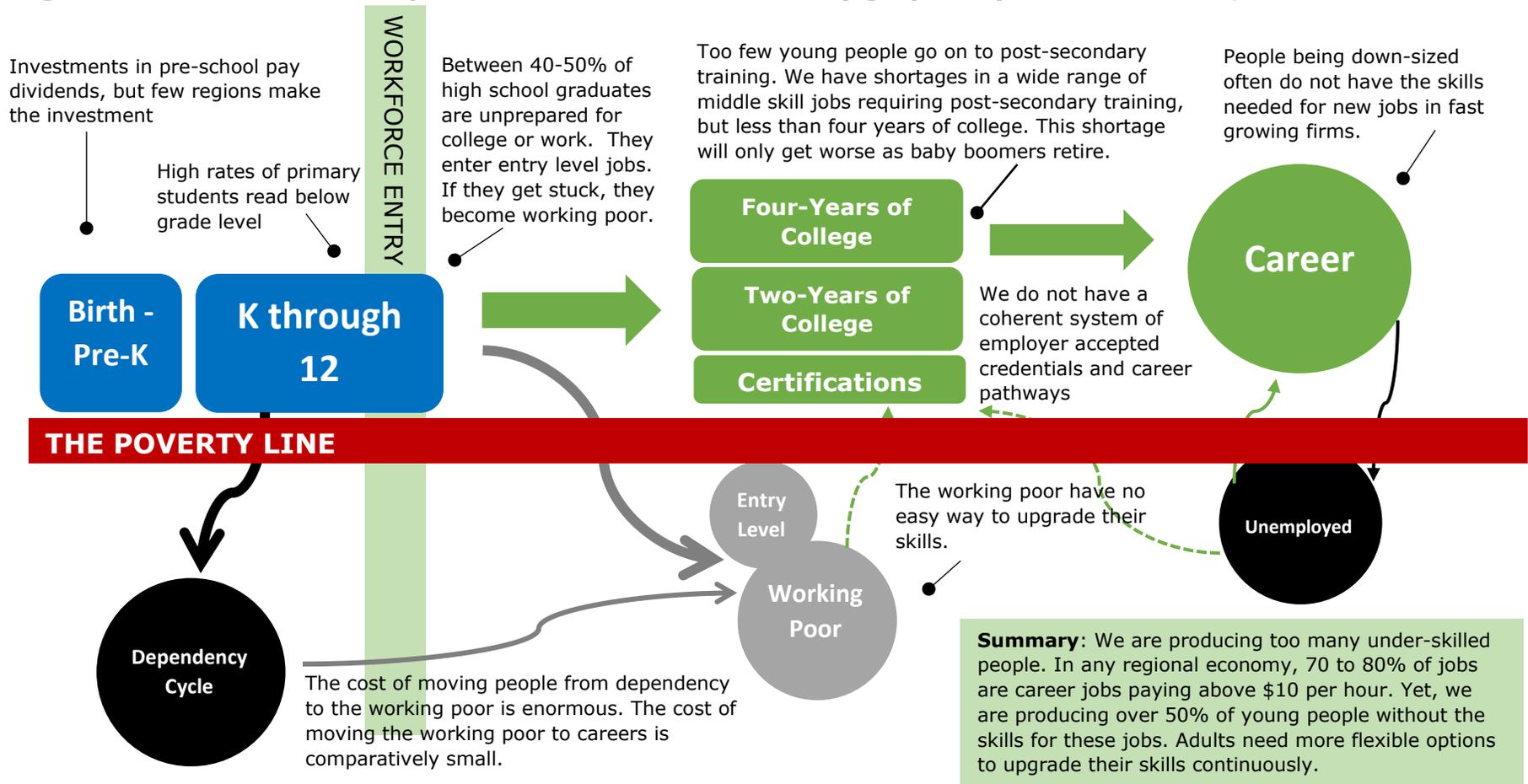
Employment & Workforce Rankings	Data		Rank (1 to 6)		Change
	2008	2012	2008	2012	Change*
<b>Number of Jobs Created</b>	-34	15,500	6	2	4
<b>Job Growth Rate</b>	-1.87%	1.01%	6	2	4
<b>Unemployment Rate</b>	7.61%	11.16%	6	6	0
<b>Labor Force Growth Rate</b>	0.99%	-0.41%	6	6	0

<sup>11</sup> The Regional Economic Scorecard was published from 2005 to 2012 by the Tampa Bay Partnership. Figures in the table on this page are from the Fall 2008 and Winter 2012 Scorecards.

## Structural problems in the workforce system (national perspective)

Like other parts of America, analysts believe that Tampa Bay’s economic growth is slower than it could be, due to worker skills gaps that leave some employers struggling to find the skilled workers they need to continue growing. Partly as a result, Hillsborough and Pinellas are *not* on track to reach employment goals set in recent years, such as the goal to create 50,000 new primary jobs paying higher than average wages in Pinellas County by 2025. The recession took us off course, but even before that, there were structural problems creating a drag on growth. This graphic depicts the challenges of on a national scale. The following pages provide an overview of initiatives in the bay area to redress the structural problems.

**Figure 6: “Workforce Development in a Nutshell” a summary graphic by Dr. Ed Morrison, 2011**



# How the bi-county is tackling the structural challenges

Tampa Bay is making headway toward dismantling or reducing the magnitude of structural challenges along the talent supply chain from pre-K, K-12 and postsecondary education, to adults transitioning into new careers (this Study limits focus to high school and beyond).

**CHALLENGES:** Between 40-50% of high school graduates are unprepared for college or work. They enter entry-level jobs. If they get stuck, they become working poor. Too few young people are going on to post-secondary training. We have shortages in a wide range of middle skill jobs requiring some post-secondary training, but less than four years of college.

**BI-COUNTY PROGRESS:** The picture is promising for Hillsborough and Pinellas, particularly for students at risk of not graduating or at-risk of graduating unprepared for college or career-track jobs. Over the past decade, the Census measured a 35.9% increase in the percentage of school age persons enrolled in college or graduate school in Pinellas and a 30.7% increase for Hillsborough – both higher than the 30.2% growth rate for the state.

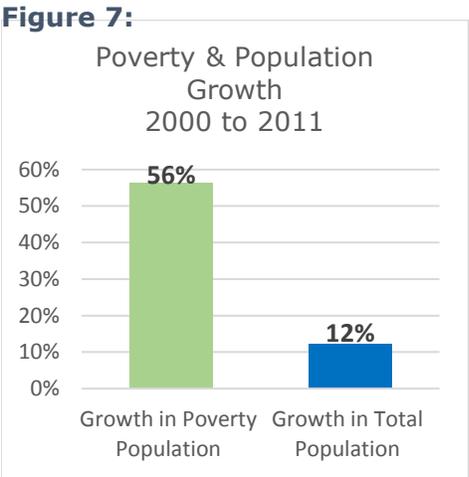
**Table 5: Share of school age population enrolled in college or graduate school<sup>12</sup>**

	2000	2011	Point Increase	Percentage Increase
<b>Florida</b>	22.5%	29.3%	6.8%	30.2%
<b>Hillsborough</b>	22.8%	29.8%	7.0%	30.7%
<b>Pinellas</b>	21.7%	29.5%	7.8%	35.9%

Equally promising are recent expansions of high school career education on both sides of the bay. Hillsborough adopted a plan in 2008 to grow Career Academies as well as Career Centers for students on the verge of dropping out, or who have already. In 2011 Pinellas County adopted the *Academies of Pinellas Five-Year Master Plan*, which calls for 50% of high school students to be enrolled in a career academy, magnet, or themed program by 2017. In the years to come, this should continue to reduce the problems. Academies have been shown to substantially improve students’ preparedness to enter college or a career.

**CHALLENGES:** The cost of moving people from dependency to the working poor is enormous. The cost of moving the working poor to careers is comparatively small. Yet, the working poor have no easy way to upgrade their skills.

**BI-COUNTY PROGRESS:** The size of the poverty population grew dramatically in the bi-county over the past decade. The number of people living below poverty grew by 56% from 2000 to 2010, over four times faster than the 12% growth rate of the total population.



<sup>12</sup> Data in the Table and Figure above are the American Community Survey (U.S. Census) Selected Population Profile 2009-2011; and Census 2000, Profile of Selected Social Characteristics.

Recent years have seen successes in addressing the problems, but on too small a scale to counter the force of the recession. Agencies like the Louise Graham Regeneration Center, Metropolitan Ministries and MacDonal Training Center have developed cost-effective programs to move people from dependency to the working poor, but they serve too few people to reduce the size of the dependent population, and lack the funding to expand.

We've also seen progress in providing the working poor accessible opportunities to upgrade their skills, both among the regional workforce boards and educational community (such as the new fast-track career trainings described in Chapter 5 that equip the working poor to enter living wage jobs within a matter of months) and via the regional workforce boards. In addition, some community non-profit workforce service providers have improved efficiencies of late. For example, from 2008 to 2012, the CDC of Tampa reduced its cost per job placement, while increasing its placement rate to 57% from 52%.

**CHALLENGE:** We do not have a coherent system of employer accepted career pathways

**BI-COUNTY PROGRESS:** Though such a system does not currently exist, there is one on the drawing board. One of three workforce initiatives outlined in the *Regional Business Plan* (Initiative 16) builds the foundation for a coherent system of employer accepted credentials and career pathways (see below). In addition the *Grow Tampa Bay Tech* project is working hands-on with educators and employers to build a library of career pathways for IT jobs. These are atop the effort to build manufacturing pathways through statewide initiatives such as the Florida Advanced Technological Education Center and Florida TRADE.

### Career ladder system on the drawing board

Excerpted and edited for space from the *Regional Business Plan*

As existing industries change and new industries emerge, it is important for the workforce development system to keep abreast and inform the workforce about new and emerging career pathways. Emerging niches – such as electronic health records and aquaculture – offer opportunities that may be unfamiliar to a large portion of the workforce. Meanwhile, the evolution of the

construction industry toward energy efficiency represents an example of a changing industry that could potentially employ a number of displaced construction workers in the region, given that they are aware of the re-training opportunities available at local institutions.



Within these new pathways there are various promotional steps required for advancement, which come with higher levels of pay, skill, and responsibility – these are known as “career ladders.” Workforce programs structured along these ladders have the potential to improve economic efficiency by filling unmet skills-gaps in the workplace and focusing training resources, while providing more accessible opportunities for advancement amongst low and middle-income workers.

Increased awareness of career ladders coupled with requisite training programs would also relieve the logjam in career tracks such as nursing – the promoted workforce would enjoy higher living standards while a new corps of workers would be employed in the vacated entry-level positions.

## Four opportunities to accelerate workforce results in the bi-county area, a summary

This Study identified a dozen opportunities to potentially enhance workforce outcomes in Hillsborough and Pinellas counties, but ultimately homed in on four that share at least two characteristics in common. One, they are actionable and can generate measurable results within one to two years, thanks to the groundwork already laid by a host of organizations – public and private; and two, they have the potential to improve efficiencies in the labor market. Below is a brief summary of the four; each is described in detail in subsequent sections of this Study.

### **Opportunity 1** **Finish system innovations that area leaders prioritize as vital to growth**

#### **Create a public-private investment pool to fund the completion of workforce system innovations recommended by area leaders**

Over the past four years, a combined 400+ economic, business, education and workforce leaders have worked together across several organized forums to identify the actions needed to accelerate workforce outcomes in the region. Their recommendations, codified in documents such as the *Regional Business Plan* and *Tampa Bay IT Workforce Analysis*, span two broad categories:

- *One*, introducing or expanding education & training programs, including internships and applied learning forums, that fill critical skill shortages for target sectors; and
- *Two*, building the foundation blocks needed for a more dynamic and responsive labor market, particularly on the supply side.

The first category has seen resounding successes on both sides of the bay, along with several multi-million dollar investments since 2012; while the second category has struggled to attract sufficient resources.

Thanks to a dedicated handful of staff loaned by the Tampa Bay Partnership, the Tampa Bay Technology Forum, the Tampa Bay Workforce Alliance and others, the past three years have

been devoted to organizing key innovations. Many of those efforts are meeting or exceeding their goals, but on balance, over half are falling short of the vision.

Interviews with a dozen stakeholders suggest that the major missing ingredients are human capital and cash. Where substantial sums are being invested into workforce development, the lion share are for the design and delivery of education & training programs. Precious few dollars are available to invest in the building blocks of labor market efficiency.

This Study outlines a strategy to create an investment pool that could, by drawing relatively small sums from a reasonable fraction of area stakeholders, leverage other local and non-local sources to fund the completion of critical system innovations.

### **Opportunity 2** **Connect an end-to-end career ladder strategy for manufacturing**

#### **Leverage recent advancements to connect an end-to-end career ladder that speeds the closure of skills gaps all along the spectrum, from entry-level to advanced positions.**

Bay area leaders have heightened their focus on the potential of the manufacturing sector (among others) to accelerate growth by closing critical skills gaps among workers. All the more in the wake of the 2013 *Hillsborough-*

*Pinellas Manufacturing Gap Analysis* which found that a) manufacturing job growth is strong and will continue to be; b) despite the large pool of job applicants, manufacturers still struggle to find skilled workers for certain positions; c) unlike other target sectors, where skills gaps are more pronounced at the upper end of the spectrum, manufacturers suffers gaps at every skill level; and d) those gaps are hindering revenue growth for an estimated 40% of area manufacturers.

Those realities make the manufacturing sector an ideal arena for an end-to-end career ladder strategy, especially given the wholesome response of the education community with new initiatives to help reduce critical skill shortages. One example is Florida TRADE, a consortium of 12 colleges anchored at St. Petersburg College that was awarded \$15 million in 2012 by the U.S. Department of Labor to offer fast-track skills certifications to fill critical manufacturing shortages, such as for CNC machinists and master mechanics.

Thanks to this and other initiatives, the bi-county is making strides in filling the gaps. Yet, at least two factors limit progress: 1) education & training initiatives are serving too few workers to meet the magnitude of need employers cite, and b) the bulk of current efforts focus on closing gaps for mid and high-skill jobs, leaving nearly 20% of gaps unmet at among entry-level jobs.

Opportunity 2 marks the distinct possibility to speed employment gains by accelerating the closure of gaps at every level of the ladder.

This Study outlines action steps toward gathering the collective buy-in of key stakeholders, and strategically engaging partners to address the barriers to progress.

### **Opportunity 3 Strengthen employment outcomes among the working poor**

### **Grow the number of families who are bridged out of poverty via employment, with two innovations in service delivery among non-profit providers who serve people in poverty**

The bi-county has a rich repository of non-profits working with low-income segments of the labor force to help them prepare for and enter jobs that improve their self-sufficiency or bridge them out of poverty. This Study identified providers serving 20 distinct workforce segments. Some focus exclusively or nearly so on groups such as the disabled, ex-offenders, or veterans, while others work with the “general population” of low and moderate income people whose barriers to employment are often easier to redress.

Sponsors of this Study provide or fund services to over 18,000 hard-to-employ individuals each year. WorkNet and the Tampa Bay WorkForce Alliance account for nearly 90% of that total, while the United Way, from 2008 to 2012, funded employment services that trained 3,800 people and placed 2,844 of them into jobs.

A review of their work enabled this Study to identify two innovations that can improve results for the working poor and dependent:

- *One*, development of a performance enhancement program among providers funded by the United Way; and
- *Two*, the development of an employment connection model to complement the United Way’s place-based service strategy in two low-income communities: Sulphur Springs in Tampa and Campbell Park in St. Petersburg.

This Study outlines modest investments and performance improvements that can grow the number of families the United Way helps to exit poverty by nearly 400 each year.

**Opportunity 4**  
**Put more high school students on track to enter careers, instead of poverty**  
**Invest in equipping career academies to increase enrollments and certifications (and ultimately graduations) for students at risk of entering adult poverty.**

Both Pinellas and Hillsborough counties have embraced high school career academies as a strategy for addressing the reality that too few students are graduating from high school prepared for either post-secondary education or careers, while far too many enter the ranks of the working poor, or worse.

Across America, the career academy approach is being used as a tidal response to the problems, because it has been shown to substantially increase graduation and post-secondary enrollment rates.

In June of 2008, Hillsborough County Schools enacted *The Five-Year Strategic Plan for Career & Technical Education* to grow Career Academies as well as Career Centers for students on the verge of dropping out, or who have already.

More recently, in 2011 the Pinellas County School Board voted unanimously to adopt *The Five-Year Plan for Academies of Pinellas*, which calls for 50% of high school students to be enrolled in a career academy, magnet, or themed program by 2017, and for 35% of students to earn a career skill certification.

Indeed, there is some evidence that the efforts are bearing fruit. The timing of this Study coincided with the release of the *Academies of Pinellas* first annual report showing a double digit graduation rate advantage for career academy students compared with non-academy students in 2011-12, and a 13% hike in students enrolled in academy programs in 2012-13 (the first year of the plan).

While the scope of this Study did not permit analysis of the five-year experience in Hillsborough (and district data are still forthcoming), the Pinellas initiative offers a compelling snapshot of how academies could make a much larger impact on the challenges.

Though several Pinellas high schools have already reached or exceeded the goal for 50% of students to be enrolled in a career academy, magnet, or themed program by 2017, only a fraction of enrollments are of *low-income struggling students with skill gaps*; and in four schools that serve a large share of students from South St. Petersburg (which was recently identified as the largest pocket of poverty in Pinellas), none are reaching the goal for 35% of students to earn at least one industry certification.

According to Terry Boehm, President of the Pinellas Education Foundation, which helped spearhead the district's adoption of Academies of Pinellas, "Some academies won't allow students to enroll if they're below a certain G.P.A., which excludes the very students who would benefit most from earning a certification that leads to a good paying job."

Hillsborough is meeting the challenge in part with Career Centers to help graduate students most at risk of dropping out or who already have; and in part with privately funded efforts such as *Project Success* and the *Success Fund* by the Hillsborough Education Foundation, offering financial assistance to maximize the number of students who access and succeed in career academies and centers.

This Study outlines actions needed in Pinellas in order for Academies to maximize enrollment, certification and ultimately graduation rates for students currently on track to enter adulthood in poverty, or worse.

# Opportunity 1: Finish system-level innovations

## Create a public-private investment pool to fund the completion of workforce system innovations recommended by area leaders as vital to growth

Over the past four years, a combined 400+ economic, business, education and workforce leaders have worked together across several organized forums to identify the actions and innovations needed to accelerate workforce outcomes in the region. Their recommendations, codified in documents such as the *Regional Business Plan* and *Tampa Bay IT Workforce Analysis*, span two broad categories:

- *One*, introducing or expanding education & training programs, including internships and applied learning forums, that fill critical skill shortages for employers in target sectors; and
- *Two*, building the foundation blocks needed for a more dynamic labor market, particularly on the supply side

The first category has seen resounding successes on both sides of the bay and several multi-million dollar investments since 2012; while the second has struggled to attract sufficient resources. Thanks to a dedicated handful of staff loaned by the Tampa Bay Partnership, the Tampa Bay Technology, and others, many of those efforts are meeting or exceeding their goals. But on balance, over half are falling short of the vision.

Interviews with a dozen stakeholders suggest that the major impediment is an on-going lack of resources to carry forward with the work. The lion share of the substantial sums being invested in workforce development are for the design and delivery of education & training programs. Precious few dollars are available to invest in the building blocks of labor market efficiency.

This chapter outlines a strategy to create an investment pool that could, by drawing relatively small sums from a reasonable fraction of area stakeholders, leverage other local and non-local sources to fund the completion of critical system innovations.

**Figure 8: Goals, Set for Workforce System**



## Acute funding shortage for system innovations

Though progress is being made in the field of workforce system innovation, funding shortfalls are acute to a degree that progress is being delayed.

Over the past five years, area leaders in every sector have urged a transformation of the workforce system and the labor market it feeds. Their recommendations have been heeded by a pioneering handful of organizations, despite the recession-related revenue and budget declines suffered by both public and private stakeholders to the work.

While the Tampa Bay Partnership staffed the implementation of the Regional Business Plan, the Tampa Bay Technology Forum took the lead in implementing recommendations from the 2012 Tampa Bay IT Workforce Analysis. Its work created the Grow Tampa Bay Tech initiative.

Alongside those efforts, the regional workforce boards – WorkNet Pinellas and the Tampa Bay Workforce Alliance – invested funding and staff time to help complete workforce skills and gap analysis for the manufacturing sector and IT jobs; to help lead the workforce initiatives within the Regional Business Plan; and to increase the number of employers accessing workforce services, incentives, grant programs and other supports to help them grow.

Over the same period, a dozen bay area corporations contributed \$95,000 to fund the work of *Grow Tampa Bay Tech*; while Chase and United Way invested \$40,000 to explore replication of the CareerEdge Funder’s Collaborative model of advancing low-wage workers.

Workforce development planning efforts received healthier sums. The federal Economic Development Administration invested \$540,000 into the creation of the Regional Business Plan to spur job growth by 500,000 by (year). The Ford Foundation invested \$200,000 to seed the development of a master plan for career academy growth in Pinellas County Schools.

These financial contributions are noteworthy, but pale in comparison to recent investments into education & training programs to help increase the supply of skilled workers entering certain sectors, including those in the table below.

**Table 6: Recent investments expand career certification & degree programs**

Initiative	Investment	Source	Term
Florida TRADE	State \$15 million Bi-county \$6,998,918 <sup>13</sup>	US Dept. of Labor Trade Adjustment Assistance Community College and Career Training Grant Program	4 years, 2012-2016
Florida Advanced Technological Education Center (FLATE)	State \$2,795,817 <sup>14</sup>	National Science Foundation Advanced Technological Education Centers program	3 years, 2012-2015
Design of innovative job skills trainings for supply chain mngmnt & other fields	St Petersburg College \$3.5 million <sup>15</sup>	U.S. Dept of Labor Trade Adjustment Assistance Community College and Career Training Grant Program	

<sup>13</sup> U.S. Department of Labor, Round Two (Fiscal Year 2012) Summaries of grantees by state with project descriptions, <http://www.doleta.gov/taaccct/grantawards.cfm>

<sup>14</sup> National Science Foundation Award Abstract, [http://www.nsf.gov/awardsearch/showAward?AWD\\_ID=1204751](http://www.nsf.gov/awardsearch/showAward?AWD_ID=1204751)

<sup>15</sup> Florida Department of Education, September 18, 2013 Release “Federal Grant Bringing \$30.5 Million to Florida Colleges.”

## Why the difference in funding to system innovations

A large factor in the differential funding to workforce system innovations is that, unlike the field of post-secondary education & training, funding streams and financing models are only just beginning to emerge in the arena of workforce system reform, change and innovation.

While large agencies like the U.S. Department of Labor and U.S. Department of Education take a large stake in funding workforce education & training programs, their commitment to “workforce systems change” is relatively new and small, in dollar terms.

The challenge was taken up over the past decade by the National Fund for Workforce Solutions, one of several entities working on the national scene to raise and channel more resources into “systems change” as an urgent priority. By pooling funds from over 30 major foundations, the National Fund seeded regional collaboratives that, in turn, proliferated public-private funding models in over 30 locations across the country to focus, in large part, on systems change.

## Why system innovations are falling short of their visions

The experience of the past three years (2011 to present) has shown that the system innovations in cue will require more human capital and financial resources than are currently being invested. This is especially true for innovations that involve the design and construction of new labor market processes and infrastructure that function across sectors.

For these, “coordination and collaboration is a much bigger effort than anyone can imagine,” says Stuart Rogel, CEO of the Tampa Bay Partnership, which is a partner to several of the strategies cited in this Study.

“Over the first two years of the *Regional Business Plan*, we’ve had many task forces and committees to coordinate. We’ve had to retool and re-allocate staff to focus on key components of the Plan that needed more focus. The functions of coordinating, collaborating and convening have been intense. When you look at the overall Plan, maintaining that coordination and collaboration is a much bigger effort than anyone can imagine.” – Stuart Rogel, CEO, Tampa Bay Partnership

Rogel’s perspective, combined with the interviews of a dozen stakeholders, boils down to this: the lack of human and financial capital is a major impediment to the on-time implementation of the large-scale innovations planned for the bi-county workforce system.

Take the *Regional Business Plan* as an example. Only three of 11 workforce activities outlined in the Plan are on track to be completed by March 2014 (the Plan’s best-case suggested end-date)<sup>16</sup>; while three of them have expanded in scope, and five of them are not yet underway. For more detail on the status of the 11 activities is, see the section below “Innovations under construction.”

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<sup>16</sup> The Regional Business Plan was designed to be modular, and each initiative was crafted to entail three or more years of work. Some were to commence immediately in 2011; some would unfold over as many as 20 years.

In interviews with individuals overseeing these initiatives, each cited the need for more resources. The following cases lend perspective to the shortfall:

- 1 full-time staff is spearheading the three major projects outlined under the *Grow Tampa Bay Tech* initiative, which, if fully implemented as planned, would involve the collaboration and partnership of some 200 stakeholder groups, hundreds of students, roughly \$315,000 in funding, and 1.5 added full-time equivalent staff.
- 1 full-time staff, 1 part-time staff and small fractions of other staff members' time, along with the volunteer time of roughly 120 executives and organizational leaders, to spearhead the proceedings of 11 work groups and industry groups charged with advancing the 3 workforce initiatives, 3 foundational initiatives, and 10 target sectors initiatives outlined in the 2011 *Regional Business Plan*.

Stakeholder interviews surfaced common themes for the reasons why various initiatives, though successful in many ways, are falling short of their visions. Each of them points to the need for more staffing, and emphasizes the top importance of the convening and coordinating functions (and the infrastructure and tools needed to sustain these functions).

In an interview with David Sobush, a former Vice President at the Tampa Bay Partnership who was tapped to coordinate implementation of the *Regional Business Plan* late in 2011, he described the situation like this:

“When we set out to implement the Plan, we started with six committees and a Leadership Council. The workforce group split into three subcommittees. So did the foundational initiatives workgroup. We went from seven monthly meetings to 11, all feeding back to two part-time staff. I and a generously loaned staff member of the Tampa Bay Workforce Alliance successfully conducted 100+ meetings in about a year. To fully implement the *Regional Business Plan*, we need multiple dedicated staff members working intensively for three-years and beyond.”

On a smaller scale, things are similar for the *Grow Tampa Bay Tech* initiative, which was designed to shepherd the short-term recommendations of the Tampa Bay IT Workforce Analysis released in October 2012. There, a lone staff person, Pat Gehant, Director of IT Workforce Initiatives at the Tampa Bay Technology Forum, has overseen three large projects that “connect the dots” between employers and the current and future workforce.

Alongside the ground-breaking successes of *Grow Tampa Bay Tech* this past year, Gehant notes the need for added investments to sustain innovations at a “systemic” level. She says:

“These efforts need to be elevated as system issues, not as project-based issues. All the projects I’m doing are great and they’re getting results. But the discussion needs to be about how we sustain the skills match over the long term; how skills are delivered to the talent who in turn will fill employers’ needs. That level of systematic change has to occur, and the components for it are coming into place.”

Gehant has architected several building blocks toward the *Grow Tampa Bay Tech* goals over this past year. She says “My job right now as I see it is continuing to connect the dots, and attracting funding for the work. It’s sometimes hard to explain to people that this will lead to job creation and increased employment if we can build this foundation.”

Given their experiences, *Grow Tampa Bay Tech* and other large-scale workforce initiatives, have reset timelines for completing certain activities, while increasing their focus on courting resources. At the time of this drafting, the Forum and its partners continued to search out the financial resources to carry-on with the work in 2014 and beyond.

By and large, the bi-county’s workforce innovations are understaffed and underfunded. Without added investments many will continue to experience delays or struggle to take flight. Even though many of these innovations can be self-sustaining once launched, they require increased investments to be properly developed and deployed.

## Short-list of recent successes in system innovation

### **Academies of Pinellas:**

Just one year into the 5-year plan for 50% of high school students to be enrolled in Academies programs, enrollment grew by 13% in 2012-13. That equates to 32.7% of high school students in the County who enrolled in Academies.

Two high schools have already exceeded the targets. Two others are within 5 points of meeting the goal.

### **Grow Tampa Bay Tech:**

After nearly one year in implementation mode, GTBT is re-engineering and innovating several parts of the talent supply delivery pipeline for IT workers: a Bus Tour concept, spiriting students through visits with would-be employers, is attracting more future workers to stay in the area once they graduate; new career pathways have been charted for high-demand jobs where skills gaps have reached critical

levels, such as in the field of analytics; and HR managers are being trained in risk-management techniques to help them increase the number of internships being offered to students. See the next page for a summary of other successes.

### **Regional Business Plan:**

The new *Regional Education Coordinating Council*, along with the Tampa Bay Partnership, are nearly done creating a comprehensive inventory of career training and education programs related to the four target sectors of the *Regional Business Plan*. This intelligence, coupled with a GIS online mapping tool, will soon be available to help students find the training programs they need. Other Plan successes include the re-alignment by the Tampa Bay WorkForce Alliance of its Employed Worker Training Program funding to support employers and workers

in the four target sectors; and the deployment of a strategy for expanding national marketing for one of the target sectors (applied medicine & human performance) – a strategy that can be replicated in the other three target sectors, and beyond.

**FLATE<sup>17</sup>:** Designed to grow the number of skilled manufacturing and advanced technological workers, FLATE has helped grow the number of colleges offering Engineering Technology (ET) programs from 3 in 2007 -08 to 11 in 2010-11, and by then total Enrollment in ET Degree & Related Degree & Certificate Programs had grown by over 24% since 2006-07. During the most recent full year reported, St. Petersburg College and Hillsborough Community College increased enrollment by 26.3% and 17.0% respectively.

<sup>17</sup> SOURCES: The Academies of Pinellas, 2013 Annual Report Executive Summary; Tampa Bay Technology Forum, *Grow Tampa Bay Tech Project Update*, September 2013; and FLATE, Interview with David Sobush, then Vice President of the Tampa Bay Partnership, July 2013; and 2006-2011 Florida Engineering Technology and Related Program Enrollment and Completion.

# Successes for Grow Tampa Bay Tech ■ Year One

(Excerpted & edited for space from September 2013 report)<sup>18</sup>

The following list of achievements has been accomplished with one full time staff – Director of Workforce Initiative, with the support of the TBTF staff.

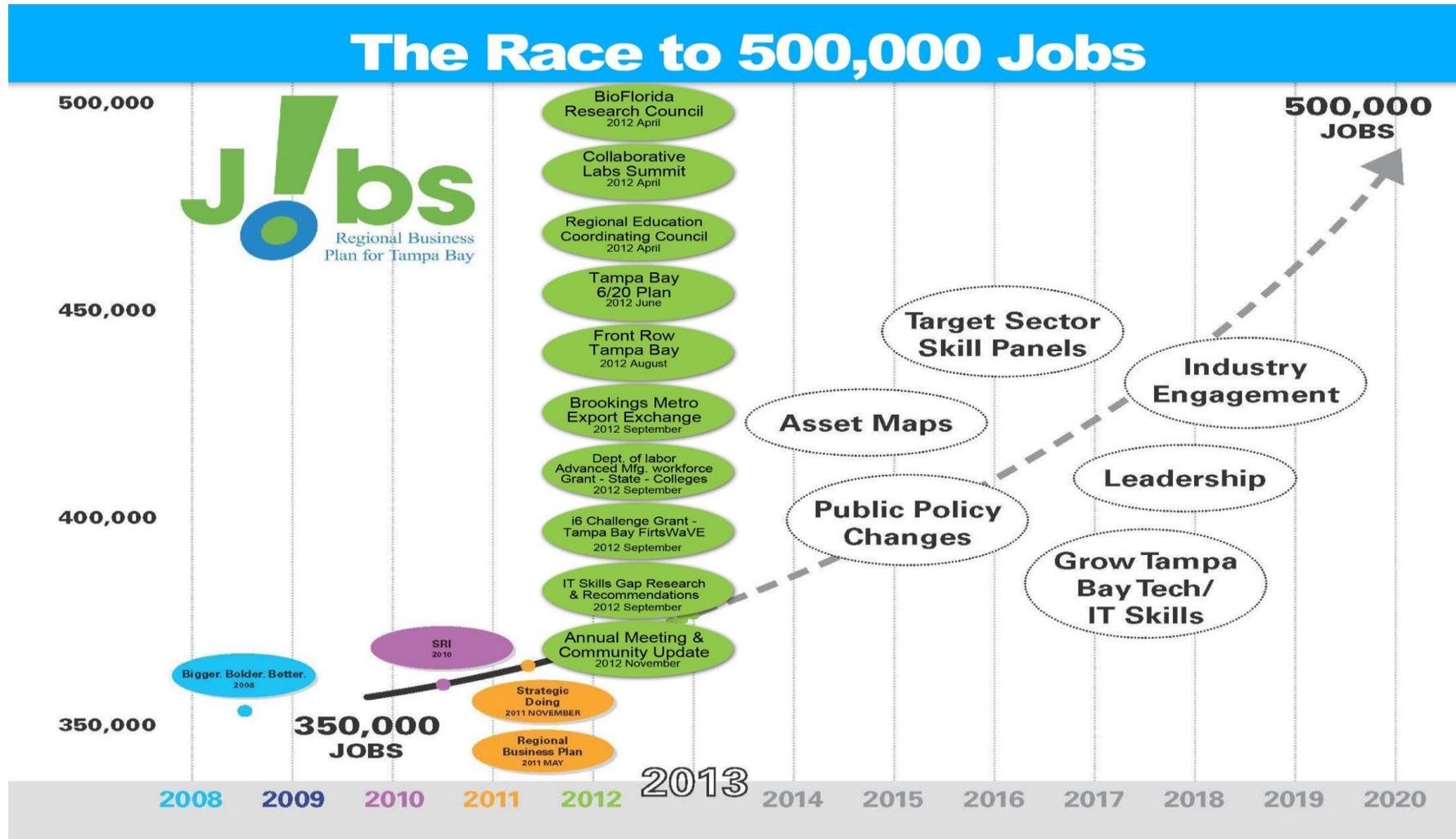
1. Study recommendations are the framework being used by Dr. Law, President of SPC to design the \$10,000 IT degree in response to the challenge issued by Governor Scott to Florida colleges.
2. SPC implemented the 24 Program that allows students to complete technical trainings through the Corporate Training program and receive college credit if they demonstrate competency.
3. Exploratory Lab established at PEAK 10 after 7 months of planning. Students begin accessing site in November. Designed based on input from 32 business owners and educators. A team of 6 businesses, 4 colleges and 2 volunteer interns continues to support development of Labs.
4. Set up TBTF Student Chapters in 4 colleges and universities in Tampa Bay, with 3 more in the planning stages. Included over 20 engagements with student groups and businesses.
5. Staff identified business leaders and facilitated a focus group for Keiser University that resulted in establishment of a Business Analytics Bachelor's degree, scheduled to begin January 2014.
6. Internship training provided to 28 area companies, which were connected directly to the career center staff of eight area colleges and universities.
7. Veterans Career Fair held in September and included 21 businesses and over 140 veterans. One veteran was hired on the spot; many others were invited to interview for positions.
8. Conducted one Tech Trek with 3 treks to 9 companies between September 2013 and April 2014.
9. Pat Gehant and Heather Kenyon participated in a PSA's for Keiser University on the importance of technology education for the Tampa Bay Area.
10. Co-hosted with Tribridge an FSU day on September 17<sup>th</sup> in Tampa for 89 businesses to meet the FSU career center staff and learn about educational programs that businesses can find qualified staff.
11. Pat Gehant was a panel member on the Diversity Women's Technology Luncheon at Tech Data Fall Channel Link event on September 18<sup>th</sup>. Topic was the importance of STEM careers.
12. Pat Gehant is a member of the Workforce Florida IT Workforce Study Technical Support Taskforce. The Tampa Bay IT Workforce Analysis appears on the WFI site as reference material.
13. Initiated connections with Pasco Hernando Community College and PharmaWorks to discuss the project and their participation.
14. Participate in Pinellas Education Foundation activities including school reviews.
15. Working with Tech Start and Keiser University to conduct Parent/Business presentations to educate parents on the career paths available for their children.
16. Hillsborough Community College Corporate Training Center added courses to address the high demand skills identified in the study.
17. Tampa Bay Workforce Alliance developed an internship training program based on Study results.
18. Overall: a. 75 engagement meetings with business including 4 prospect recruitment events with area EDCs b. 45 meetings with educational leaders c. 14 presentations of workforce issues and discussions of recommendations d. 19 networking opportunities to connect and gain support e. 180 person hours planning and conducting internship training and 2 Career fair events f. 450 person hours (estimated) by the planning team to design the Exploratory Lab g. 160 person hours on planning and setting up TBTF Student Chapter and other college-based events, including Myth Busters event for 200 students at University of Tampa and participating in TBTF Chapter recruitment activities on college campuses.

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<sup>18</sup> Tampa Bay Technology Forum, Grow Tampa Bay Tech Project Update, September 2013

# Successes for the Regional Business Plan

The graphic below, by the Tampa Bay Partnership, reflects some of the actions taken in 2011 and 2012 to implement the three workforce initiatives of the Regional Business Plan.



## Action Steps toward this Opportunity

The Opportunity is to create a workforce system investment pool that could, by drawing relatively small sums from a reasonable fraction of area stakeholders, amass a local pool of funds that enables them to leverage other sources to jointly fund the completion of critical system innovations. Below are action steps to develop this Opportunity.

### Develop buy-in & a shared investment approach

If the Study team finds it strategic to pursue this opportunity, a first step would be to convene the right stakeholders to develop buy-in for a shared investment approach. Hundreds of Hillsborough and Pinellas leaders - business, economic, educational and workforce - have taken part in shaping the workforce system innovations reviewed by this Study. Hundreds more have completed surveys that formed the basis of those innovations.

Many of these organizations are unaware that their time and talent have contributed to an increasingly integrated and synergistic body of work and innovations. Their individual investments, when looked at collectively, put the bi-county well on the road to leading the nation in employment gains.

If invited, many of them could become cornerstone investors in a new pool to fund system innovations. Though not all of them would contribute, conceptually, if even 10% can invest at an average \$10,000, that creates a connected pool of vested stakeholders and a base of local funds –public and private - that can be leveraged to attract other funders.

#### Figure 10: Stakeholders involved in shaping recent innovations

- **IT Workforce Analysis:** 7 economic development organizations partnered to fund an analysis that conducted interviews with 44 employers, collected survey responses from 64 employers and held focus groups involving students from 3 postsecondary institutions, CEOs of 15 corporations, and top leaders with 4 universities and colleges
- **Manufacturing Gap Analysis:** 6 economic development organizations partnered to fund an analysis that had 109 manufacturers respond to Phase I of a survey, representing 14,715 (28.9%) employees in the manufacturing workforce; and 89 manufacturers respond to Phase II, representing 12,567(24.7%) employees in the manufacturing workforce.
- **Florida TRADE:** A consortium of 12 colleges is working in partnership with 15 manufacturing associations statewide, and lists 93 manufacturing employer partners on its website
- **Regional Business Plan:** The planning process involved a survey of over 100 employers in the region, interviews with 20 leaders of postsecondary institutions, focus groups with dozens of participants and 100 plus interviews with stakeholders representing economic, business, and workforce development-related organizations as well as private companies.

In addition to the above there are other collaborative funding strategies worth considering. A proximate example is the investment strategy that took hold in the neighboring bi-county area in 2009 under the auspices of the CareerEdge Funders Collaborative. There, instead of

coalescing dozens of small investments, a handful of local leaders – public and private – contributed annual sums ranging from \$25,000 to \$175,000. In all, according to a 2012 report, local supporters had by then contributed 53% (\$2.2 million) of CareerEdge’s operating capital toward a four-year vision. That sum leveraged \$1.96 million in non-local capital.<sup>19</sup>

Architects of the funding strategy for CareerEdge consider it to be one of the model’s most innovative facets. CareerEdge was and is the first regional effort in Florida to substantively engage the philanthropic community in workforce development. It also catalyzed new forms of public investment.

In addition to agencies whose missions involve workforce development (such as public economic development agencies and workforce development boards who would logically be attracted to such an initiative), CareerEdge also engaged Community Redevelopment Agencies (CRAs) which do not typically invest in workforce development programming or systems change. It also secured funding at the County level toward a plan to increase the number of secondary and post-secondary students who enter the manufacturing workforce.

### Develop investment priorities & sharing opportunities

Once there is a consensus to move forward on a shared investment strategy, a next step would be to prioritize and budget the investments needed to complete system innovations in turn. As part of this process, there is the distinct possibility of streamlining the investments needed by identifying opportunities to share resources, including staff.

For example, most efforts reviewed by this Study identify the need to increase internships in key sectors to meet employers’ needs. If this role were staffed on a coordinated scale, it could enhance results for multiple parties. As another example, the success of several initiatives vitally depends on strong engagement among employers, not only to hire workers but to support other roles, such as expanding or innovating in-house worker certifications and on-the-job training programs, and feeding real-time demand data to educational institutions who can train in the types of skills they need. It is worth exploring whether a shared staff person can lead pooled efforts to yield better results.

The process has a touchstone in the recent budgets developed for some workforce system innovations. *Grow Tampa Bay Tech* has published a budget calling for \$315,000 in funding to implement its fiscal year 2014 work plan<sup>20</sup>. Similarly, staff of the Tampa Bay Partnership developed a detailed *Regional Business Plan Implementation Budget for 2013 and 2014*, totaling \$ \$ 2,460,800 in investments.<sup>21</sup>

### Build on existing operations

Another important step toward this Opportunity is to review the already-funded operations of workforce system innovation efforts. As this Study points out, educational institutions represent a large part of the vanguard in the ongoing evolution of the workforce system. The relatively

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<sup>19</sup> CareerEdge Funders Collaborative, A Blueprint for speeding Florida’s recovery; critical steps in replicating the CareerEdge model, September 2012

<sup>20</sup> Tampa Bay Technology Forum, Grow Tampa Bay Tech Project Update, September 2013

<sup>21</sup> Tampa Bay Partnership, The Race to 500,000 Jobs, Tampa Bay Regional Business Plan, 2013-2014 Strategy, Work Program and Budget, May 2012

large investments being made in efforts such as Florida TRADE and FLATE, could become foundational in other workforce system innovations, as well. This is especially true where their budgeted staff and activities dovetail with the work needed toward other system innovations.

The same goes for the regional workforce boards, which are pioneers in the concept of shared staffing for workforce system innovations. The Tampa Bay Workforce Alliance, for example, funds or partly funds staff positions for the Tampa Hillsborough Economic Development Corporation and Pinellas County Economic Development as a cost-effective way for the boards to continue to expand employer penetration and services without having to staff employer outreach ongoing.

This Study recommends the completion of a comprehensive review of public and private investments in workforce innovations, and a meeting of minds to discuss the possibility to jointly invest. This tabulation, combined with even small scale joint investments, can provide the base of dollars needed to leverage other funding sources.

### Pursue Other Funding Sources

Bi-county leaders could build on their combined strength and collective investments to pursue additional funding sources. This Study researched the giving areas of the 30 largest Florida foundation grantmakers<sup>22</sup>, along with dozens of documents and case studies to compile a starter list<sup>23</sup> of funding sources that could invest in workforce innovations in the bi-county.

While the majority of funders invest in programming (which, in itself may be vital to local efforts), many also or exclusively invest in systems change, innovation, and collaboration.

Several research sources combined identify 80 foundations reported to make workforce-related grants in the state of Florida (see the following page). The most voluminous source was the *Directory of Foundation Workforce Grant Opportunities* by the U.S. Department of Labor. Others sources were the Investor Committee of CareerEdge Funders Collaborative of Manatee & Sarasota counties, and the investor list of the National Fund for Workforce Solutions.

Preliminary research on the funding processes deployed by other investor collaboratives<sup>24</sup> suggests that relatively small investments in human capital (in the form of grant writers, resource development professionals, and innovation and collaboration specialists), could leverage a local funders pool to garner substantial investments from funders across the nation.

This Study recommends the completion of a *qualified* pipeline of funding opportunities (i.e., a database of funders who are confirmed to invest in the types of workforce innovations reflected in this Study and who do or are willing to invest in our bi-county), an exercise that would consume one part-time staffer for 90 to 180 days. His or her work, along with advisors, would include conceptualizing various funding proposals, developing partnerships to provide matching and leveraged resources, conducting meetings to gauge funders' interests and flexibility, and ultimately preparing a database of viable funding opportunities.

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<sup>22</sup> Florida Philanthropic Network, Florida Philanthropy At A Glance, March 2013, Top 30 Florida Grantmakers by Total Giving. Please note, this Study did identify eight of the 30 who may make grants in Hillsborough and Pinellas counties, but did not qualify whether those eight invest in workforce development.

<sup>23</sup> This Study did not include the development of a comprehensive or qualified funding pipeline of funding sources.

<sup>24</sup> The Origins of Regional Funding Collaborations in the National Fund for Workforce Solutions, Case Studies, January 2011, by Dr. Charles Goldberg

## Private investors in workforce readiness & development

This Study did not develop a qualified pipeline of potential investors. Below is a partial list of private foundations who invest in workforce readiness and whose giving territories include Florida, as a starting point toward a qualified pipeline; it is provided to stimulate dialogue among stakeholders who may choose to pursue the development of a funders collaborative. .

<b>Companies &amp; Corporate Foundations</b>	
3Com	PepsiCo
3M Company	Prudential Insurance Company (& Foundation*)
Alcatel-Lucent	PMI
Alcoa	Qwest
Allstate	Rohm & Haas Company
American Airlines	Sprint
American Express	Staples
Ameriprise Financial	State Street
AstraZeneca Pharmaceuticals	Target
AT&T	Textron
B.F. Goodrich	Tommy Hilfiger
Bank of America	U.S. Bancorp
Bayer	Verizon
Ben & Jerry's	Wal-Mart
Blockbuster	Wells Fargo
Chrysler	Western Union
Citi Foundation	Whirlpool
Comcast	Xerox
DuPont	
Ecolab	
Eastman Kodak Company	
eBay	
FedEx/Kinkos	
Ford Motor Company*	
Gannett, Co.	
Georgia-Pacific	
Goldman Sachs	
Goodyear Tire and Rubber Company	
Hewlett-Packard	
Hitachi*	
ING Americas	
John S. and James L. Knight Foundation*	
J. Jill Compassion Fund	
JPMorgan Chase*	
Merrill Lynch	
MetLife	
Microsoft*	
Northrop Grumman	
Office Depot	
One Boeing Fund*	
Open Societies Foundation*	
	<b>Other Private Foundations</b>
	AARP Foundation
	The Abelard Foundation
	Able Trust
	Alfred P. Sloan Foundation
	Annie E Casey Foundation*
	Florida Blue Foundation
	Bradley Foundation
	Ceres Foundation
	Charles Stewart Mott Foundation
	Ewing Marion Kauffman Foundation
	The Ford Foundation*
	The Harry and Jeanette Weinberg Foundation
	The Heineman Foundation
	Jane's Trust
	The John Merck Fund
	The Joyce Foundation*
	The Kresge Foundation*
	Rockefeller Foundation
	Singing for Change Foundation
	The Social Innovation Foundation
	W.K. Kellogg Foundation

\*Private investors in the National Fund for Workforce Solutions

SOURCES: U.S. Department of Labor Center for Faith-Based and Community Initiatives *Directory of Foundation Workforce Grant Opportunities*; National Fund for Workforce Solutions; CareerEdge Funders Collaborative; and Urban Market Ventures.

## System innovations under construction & their status

Though there is still much to be done to paint a comprehensive picture of the actionable needs of the workforce system, this Study tabulated over 90 activities, actions and goals identified for the initiatives listed in Figure 8 (see Appendix I). Tables below provide a progress report on three of the seven initiatives reviewed for this Study, and reflect that more than half of their goals are on track to be achieved within their original recommended timeframes. Stakeholders say the delays are due to resource limitations.

**Table 7: Status of the three workforce initiatives within the Regional Business Plan**

### #1 Expand partnerships and improve communication between the 4 target sectors and the workforce system

Activity/Action Step	Progress	On Track to Achieve?*
Convene target sector skill panels to prioritize future skills & jobs and assess need for program development. Communicate with educational institutions to implement changes.	Two attempts were made (for the high tech electronics & applied medicine & human performance sectors); both were cancelled due to lack of registration by employers.	NO
Inventory on-the-job career training and awareness-building programs related to target sectors. Identify gaps and priorities; build partnerships to develop new programs.	Though not spearheaded under the RBP, it is being done independently for manufacturing and by <i>Grow Tampa Bay Tech</i> for IT career pathways.	NO

### #2 Increase coordination, collaboration, and information sharing among the region’s postsecondary institutions

Activity/Action Step	Progress	On Track to Achieve?*
Establish a Regional Education Coordinating Council as a mechanism for coordination & dialogue across postsecondary institutions at all levels.	The Council is established. A critical mass of educational institutions is engaged and working rhythmically.	YES
Create regional online networking forum or portal as a platform for ongoing, informal dialogue within the workforce system.	The platform has been established but is not being widely used by professionals in the region.	NO
Compile comprehensive information about training & education programs related to the target sectors. Link with GIS mapping.	This is full steam ahead. The inventory is underway and GIS mapping capability will soon launch.	YES
Identify key marketing messages (and related data) about regional workforce/education assets related to the target sectors. Link/coordinate with external promotional efforts.	Research was commissioned among 200 executives nationwide in applied medicine & human performance; insights are being used to promote the region.	YES

### #3 Increase awareness about career ladders and opportunities in the target sectors

Activity/Action Step	Progress	On Track to Achieve?*
Establish process to identify and develop appropriate career ladder strategies to meet target sector workforce needs.	This is not yet underway.	NO
Build a region-wide career ladder and job opportunity database and online portal for jobseekers and employers.	This is not yet underway.	NO
Improve communication and linkages between career offices & advisors at educational institutions and target sector businesses.	This is not yet underway.	NO
Improve communication and linkages between career offices/advisors at regional educational institutions and the target sector businesses	This is not yet underway.	NO
Collect data then develop programs/activities to increase share of postsecondary graduates who stay and work in the region.	This is not yet underway.	NO

\*Column titled “On track to achieve?” indicates YES or NO for whether the activity is currently on track to be achieved by its original best case timeframe.

## Innovations under Construction and their status (continued)

**Table 8: Goals of the Five Year Plan for Academies of Pinellas**

Goal	Progress	On Track to Achieve?
50% of high school students enrolled in Academies of Pinellas by 2017	Nearly one-third (32.7%) are enrolled	TBD
35% of high school students earn at least one skill certification by 2017	6.2% of students met this mark in 2011-12	TBD

**Table 9: Short-Term Recommendations of the Tampa Bay IT Workforce Analysis<sup>25</sup>**

<b>Increase Real World Training for High Demand Jobs among students and job applicants</b>		
Activity/Action	Progress	On Track to Achieve?
Create Exploration Labs for students to practice new skills learned using in-market and BETA software and hardware; and to engage faculty and employers in business use cases, community competitions & more.	An Exploratory Lab has been created and will begin working with students in November 2013; other Labs are under development.	YES
Develop online and boot camp technical training programs for current and future high-demand skills (e.g., Java, .NET, cloud computing, business analytics). Market to IT Professionals seeking re-skilling and employment.	SPC is framing new programs; HCC has added new training programs; Keiser University has created a new Bachelor's degree; other efforts are underway.	YES
<b>Increase Internships to help students and job applicants gain workplace competencies</b>		
Activity/Action	Progress	On Track to Achieve?
Create team of students, employers & educators to help design standards based social marketing tool for employers to advertise opportunities, faculty to recommend students, and job seekers to connect to jobs.	This is not yet underway.	NO
Expand internship opportunities at all postsecondary institutions.	This has been explored but is not underway in earnest.	NO
Provide training to businesses on best practices for setting up internships.	Training has been provided to 28 companies	YES
Conduct internship fairs to connect students with employers.	This is being developed but is not in full bloom.	NO
<b>Increase regional marketing and external recruiting to expand the local talent pool</b>		
Activity/Action	Progress	On Track to Achieve?
Establish relationships with student organizations such as TBTF Chapters in the bi-county. Set up a virtual Chapter for students outside of the area.	TBTF chapters have been established in 4 colleges and universities; 3 more are in the planning stages	YES
Initiate recruiting trips for high demand skills, conduct marketing campaigns targeting cities and attend convergence events, universities, or virtual events to increase the in-migration of national IT talent.	This is not yet underway	NO
Provide training, talking points and collateral to recruiters and career placement professionals to better market the area to job candidates.	This has been done with several companies on a one-on-one basis.	NO
<b>Create the coordinating framework to generate energy to sustain the change.</b>		
Activity/Action	Progress	On Track to Achieve?
Establish a Business-Education Collaboration Team of area EDCs, business and education professionals to review implementation activities.		
Establish a measurement structure.		

<sup>25</sup> Extracted from Appendix 1 Summary of Recommendations of 2012 Tampa Bay IT Workforce Analysis, short, medium, and long-term.

## Opportunity 2: Connect an end-to-end career ladder strategy for the manufacturing sector

**Leverage recent advancements in the talent supply chain for the manufacturing sector to help connect an end-to-end career ladder strategy that speeds the closure of skills gaps all along the spectrum, from entry-level to mid-level and advanced positions in the manufacturing sector.**



Bay area leaders have heightened their focus on the potential of the manufacturing sector (among others) to accelerate growth by closing critical skills gaps among workers. All the more in the wake of the 2013 *Hillsborough-Pinellas Manufacturing Gap Analysis* which found that a) manufacturing job growth is strong and will continue to be; b) despite the large pool of job applicants, manufacturers still struggle to find skilled workers for certain positions; c) unlike other target sectors, where skills gaps are more pronounced at the upper end of the spectrum, manufacturers suffers gaps at every skill level; and d) those gaps are hindering revenue growth for an estimated 40% of area manufacturers.

Those realities make the manufacturing sector an ideal arena for an end-to-end career ladder strategy, especially given the wholesome response of the education community with new initiatives to help reduce critical skill shortages. One example is Florida TRADE, a consortium of 12 colleges anchored at St. Petersburg College that was awarded \$15 million in 2012 by the U.S. Department of Labor to offer fast-track skills certifications to fill critical manufacturing shortages, such as for CNC machinists and master mechanics.

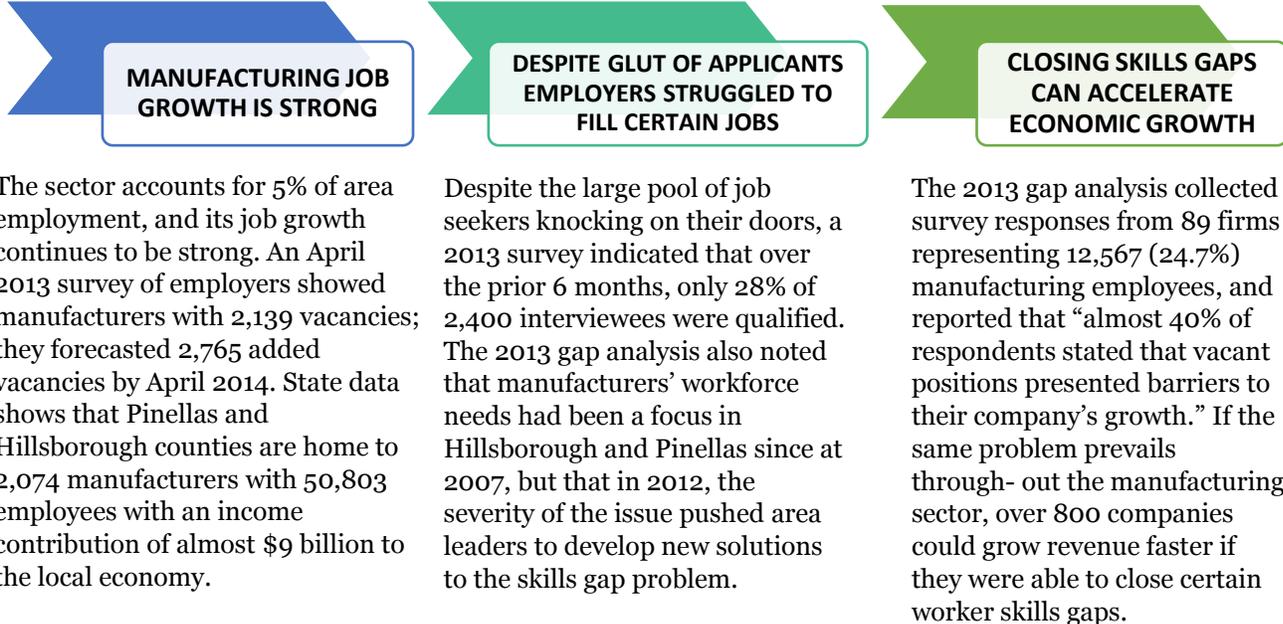
Thanks to this and other initiatives, the bi-county is making strides in filling the gaps. Yet, at least two factors limit progress: 1) education & training initiatives are serving too few workers to meet the magnitude of need employers cite, and b) the bulk of current efforts focus on closing gaps for mid and high-skill jobs, leaving nearly 20% of gaps unmet and thousands of entry-level jobs unfilled.

Opportunity 2 marks the distinct possibility to speed employment gains by accelerating the closure of gaps at every level of the ladder. This section outlines actions to convene and elicit the collective buy-in of key stakeholders, then engage the non-profit workforce provider community, along with other key partners, to address the barriers to progress.

# Filling skills gaps can grow revenue & jobs

The Gap Analysis makes a clear three-point case: a) manufacturing is a large employment source for the bi-county, and job growth will continue to be strong; b) despite the large pool of job applicants, manufacturers still struggle to fill certain skilled jobs; and c) those “skills gaps” are hindering revenue growth for roughly 40% of the area’s manufacturing employers.

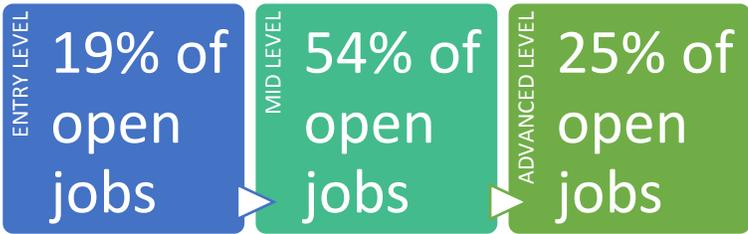
**Figure 11: The 3-Point Case for Closing Skills Gaps in Manufacturing<sup>26</sup>**



## End-to-End Gaps

According to the 2013 Gap Analysis, a large share of gaps identified by manufacturers are in mid- and high-skill jobs, suggesting ample opportunity for lower-skill workers to advance. Equally important, a sizable percentage of current and forecasted vacancies are in entry-level jobs, many of which do not require a certification or degree.

**Figure 12: Share of manufacturing job-openings (current & forecasted through April 2014)**



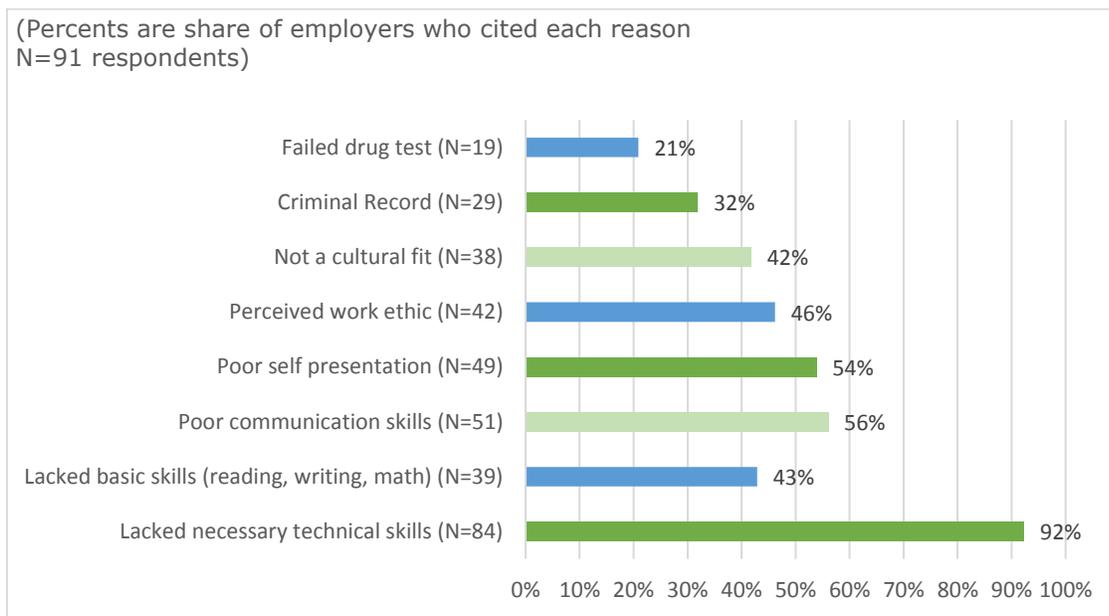
The Analysis illustrates that the gaps suffered by manufacturers are likely as severe for entry-level jobs as for mid-level and higher posts. Only 28% of job seekers interviewed over a six

<sup>26</sup> Quoted text and data in the figure above were taken from the 2013 Hillsborough-Pinellas Manufacturing Gap Analysis. The one exception is the estimate that as many as 800 companies could grow their revenues if they could close certain skills gaps. This was derived by scaling the problem to the sector as a whole.

month period were rated as qualified by employers. When asked to cite the reasons applicants were unqualified, “Lacked basic skills (reading, writing and math)” was a problem for 43% of employers, along with poor communication skills (56%); poor self-presentation (54%); not a cultural fit (42%); criminal record (32%); failed drug test (21%); and perceived work ethic (46%).

Though the lack of technical skills on the part of applicants was the disqualifier most often cited, employers named an average 3.9 reasons why applicants were unqualified, suggesting that soft skills and basic skills weigh heavily among the reasons cited by employers for classing *nearly three-quarters* (72%) of applicants as unqualified for hire.<sup>27</sup>

**Figure 13: Top reasons why manufacturing job applicants are seen as unqualified**



The unique assets of non-profit workforce providers can help address the challenges. Because non-profit workforce providers primarily serve low-income workers, and because many have honed specialized services that address some of the top disqualifiers for jobs (such as poor self-presentation), this community could be an ideal recruitment source for employers, as well as for certification and degree programs that channel skilled workers into the sector.

Further, the fact that many entry-level jobs do not require certifications and degrees opens a new avenue for worker entry into the sector. While the education community continues to supply a large share of the talent needed at all skill levels; the non-profit community could be a stronger conduit for low-skill workers in particular. In a survey of manufacturing employers covering 107 skill sets/job types across 16 categories, **over 55% of the skill positions identified did not require a certification.**<sup>28</sup>

<sup>27</sup> Total citations of reasons (351) were divided by 91 (the number of survey respondents who cited reasons) to calculate this figure, using the figure on page 25 of the pre-release version of the Hillsborough-Pinellas Manufacturing Gap Analysis

<sup>28</sup> Using Appendix 1 – Vacancies, Experience, and Certifications of the Hillsborough-Pinellas Manufacturing Gap Analysis, positions where employers listed “None” for “Desired Certification” were counted and divided into the number of “Skills” listed.

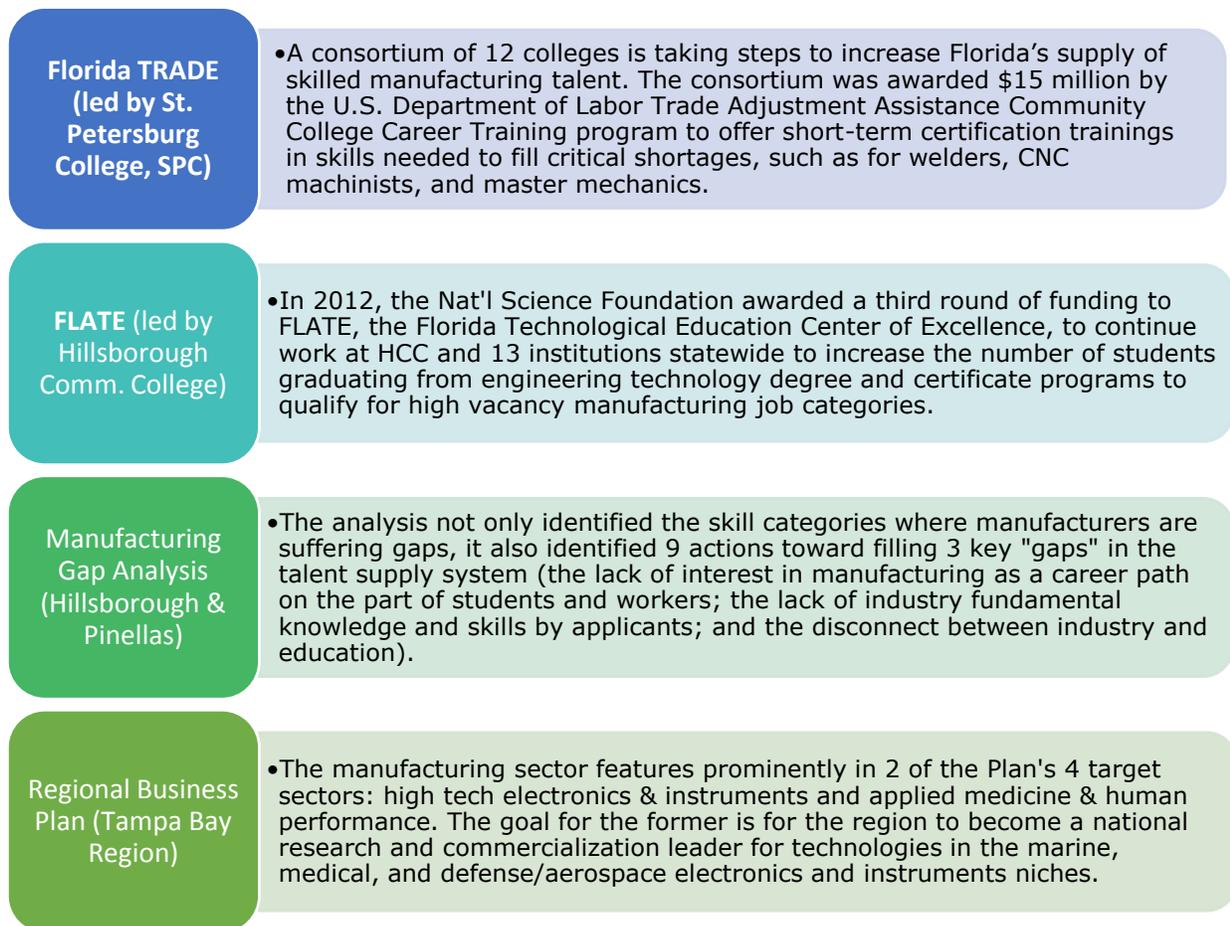
## A foundation of progress for an end-to-end strategy

From national to local, economic and educational leaders have heightened their focus on the potential of the manufacturing sector to accelerate job and income growth for employers and workers alike. As the 2013 Gap Analysis notes, a June 2012 report by the President’s Council on Job Growth listed the need to “build workforce skills in advanced manufacturing” as a number one priority. Likewise Florida Governor Rick Scott has led a high-profile re-engineering of business incentives to grow the sector. Our bi-county neighbors (Manatee and Sarasota) expanded the CareerEdge model in 2012 to help manufacturers close critical skills gaps.

Here at home, Hillsborough and Pinellas counties have become a relative hot bed of investment into education & training programs to grow the manufacturing workforce. Importantly, two of the initiatives below (Florida TRADE and FLATE) have built the collaborative processes and pathways to guide (and in some cases fast track) students and workers through certifications and degrees, followed by placement into living wage jobs.

Their work provides the framework for an end-to-end career ladder strategy for the sector.

**Figure 14: Initiatives that intensify focus on the area’s manufacturing workforce**



## Two unmet challenges

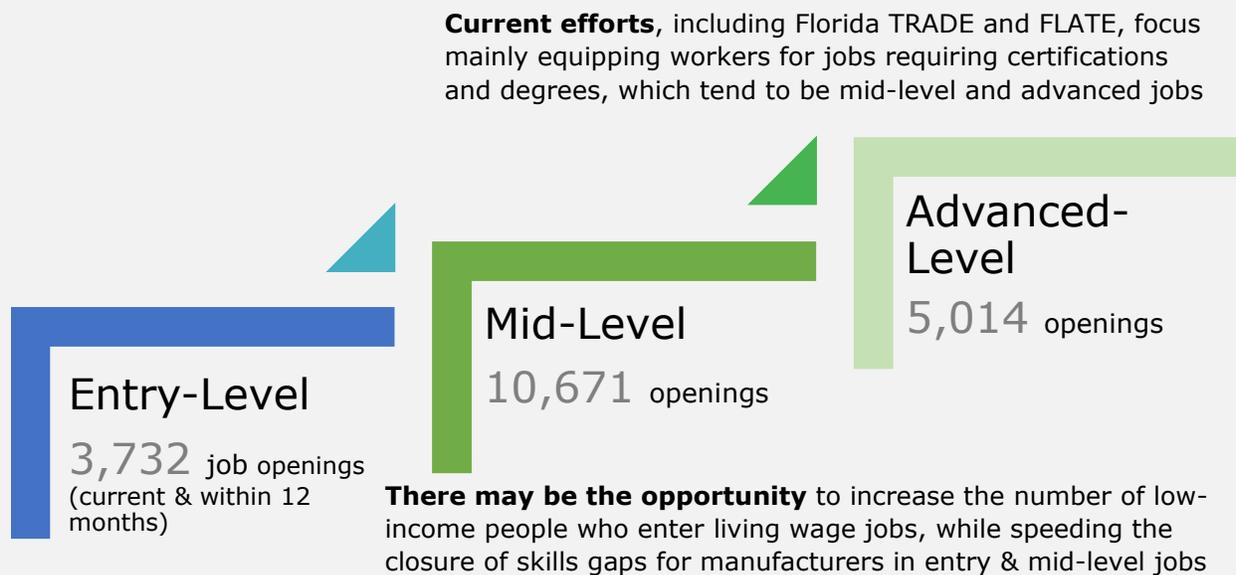
As the previous page shows, the bi-county area is making major strides in the effort to fill critical skills shortages in the manufacturing sector. There are two factors, though, that limit the impact of current efforts: 1) the bulk of current education and training efforts focus on closing skills gaps for mid- and high-skill jobs, and b) the workforce initiatives underway are serving too few workers to meet the sea of need described by employers.

Opportunity 2 of this Study marks the distinct possibility to accelerate results by strategically involving non-profit workforce providers (and others) in an effort to increase the number of workers who enter education & training programs like Florida TRADE, as well as the number who become qualified to enter manufacturing jobs that don't require certifications and degrees.

Doing so could help accelerate results for the bi-county economy as a whole, while significantly increasing the number of working poor families who are put on track to the middle class. Across both counties, if we count current openings reported by employers in the April 2013 gap analysis, and combine the openings they forecast 12 months hence, the manufacturing sector will have an estimated 3,732 entry-level job openings to fill by approximately April 2014.

In that same timeframe, approximately 100 to 200 students will complete certifications through the Florida TRADE initiative at St. Petersburg College; and if FLATE maintains its annual average, it will help 400 students earn engineering technology or related certificates.<sup>29</sup>

**Figure 15: Current & near-term openings in manufacturing<sup>30</sup>**



<sup>29</sup> Interview with Dr. Jill Flansburg, Program Manager, Florida TRADE at St. Petersburg College; and FLATE 2006-2011 Florida Engineering Technology and Related Program Enrollment and Completion.

<sup>30</sup> The number of job openings in the figure above were calculated using current and 12-month vacancy data from the 2013 Hillsborough-Pinellas Manufacturing Gap Analysis survey of employers representing 24.7% of workers in the sector; those data were scaled to estimate the number of vacancies industry-wide in the bi-county area.

## The potential role of the non-profit community

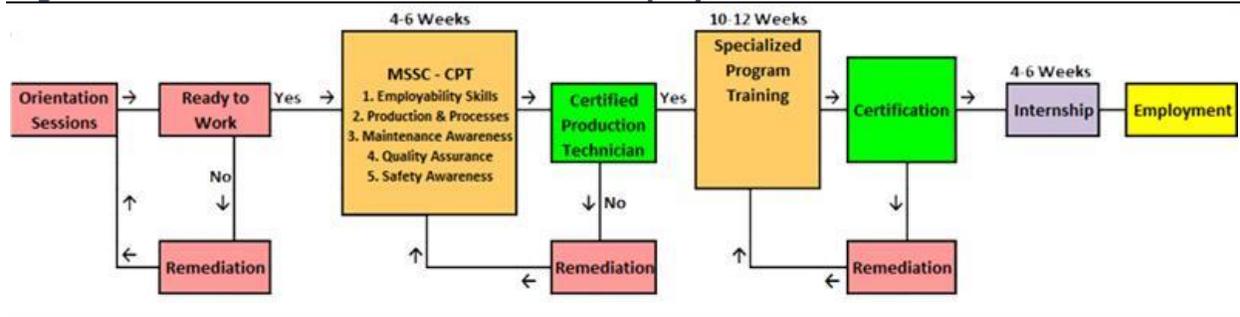
Many non-profit providers are already serving as recruitment sources for various employers and educational institutions. But this arrangement appears on an agency-by-agency basis, rather than as an organized plank of a broader strategy to link the non-profit community into the emerging talent delivery system to close skills gaps in high growth sectors. Non-profits could become a feeder pipeline to connect workers into Florida TRADE and similar programs, which would put workers en route to living wage jobs. Non-profits could also become a stronger direct pipeline into manufacturing jobs, particularly entry-level positions.

### Non-profits as a pipeline into education, en route to the workforce

We use Florida TRADE to illustrate the possibilities. Florida TRADE offers students and workers accelerated manufacturing certification programs (3 to 6 months in duration) through 12 institutions (two in the bi-county area). In order to enter those programs, applicants must pass the Florida Ready-to-Work Assessment with a Silver Label or higher on all three sections (Applied Math, Reading for Information and Locating Information [on graphs, charts, etc.]).

If a test-taker fails the Silver Label standard, he or she can be referred to programs and courses to remediate their skills prior to re-taking the test.

**Figure 16: Process from recruitment to employment for Florida TRADE students**



The active partnership of non-profit workforce providers can a) increase the number of applicants who pass the test, b) provide in-house or close-at-hand remediation to those who don't, and c) “case manage” individuals through the remediation and re-take process.

This same type of pre-qualifying preparation and referral conduit could benefit other education programs as well, such as the Engineering Technology degree and certification programs at Hillsborough Community College. Chapter 4 recommends this type of arrangement to increase the number of struggling students who qualify to enter Academies of Pinellas. At present, failure to meet entry requirements is preventing the enrollment of students who could benefit most.

### Non-profits as a pipeline directly into the workforce

The manufacturing sector is unique, compared to some other growth sectors, in that it offers a relatively large number of entry-level jobs not requiring certifications and degrees. That opens the possibility of non-profit providers, larger agencies especially, serving as a direct pipeline to open positions with manufacturing employers.

## A Case-in-Point: CareerEdge Funders Collaborative

To illustrate the potential, we can look to the neighboring bi-county area (Manatee and Sarasota counties). There, the non-profit CareerEdge Funders Collaborative pioneered the *Bridges to Careers* program, which used a combination soft skills/technical skills training series to help manufacturing and healthcare employers close gaps primarily in entry-level jobs.

To do so, CareerEdge crafted its own soft skills training (called “Attitude is Everything”) and drew upon the resources of partners who, together, forged a continuum of skill building services and other supports to help workers secure and retain new jobs.

In addition, CareerEdge engaged a non-profit partner to staff an Academic Coach position (funded by JPMorgan Chase) to work hands-on with workers and maximize the number who secured jobs or promotions. The Coach connected trainees and workers to a range of supports.

### Continuum of Skill-Building Services

- Academic remediation in reading, writing & math
- Life and career mentoring for workers who had no prior experience with career planning
- “Attitude is Everything” soft skills training
- Digital literacy for workers lacking basic workplace computing skills, funded by Jane’s Trust and Microsoft
- Internships for workers to gain real-world experience
- Career-skill trainings customized to employers needs

### Other Supports

- Temporary childcare & transportation supports
- Access to and donated computers and laptops to help workers complete coursework online
- Access to emergency & family wrap-around supports

In addition, *Bridges* was linked to CareerEdge’s Employer Partnership model. While the latter invested with employers to close skill gaps among middle-wage workers primarily, *Bridges* worked closely with employers to customize trainings for workers who would later apply for entry-level jobs.

This innovation generated several benefits. For one, a 2012 analysis showed CareerEdge with a 62% job placement rate, compared with the 27% average for other affiliates of the National Fund for Workforce Solutions.

Second, it led to a mutual benefit; it gave employers the incentive to proactively close skill gaps among entry-level workers, while simultaneously giving *Bridges* trainees the tangible possibility of entering a job after training.

“We worked closely with employers to help them understand the complexity of hiring individuals with challenges. Employers with a support system had higher retention rates than those who just hired and fired. We also worked with employers to understand their culture, which was key to workers’ success.”

Mireya Eavey, CareerEdge  
Executive Director

Figure 17: Three keys to success



## Actions toward this Opportunity

### Dialogue to develop agreement

As with the other three opportunities documented in this Study, the first step is developing the buy-in of would-be partners, followed by the outline of specific actions needed to realize the potential. In an interview for this Study, Dr. Jill Flansburg, the Florida TRADE Program Manager, at St. Petersburg College, shared that her team has already begun exploring ways to expand the number of students it can serve through partnerships with the non-profit and faith-based communities.

The United Way, JPMorgan Chase and other sponsors of this Study could be ideal conveners of a group to discuss the possibilities.

### Develop a clear picture of non-profits' capacity

This Study compiled an inventory of providers that shows non-profits as a vital part of the larger workforce system (see next page), many of them already partnering with employers, educators, and the regional workforce boards.

Yet, in approaching a larger, more structured role for non-profits, it would be beneficial to develop a clearer picture of the non-profit community's capacity to become an organized force in closing skills gaps in manufacturing (and other sectors in future).

Ideally this picture would catalog the types and volume of employment services being offered; the types and intensity of career trainings provided; the special groups and number of people being served; and the staff and resource capacity of the agency's employment services division or team, including assessment of the types of capacity needed to become a stronger pipeline of workers into both education & training programs by post-secondary institutions and into employment directly.

Given what we now know, an inventory and assessment of this kind could be completed within three to six months, and would likely involve a survey conducted in person, by phone and in select cases, electronically.

### Figure 18: Example Roles of Non-Profits in Workforce Development

- **Connecting Point & Training Site:** The Sulphur Springs Resource Center is an example of a community connecting point for low-income people in search of career certifications; the Center collects applications from interested parties, connects applicants to Hillsborough Community College and others who are conducting training, and oversees the two-step process to gain approval and funding for tuition from the regional workforce board. Then, once a large enough group of applicants is ready to enter a training, the Center serves as a convenient training site.
- **Employer & Educational Recruitment:** Agencies such as the CDC of Tampa and The Pinellas County Urban League have established a host of partnerships with employers in order to connect workers to jobs. They also host job fairs at their locations and refer program participants to job fairs and trainings being conducted by the regional workforce boards.

## Non-profit workforce service providers & the special groups they serve<sup>31</sup>

Based upon a high-level inventory of non-profit workforce service providers (not including educational institutions and the regional workforce boards, which are non-profit entities)\*, there are at least three-and-a-half dozen agencies in the bi-county area that provide services to one or more of some 20 special groups. This Study did not inventory faith groups, transitional housing facilities or other neighborhood-based or grassroots organizations that offer workforce services, which could identify dozens more providers.

Special groups accessing custom <u>or</u> targeted workforce services	Non-profit workforce service providers (Hillsborough & Pinellas counties, Florida)	
<ul style="list-style-type: none"> <li>■ Youth                             <ul style="list-style-type: none"> <li>○ Older youth</li> <li>○ Younger youth</li> <li>○ Ex-offender youth</li> <li>○ Youth aging out of foster care</li> <li>○ School dropouts or students at risk</li> </ul> </li> <li>■ People transitioning from welfare</li> <li>■ Non-custodial fathers</li> <li>■ The Disabled                             <ul style="list-style-type: none"> <li>○ Cognitive</li> <li>○ Sensory</li> <li>○ Other</li> </ul> </li> <li>■ Veterans</li> <li>■ Disabled veterans</li> <li>■ Ex-offenders</li> <li>■ The homeless</li> <li>■ People recovering from substance abuse</li> <li>■ Women</li> <li>■ Seniors</li> <li>■ Low-income seniors</li> <li>■ Residents of low-income communities</li> <li>■ Adult migrant &amp; seasonal farm workers</li> </ul>	<ol style="list-style-type: none"> <li>1. Boley Centers</li> <li>2. Pinellas County Urban League</li> <li>3. WorkNet Pinellas</li> <li>4. Tampa Bay WorkForce Alliance</li> <li>5. CDC of Tampa</li> <li>6. University Area CDC (UACDC);</li> <li>7. The Center (full name)</li> <li>8. Pinellas Ex-Offender Re-entry Coalition</li> <li>9. Gulf Coast Jewish Family Service Centers</li> <li>10. MacDonald Training Center</li> <li>11. United Cerebral Palsy</li> <li>12. Pinellas Association for Retarded Citizens</li> <li>13. Upper Pinellas Association for Retarded Citizens</li> <li>14. Tampa Lighthouse for the Blind</li> <li>15. Pinellas Lighthouse for the Blind</li> <li>16. Sulphur Springs Resource Center</li> <li>17. Tampa Bay Housing Authority</li> <li>18. Louis Graham Regeneration Center</li> <li>19. Goodwill Industries</li> <li>20. Metropolitan Ministries</li> <li>21. Mt Zion Human Services</li> <li>22. UCP of Tampa Bay**</li> <li>23. Dress for Success Tampa Bay</li> <li>24. Human Development Center Inc</li> </ol>	<ol style="list-style-type: none"> <li>25. AARP Senior Employment Services</li> <li>26. Experience Works</li> <li>27. City of St. Petersburg</li> <li>28. City of Clearwater</li> <li>29. Epilepsy Services of West Central Florida</li> <li>30. Seniors in Service of Tampa Bay</li> <li>31. Haitian American Association of Population Activities &amp; Education</li> <li>32. Hispanic Services Council</li> <li>33. I CAN! Community Education Coalition</li> <li>34. Mental Health Care, Inc.</li> <li>35. Islamic Society of Tampa Bay</li> <li>36. Lutheran Services Florida</li> <li>37. Deaf Service Bureau of West Central Florida</li> <li>38. Tampa Work Services, Inc.</li> <li>39. Suncoast Epilepsy Association</li> <li>40. Women of Freedom Ministry, Inc.</li> <li>41. Juvenile Services Program</li> </ol>

<sup>31</sup>SOURCES: 211TampaBay; Crisis Center of Tampa Bay's Community Resources Online; United Way Suncoast; WorkNet Pinellas; Tampa Bay WorkForce Alliance.

## Opportunity 3: Strengthen employment outcomes for the working poor

**Grow the number of families who are bridged out of poverty via employment, with two innovations in service delivery among non-profit providers who serve people in poverty**



SOURCE: Pinellas County Urban League

One of the most strident challenges to economic growth for Pinellas and Hillsborough is the growth rate in the size of the poverty population, among adults and those under age 18 (our future workforce) who are on track to join the ranks of the working poor.

The bi-county has a rich repository of non-profits who work with low-income and “hard-to-employ” segments of the labor force to help them prepare for and enter jobs that improve their self-sufficiency or bridge them out of poverty. This Study identified programs serving 20 distinct workforce segments. While some focus exclusively on special groups such as the disabled, ex-offenders or veterans, others work with the “general population,” of low and moderate income people whose barriers to employment are more easily redressed, such as lack of transportation.

Services provided are just as diverse, including pre-employment training or services such as criminal records expunging, career skills training and credentialing, soft skills training in areas such as communication, and placement into both sheltered and competitive jobs, and more.

Sponsors of this Study provide or fund services to over 18,000<sup>32</sup> hard-to-employ individuals each year. WorkNet and the Tampa Bay WorkForce Alliance account for nearly 90% of that total. Their work enabled this Study to home in on two interventions that can grow the number of individuals being bridged out of poverty.

1. The development of a funder-sponsored performance enhancement program among the providers they fund. The United Way, as an example, could grow the number of families it helps to exit poverty by 180 per year by achieving modest performance enhancements.
2. The development of employment connection models as part of the United Way’s place-based family service strategy in two low-income communities: Tampa’s Sulphur Springs neighborhood, and St. Petersburg’s Campbell Park neighborhood. As readers will note later in this chapter, modest investments can grow by ten-fold the number of people who complete career trainings toward living wage jobs in Sulphur Springs, and by approximately 100 in Campbell Park.

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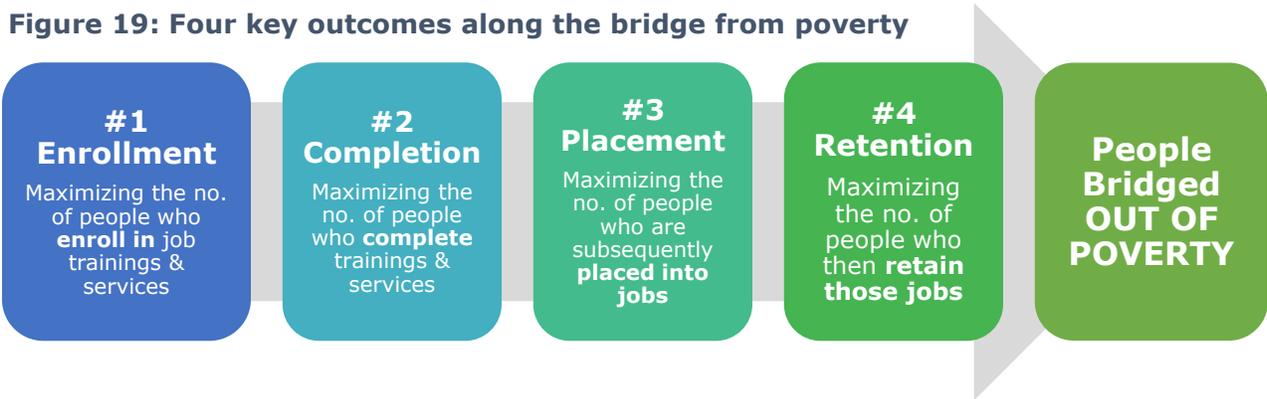
<sup>32</sup> This figure is not all-inclusive; for WorkNet and the Tampa Bay Workforce Alliance, the figure includes the number of people enrolled in Individual Training Accounts, and the number served through their Youth, Dislocated Worker and Adult Programs (Tables 4, 5, 6, 7 of the Annual Report of Federal Programs: Workforce Investment Act (WIA) and Related Workforce Programs, Program Year 2011-2012, October 2012). Also included are the average annual number of people served by United Way Suncoast-funded programs and the estimated number served by JPMorgan Chase Global Philanthropy-funding.

# Funder-backed performance enhancement program

An overriding aim of many workforce services funders (certainly those represented on the Study team<sup>33</sup>) is to help lift families out of poverty. Those who fund non-profit service providers often do so for the express purpose of helping low-income segments of the labor force prepare for and enter jobs, as a means to improve their self-sufficiency or to bridge them out of poverty.

Funders and providers often focus on **four vital outcomes** that play prominently in reaching the ultimate goal. Increasing one or more of the four outcomes has the likely effect of increasing the number of people who are bridged out of poverty.

**Figure 19: Four key outcomes along the bridge from poverty**



Funders such as the United Way can play a pivotal role in improving outcomes. Its function as a resource stream could be a tactical means of not only funding, but of introducing new measures for performance. The United Way’s sponsorship of this Study allowed us a window into the performance of the eight organizations it funds (see next page). Their results, combined with a case study of the Pinellas County Urban League’s workforce services, suggest that outcomes can be improved with modest investments in the following:

**Investments needed by the Urban League to improve outcomes**

4 Vital Outcomes	Actions & Investments Needed
<b>Maximizing Enrollment</b>	<ul style="list-style-type: none"> <li>Expanded outreach</li> <li>Case managed remediation process</li> </ul>
<b>Maximizing Completions</b>	<ul style="list-style-type: none"> <li>Case managed wrap-around supports that overcome barriers to completion</li> <li>Expanded instructional capabilities (staff &amp; curriculum)</li> </ul>
<b>Maximizing Placements</b>	<ul style="list-style-type: none"> <li>Expanded job development capacity</li> <li>Improved matching of trainings to employers needs</li> </ul>
<b>Maximizing Retention</b>	<ul style="list-style-type: none"> <li>Continued coaching and case management of wrap-around supports that overcome barriers to retention</li> </ul>

<sup>33</sup> Two organizations on the Study team currently fund non-profit workforce providers in the bi-county: the United Way and JP Morgan Chase. Also represented on the team, WorkNet Pinellas and Tampa Bay WorkForce Alliance have prior experience funding non-profit providers via sub-contracts to implement certain services; it no longer sub-contracts in this manner, following the finding that it is more cost effective to provide services in-house.

# Performance by United Way-funded providers

Over the past five years, the United Way Suncoast has invested \$2.77 million into the delivery of workforce services to help bridge the working poor and dependent out of poverty. Outcomes for 2013 are not yet available, but from 2008 through 2012, the United Way invested \$2.24 million and helped 6,287 individuals access employment training and services, 3,800 to complete training and services; and 2,844 to secure employment.

**Figure 20: United Way’s cumulative impact, 2008 through 2012**



On over, United Way-funded workforce programs have served 1,572 people per year. Just over 60% of them completed trainings, and 63.4% of those individuals were subsequently placed into jobs. The United Way invested an average \$809 per job placement achieved.

The United Way’s current data collection process does not allow the agency to answer a fundamental question: how many families are being bridged out of poverty as a result of its investments in workforce and income strategies? The question is central to one of the United Way’s top goals: to increase the number of families earning 200% or more of the poverty level.

**Table 10: The United Way’s Average Annual Outcomes & Investments<sup>34</sup>**

Providers	# who enroll in training*	# who complete	% who complete	# placed in jobs	% placed into jobs	United Way investment	Cost per job placement
CDC of Tampa	395	199	50.4%	119	59.7%	\$51,588	\$434
The Centre	133	72	54.3%	29	40.1%	\$135,076	\$4,658
MacDonald Training Center	108	83	76.7%	74	89.7%	\$66,723	\$902
United Cerebral Palsy				20	N/A	\$37,549	\$1,901
PARC				49	N/A	\$70,426	\$1,437
UPARC				22	N/A	\$15,458	\$703
Pinellas County Urban League	788	506	64.3%	363	71.6%	\$108,443	\$299
Tampa Lighthouse for the Blind	149	90	60.3%	17	19.2%	\$74,753	\$4,334
Totals & Averages	1,572	950	60.4%	693	63.3%	\$560,015	\$809

<sup>34</sup> The table above does not capture the United Way’s investments in employment services at the Sulphur Springs Resource Center, which are described later in this Chapter. United Way data do not include enrollment and training completion data for United Cerebral Palsy, PARC and UPARC. The “% placed into jobs column” captures the percentage of people who complete training who were subsequently placed into jobs.

## Actions toward this opportunity

### Implement a new data collection process

Like many funders and providers do, the United Way could approximate the number of people who exit poverty as a result of its efforts with relatively few modifications to its data evaluation process. A relative handful of additional data could answer key questions.

**Table 11: Examples of questions that could be answered with additional data**

Questions about impacts	Data needed to answer the questions
<p><b>How many individuals and families are being bridged out of poverty as a result of our investment?</b></p>	<ul style="list-style-type: none"> <li>■ Number &amp; percent placed in above-poverty wage and living wage jobs, among those who earned below-poverty wages previously</li> <li>■ Number &amp; percent of the above persons who retain their jobs for at least one year</li> </ul>
<p><b>How many individuals and families improved their self-sufficiency?</b></p>	<ul style="list-style-type: none"> <li>■ Number &amp; percent earning more after our investment than they did before</li> </ul>
<p><b>How much more are workers earning for their families?</b></p>	<ul style="list-style-type: none"> <li>■ Pre-program earnings &amp; wage rates</li> <li>■ Post-program earnings &amp; wage rates</li> </ul>
<p><b>How many families are earning 200%+ of the poverty level post-programs?</b></p>	<ul style="list-style-type: none"> <li>■ Workers' family size (for heads of household)</li> <li>■ Post-program earnings &amp; wage rates</li> </ul>

This Study recommends that the United Way explore the implementation of a best practice evaluation solution by a third party evaluator with a strong base of experience; and that the United Way gauge the interest of other funders in adopting performance enhancement programs among the agencies they fund.

### Set goals for performance improvement

Once an improved evaluation system in place, it will take time (an estimated three to six months) to generate a clear picture of outcomes and set baselines for a range of performance measures. That done, an equally important step is to set goals for improved performance, and develop a budget for the investments needed.

This will require a careful examination of possible performance improvements, and a careful selection of appropriate goals that factor the major differences in the groups served by various agencies. Whereas it may be possible to achieve an 80% living wage job placement rate for some, that mark may be impossible for agencies serving the disabled. For the United Way, this exercise that could take three months, if done on an ambitious schedule.

Another key for funders is to improve outcomes *without* sacrificing services to the hardest to employ. Mark Douglass, COO of the workforce boards in Hillsborough and Pinellas, cautions “It’s too easy to manipulate outcomes by simply creaming the most ideal program participants. To improve job placement rates, some providers would cream the best participants during intake.” That, he says, results in less service to some of the most-needy workforce segments.

Workforce board leaders along with the providers themselves would be vital sources of insight in setting higher goals. To illustrate the potential impact, this Study identified **best-in-class** performers within two cohorts of United Way providers: those serving the “general population” and those serving the disabled; then analyzed outcomes to answer the question “If all providers

improved outcomes to best-in-class levels, how many additional people could be placed into jobs each year?” The analysis found that the United Way could increase the number of people placed into jobs by as many as 180 per year (a 30% increase over current performance).

**Table 12: Improved outcomes if providers achieve best-in-class performance**

	#Trainees	Training Completion Rate	# Who Complete	Job Placement Rate	# Who are Placed
<b>Providers serving the general population</b>					
Best in class outcomes	1,316	64.3%	846	71.6%	606
Average outcomes & average	1,316	59.1%	778	65.6%	511
<b>Best in class differences</b>		<b>5.2%</b>	<b>68</b>	<b>6.0%</b>	<b>95</b>
<b>Providers serving the disabled</b>					
Best in class outcomes	256	76.7%	197	89.7%	176
Actual outcomes & average rates	256	67.2%	172	53.0%	91
Best in class differences		9.5%	<b>24</b>	36.7%	<b>85</b>
<b>GRAND TOTAL INCREASE</b>			<b>92</b>		<b>180</b>
<b>PERCENTAGE GROWTH</b>			<b>9.7%</b>		<b>29.9%</b>

### Building a continuum of support

Being placed into a job is an important step in exiting poverty, but retaining that job is the key. To aid that goal, most providers enhance their training and placement services with various supports to help workers overcome barriers to finding and keeping new jobs, such as lack of transportation, childcare, or career clothing; lack of basic skills such as communication and self-presentation; and lack of education or skills. Providers help bridge the needs with supports such as temporary bus passes, clothing, GED preparation, soft-skills training, and more.

One challenge, though, is that the depth and types of support offered varies from agency to agency. The bi-county may benefit from the construction of a *connected continuum of supports*, available on-line to help workers access specific supports, and to help providers access a more real-time inventory when making referrals. Continuums could be designed on a community-level, such as for East Tampa, or on a city or county level; and could be promoted as an enhanced function of 2-1-1 services in Pinellas and Hillsborough.

Emery Ivery, Tampa Bay Area President of the United Way Suncoast says, “We can play a key role in bringing potential partners together to talk about really strong targeting of certain high-poverty groups. Then, the conversation becomes how do we ‘connect the dots’ to help them overcome the challenges that prevent them from entering living wage jobs.”

In addition to the creation of an on-line platform, the process of constructing the continuum and putting it into action will likely reveal deficits in the availability of some supports. As examples, interviews with providers suggests that the quantity of bus passes now available is too low to meet the need among jobseekers who lack transportation; and wait lists for subsidized childcare continues to delay employment for some. As gaps are uncovered, the United Way and other funders may be able to help direct resources toward developing creative solutions.

## 2: Develop place-based employment connection

Once again, the United Way's sponsorship of this Study enabled a relatively in-depth look at the performance of two place-based service strategies design to help low-income families in Tampa's Sulphur Springs neighborhood and St. Petersburg's Campbell Park neighborhood to access a range of services, including employment services.

### Sulphur Springs

The Sulphur Springs Resource Center – the focal point of the United Way's place-based strategy in that neighborhood – entered its fifth year of operation in April 2013, the half-way point in the United Way's 10 year commitment to help residents begin their community's transformation.

"Our goal is to work in partnership with the leadership and residents of the Sulphur Springs community to turn the neighborhood around." – Emery Ivery, then Vice President (now President) of United Way Tampa Bay

Employment services represent a large share (one-third) of the programming offered at the Center. Among two dozen services offered, eight are employment-related and several others, such as faxing and notarizing, are often used for employment reasons.

News stories, combined with program data, show that the Center is making an impact. United Way reports paint part of the picture, such as the 10-fold increase in the number of people being served, from an average 50 per month during the first year to 520 monthly in 2012. But a richer story lies in the testimonials of people served by the Center.

- **Melinda Evans**, who lives three minutes from the Center, attended a job fair there and found a full-time job with an insurance company. She says "It's become like a hub for people who don't have networking capability," she said. "I think it's been very empowering."
- **James Simmons** lost his job as a fast food cook and came to the Center for help. After months unemployed he secured a job and is moving ahead to earn a license to drive large trucks.
- **LaToya Nellon** was on her third try to pass the GED exam when she came to the Center for help. Thanks to tutoring by a United Way Day of Caring volunteer, LaToya earned her GED.

In June 2013, the Resource Center completed its first Customer Service Certification class with all 11 participants graduating from the six-week course by Hillsborough Community College with a nationally recognized retail and call center certification. Center Manager James Jackson says "This group of dedicated women not only showed up every day but brought an enthusiasm that earned them the nickname 'The Electrifying Eleven.' They not only created a bond amongst themselves, but were the first group in a long line of future trainings at the Center."

Four of the 11 received job offers immediately after the graduation ceremony; three others secured jobs within 30 days.

**Figure 21:**  
"The Electrifying 11," a first skills certified class



## Workforce outcomes at the Sulphur Springs Resource Center<sup>35</sup>

Employment-related trainings (including trainings for individuals pursuing a GED) comprised over one-third (35%) of all trainings offered at the Center. But the data show that employment-related trainings (and trainings as a whole) draw a lower percentage of visits to the Center (9.1% of visits for the seven-month period below) than other services, and that employment-related visits are a comparatively small share of total visits to the Center. For January through July 2013, employment-related visits comprised just over 20% of total visits.

Center staff have only recently begun to collect data on visits related to job searches and placement, but we do know that visits for help with resume preparation were one quarter (25%) of employment-related visits recorded by staff.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Totals
<b>VISITORS</b>								
Number of Visitors	614	511	567	621	610	519	635	4077
Number of Visits	1389	1031		1072	1350	1050	1551	7443
Average visits/visitor	2.26	2.02	0.00	1.73	2.21	2.02	2.44	2.12
<b>TRAININGS</b>								
All trainings	13	21	13	16	30	14	19	126
# GED trainings	6	8	5	7	6	1	0	33
# Other employment trainings	1	2	0	0	2	1	5	11
<b>Employment-related trainings</b>	<b>7</b>	<b>10</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>2</b>	<b>5</b>	<b>44</b>
<b>As % of all trainings</b>	<b>54%</b>	<b>48%</b>	<b>38%</b>	<b>44%</b>	<b>27%</b>	<b>14%</b>	<b>26%</b>	<b>35%</b>
<b>EMPLOYMENT VISITS</b>								
GED Trainee visits	33	48	32	37	43	5	0	198
Job Placement visits	8	2	0	2	4	9	13	38
Resume Preparation visits	24	24	24	24	24	24	24	169
Other employment-related visits	3	20	0	7	90	31	121	272
<b>Employment-related visits</b>	<b>68</b>	<b>94</b>	<b>56</b>	<b>70</b>	<b>161</b>	<b>69</b>	<b>158</b>	<b>677</b>
<b>As % of all visits</b>	<b>4.9%</b>	<b>9.1%</b>		<b>6.5%</b>	<b>11.9%</b>	<b>6.6%</b>	<b>10.2%</b>	<b>9.1%</b>

### Center Services

- Resume preparation
- Job searches
- TABE testing
- Job skills training (multiple types)
- GED
- Digital literacy training
- Job fair connections
- Mini job fairs
- Computer/internet use
- Faxing
- Copying
- Public assistance application intake
- Emergency financial help
- Money Matters! financial literacy training
- Home buyer training
- Volunteer Income Tax Assistance
- Senior citizen support group
- Book Club
- Legal services
- Notary Public services
- Mobile Clinic (preventive and primary health care access)
- Dental Bus
- Safety & first aid training
- CPR training

SOURCES: Interview with Center Manager James Jackson, and various documents.

<sup>35</sup> Sulphur Springs Resource Center, 2013 Sulphur Springs Training Workshops List by Month

## Campbell Park

The United Way’s July 2013 Annual Evaluation<sup>36</sup> for the Campbell Park initiative reiterates the agency’s aim to increase employment services, among other services, in the year to come.

As in the Sulphur Springs community, the United Way has become an anchor institution in many ways for St. Petersburg’s Campbell Park neighborhood, situated just south of Tropicana Stadium near the 16<sup>th</sup> Street gateway area, a 2011 analysis<sup>37</sup> identified the area as high-crime and high-poverty. Over one-quarter of families (26.5%) earn less than \$25,000 per year.

The United Way’s presence – physically stationed at Campbell Park Elementary School - has helped orchestrate a convergence of agencies investing to improve life for neighborhood residents. The agency has partnered with nearly a dozen organizations toward its two priority strategies for Campbell Park. See the table below for highlights of achievements to date.

**Table 13: Achievements toward the United Way’s two priority strategies**

#1 Implement strategies to assist parents in getting children to school	#2 Work through the school system to meet parents’ needs & establish trust
<ul style="list-style-type: none"> <li>■ Activities peaked with 8 Walking School Bus routes, 14 parent volunteers, 153 weekly walkers, and 236 total registered walkers.</li> <li>■ A Crossing Guard was assigned to Martin Luther King Jr. Ave and rails have been placed around the school near drop off to increase the safety of children getting to school.</li> <li>■ Median days absent and tardy declined for participating students (comparing 2012-13 with 2011-12); results were more dramatic among students who missed <u>more than 2 weeks of school</u> in 2011-2012; their attendance improved by 7 days from a median of 16 days absent in 2011-12 to a median of 9 in 2012-13.</li> </ul>	<ul style="list-style-type: none"> <li>■ In 2012-13, 102 parents were served by Religious Community Services using the Motivational Interviewing model; while 34 parents participated in a budgeting class to learn how to save and establish bank accounts through the <i>Bank On St. Pete</i> program.</li> <li>■ Families were also given referrals to local food banks, the YMCA, summer childcare, healthcare, thrift stores, employment resources, bus passes, diaper banks, and housing resources.</li> <li>■ The initiative exceeded the parental engagement goals initially set. Parents who had limited involvement in the past, hosted a dance that raised close to \$700 for the school</li> </ul>

Partners to the work so far include the following:<sup>38</sup>

- The Rays provide financial support, help secure additional financial support, and provide staff support and program materials.
- The Pinellas County School Board provides office space at Campbell Park Elementary for a United Way Program Manager and for use by staff of Religious Community Services.
- Religious Community Services provides case management for families and coordinates efforts to engage parents with the initiative and the school.
- All Children’s Hospital provides coordination of the Walking School Bus program.

<sup>36</sup> United Way Suncoast, Campbell Park Initiative Annual Evaluation Report, July 2013, by Robertson Consulting Group

<sup>37</sup> United Way Suncoast, Campbell Park Elementary Area Neighborhood Needs Assessment, August 2011

<sup>38</sup> Excerpted and edited for space from the July 2013 Annual Evaluation Report for the Campbell Park initiative

- Safe Routes, City of St. Petersburg, provides coordination and assistance to the Walking School Bus program such as crossing guards.
- Additional organizations, such as Jabil and the United Way Women’s Leadership and Bridges programs have provided donations of time and supplies to aid parents.

In addition to the progress of United Way since 2011, just blocks away, two faith-based agencies are expanding related services. Cross & Anvil Human Services, Inc., recently opened doors to the Vearl Scott Neighborhood Family Center in partnership with the City of St. Petersburg<sup>39</sup>; and Mt Zion Human Services, which recently launched *Connections to Success*, a wrap-around case management service to help workers access supports needed to retain their jobs, once placed.

## City and Greater Mt. Zion AME Church Officials Cut Ribbon on New Community Services Center

ST. PETERSBURG, FL – The media is invited to join Mayor Bill Foster, members of City Council and community leaders as the Greater Mt. Zion AME Church cuts the ribbon on a new center to provide services to low and moderate income residents of Midtown. The ribbon cutting will be July 30 at 10:30 a.m. at the city-owned former McLin Pool Bathhouse, 1201 7th Ave. S. (also known as the Vearl Scott Neighborhood Family Center).

The city of St. Petersburg has entered into a license agreement with the Greater Mt. Zion AME Church and its Cross and Anvil Human Services, Inc. Board to operate the center and provide services to the community. Pastor Clarence Williams of the Greater Mt. Zion AME Church said that the purpose of the new youth Center is to “close the educational, digital and wealth gap for members of the community by providing comprehensive services at the learning center with strategic community partners.”

In addition to the city, partners will include the Pinellas County School District, Pinellas County Schools Office of Strategic Partnerships, the Sheriff’s Office of Pinellas County, Juvenile Welfare Board, Bank of America, Metro Community Services, Community Housing Solutions, and the Faith Based Literacy Program (JWB) located at the Sanderlin Center.

“The Cross and Anvil Human Services is a ministry of the Greater Mt. Zion AME Church that is designed to build success for children and families with a range of support services [and structured programs with] free services for academic support and testing, mentoring, parental engagement, personal enrichment, financial stability & literacy, mental health counseling, veterans support and HIV/AIDS testing and prevention services,” said Pastor Williams.

The Greater Mt. Zion AME Church invites additional partners to join in its efforts to serve the community. Tutors, current and retired educators, parents, and academic and career support specialists are needed, in addition to tax deductible contributions. For more information, visit [www.greatermtzioname.org](http://www.greatermtzioname.org), e-mail [helen@greatermtzioname.org](mailto:helen@greatermtzioname.org) or call 727-894-1393.

<sup>39</sup> City of St. Petersburg, NewsRoom at [www.stpete.org/news/](http://www.stpete.org/news/)

## Actions toward these Opportunities

### Sulphur Springs

#### Develop a Clear Picture of Workforce Outcomes

The Sulphur Springs Resource Center entered its fifth year of operation in April 2013, which marks an ideal time to conduct a comprehensive review of results. Accumulated data can shed light on what's working and what's not. Yet, the Center's data evaluation process does not permit us to pinpoint several important measures, such as these:

- **The number of people placed into jobs.** It is likely that the Center is under-counting job placements, since it does not collect placement data following job fairs or trainings, though staff have made more of an effort to follow-up.
- **Increased earnings.** We cannot determine whether individuals are entering jobs that make their families better off, though anecdotally, we know that the majority of people seeking job-related help are unemployed.
- **People being served.** Limited evaluation resources prevent the Center from pinpointing the unduplicated number of people receiving employment services.
- **The number of people who are bridged out of poverty.** The missing data leaves us unable to answer the fundamental question for funders like the United Way: how many families are being put on the pathway out of poverty as a result of their work?

It was recommended earlier in this Chapter that the United Way adopt a new evaluation process for its network of funded providers. Sulphur Springs should be included in that process.

#### Re-cast Center partnership with Tampa Bay WorkForce Alliance (TBWA)

During the first two years of Center operations, the TBWA assigned a staff person to office hours there, as a direct connection for residents to access an array of employment services. Yet, the Center's employment-related visits were insufficient to warrant the hours (or at least could not be successfully re-patterned to make the arrangement cost-effective for the TBWA).

The TBWA remained supportive of the Center by conducting mini job fairs on-site and helping local residents to earn career certifications toward new jobs. The latter was exemplified in the June 2013 graduating class of 11 who earned a nationally recognized certification. TBWA's Workforce Investment Act funding was used to cover training costs of \$1,000 per student.

That milestone moved the Center closer to realizing one of the goals of its Strategic Plan 2011-2014: for 100 individuals to receive a skill certification at or Center or with its aid. Yet, progress is slow-going, and Center Manager James Jackson says the process for recruiting and enrolling individuals is part of the challenge, but if tweaked, could put the Center on track to its goal.

As it stands, HCC requires a minimum of 10 trainees to conduct a training at the Center. That, in turn, requires that the Center intake 15 to 20 applications from interested residents, which takes two to four weeks at the Center's current intake rate. Following that, Jackson estimates it takes an average two weeks for applications to be approved. The cycle's length means that by the time 10 individuals are approved, several have moved on to other avenues. This Study recommends that the Center request the TBWA to explore an expedited approval process, which could allow the Center to commence one certification training series per month. At that rate, the Center could reach or exceed the goal of 100 individuals receiving certification per year.

### Increase the Center’s human capital investment:

The Center’s limited staff is operating at full capacity, and, according to Jackson, the addition of one part-time staffer could help the Center achieve goals that are currently out of reach. Jackson says “The time I commit to providing services is valuable but prevents me from investing more time into critical functions like developing employer relationships to attract job opportunities for our residents, and analyzing data to identify opportunities for improvement.”

At the same time, Jackson says, many of the services he provides could be effectively managed by lower-level staff, such as helping with on-line job searches, processing training applications and preparing resumes. Jackson offered resume preparation as an example; if that task were assigned to one of his direct reports, he himself could re-invest roughly 145 hours<sup>40</sup> to all-important work of cementing employer partnerships to bring jobs to area residents.



An added staffer could also redress the reason TBWA curtailed its assignment of a staff person to work on-site: too few employment-related visits to warrant the hours. The problem could be fixed if there were sufficient staff time to proactively outreach to residents to increase the number who apply for employment trainings through the Center.

This Study recommends that the Center invest in added staff for outreach activities like the ones listed below. It is noteworthy the same or similar strategies were identified in the Center’s 2011-2014 Strategic Plan<sup>41</sup>, but have not been executed, again, due to limited staff.

**Table 14: Marketing activities to grow employment-related visits**

<b>Marketing activities</b>	<b>Staff Time Needed</b>
Issue a twice monthly parent newsletter at Sulphur Springs Elementary to market services. Use special themes to keep the message fresh and reflect the range of benefits available through partners like the TBWA. Themes could include “Spread the word to Dads – jobs available in construction and warehousing” and “Need a part-time home-based job?” or “Connect directly to jobs; visit the Center this Friday.”	6 hrs/month 72 hrs/year
Partner with a mail house to do a quarterly flyer promoting services to all households within the community and nearby neighborhoods.	4 hrs/qtr 16 hrs/year
Use low-cost mass marketing tools to promote services, such robo calling to area households, e-blasts, and social media alerts.	24 hrs/month 288 hrs/year
Follow-up among past employment clients both to collect data and enlist their aid in identifying other residents who may need help.	24 hrs/month 288 hrs/year
<b>TOTAL:</b>	<b>664 hrs/year</b>
<b>FULL-TIME EQUIVALENT TIME:</b>	<b>33%</b>

<sup>40</sup> This calculation uses 30 minutes per resume assisted, one-third more than the 20 minute estimate provided by the Center Manager, in order to account for added tasks such as greeting clients and recording the visit.

<sup>41</sup> United Way Suncoast, Sulphur Springs Strategic Plan, 2011 – 2014

## Campbell Park

### Design a streamlined employment connection model at Campbell Park

There are important differences between the operations model at the Sulphur Springs Resource Center versus Campbell Park. The latter is school-based, and is broadly designed to enhance the school environment; family services are only a fraction of what the United Way does there, and employment services have not yet begun.

By contrast, the Sulphur Springs Resource Center is a stand-alone site offering a range of mostly adult-targeted services. The largest share of visits is for “Crisis Help,” such as emergency assistance with utility bills, rent and food.

Comparatively little is spent at Campbell Park for similar help. Although the United Way budgeted \$25,000 for financial aid to Campbell Park families, only \$1,951 of that was used in 2012-13.

### Large Working Poor Population

A 2011 Needs Assessment notes that 58.6% of Campbell Park residents over age 16 are in the labor force; and of those 91.7% are employed. That compares favorably with 19% unemployment for South St. Petersburg as a whole, and may indicate a large concentration of the working poor in Campbell Park – people who need better paying jobs in order to move their families into the middle class.

Despite the differences, the Sulphur Springs experience is instructive for Campbell Park. As the United Way develops its strategy to increase employment services to parents and others in the Campbell Park neighborhood, it should consider replicable facets of its work at Sulphur Springs.

- It may be cost-effective for the United Way is to develop a partnership with the Vearl Scott Family Center, newly opened this summer and located just blocks from Campbell Park Elementary. Closing the wealth gap is a top priority for Cross & Anvil Human Services (the agency managing services at the Center). It may be possible to replicate a similar model to the one used at Sulphur Springs, which combines onsite services such as resume preparation and job searches, with connections to nearby services through the Tampa Bay WorkForce Alliance and others. This approach may be ideal for the Campbell Park neighborhood, since WorkNet Pinellas and the Pinellas County Urban League (one of the largest community-based employment services providers) are conveniently located just over two miles away.

Under this model, the Vearl Scott Center could also gather applications for workers who want to access career trainings at institutions such as St. Petersburg College and Pinellas Technical Education Centers, and who are eligible for training scholarships and support.

- A partnership could involve a training by James Jackson, Manager at the United Way’s Sulphur Springs Resource Center, who helped build its repertoire of employment services.
- The United Way Program Manager at Campbell Park Elementary and the school Family Liaison should be trained on the full range of employment services available through the partners above, in order to make appropriate referrals of parents.

With the help of a consultant, or by utilizing a senior staff member of the United Way, the agency can complete the design of an employment connection model for Campbell Park, and train its staff within approximately three months’ time. ■

## Opportunity 4: Put more students on track to careers instead of poverty

**Invest in equipping career academies to increase enrollments and certifications (and ultimately graduations) for students at risk of entering adult poverty.**



Both Pinellas and Hillsborough counties have embraced high school career academies as a strategy for addressing the reality that too few students are graduating from high school prepared for either post-secondary education or career-track jobs, while far too many enter the ranks of the working poor, or worse.

In June of 2008, Hillsborough enacted *The Five-Year Strategic Plan for Career & Technical Education* to grow Career Academies as well as Career Centers for students on the verge of dropping out. More recently, in 2011 the Pinellas County School Board voted unanimously to adopt *The Five-Year Plan for Academies of Pinellas*, which calls for 50% of high school students to be enrolled in a career academy, magnet, or themed program by 2017.

The timing of this Study coincided with the release of the *Academies of Pinellas* first annual report showing a double-digit graduation rate advantage for academy versus non-academy students, and a 13% hike in students enrolled in Academies in 2012. But the report also reflected two challenges that limit Academies impact on the working poor: one, though some are on track to reach or exceed the goal for 50% of students to be enrolled in Academies, they're enrolling too few of the students who are on track to poverty; and two, most Academies are not on track to reach the goal for 35% of students to earn an industry certification.

According to Terry Boehm, President of the Pinellas Education Foundation, which helped spearhead the district's adoption of Academies of Pinellas, "Some academies won't allow students to enroll if they're below a certain G.P.A., which excludes the very students who would benefit most from earning a certification that leads to a good paying job."

Hillsborough is meeting the challenge in part with Career Centers to enroll students most at risk of dropping out or who already have; and in part with privately funded efforts such as *Project Success* and the *Success Fund* by the Hillsborough Education Foundation<sup>42</sup>, offering financial help to maximize the number of students who access and succeed in academies and centers.

This Chapter outlines actions needed for Academies of Pinellas to maximize enrollment, certification and graduation rates for students currently on track to enter adult poverty.

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<sup>42</sup> Hillsborough Education Foundation, [www.educationfoundation.com/CareerTechEd/Home](http://www.educationfoundation.com/CareerTechEd/Home)

## Academies reduce the working poor population

According to the Academies of Pinellas Annual Report 2013, students enrolled in academy, magnet and themed programs had graduation rates that higher than non-academy students by double digits. At least five high schools showed 100% graduation rates for academy students; while all but one of 12 schools reporting had academy graduation rates of 90% of better.

The average graduation rate advantage for academy students over non-academy students was 17.8%, while the average academy student graduation rate across all high schools was 16.7% higher. Those outcomes suggest that Academies could be a powerful tool in continuing to close the graduation rate for poor and minority students who are currently on track to become “working poor” post-high school.

This is particularly true for areas like South St. Petersburg, a majority African America area that was recently identified as the largest concentration of poverty in Pinellas County.<sup>43</sup>

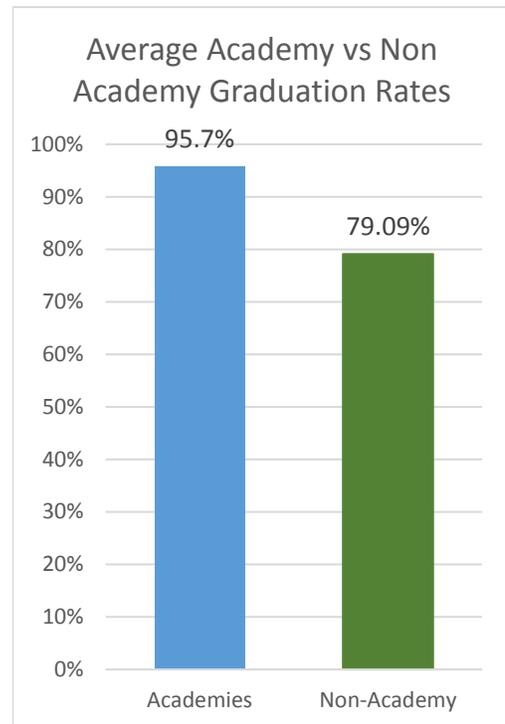
The district has made measurable gains in increasing the black student graduation rate, even against the stubborn challenges facing black males. Recent news that the graduation rate fell ever so slightly to 71.8% in 2012-13 from 71.96% the year before overlooks a major move of the needle for black males especially.

Black males have increased their graduation rate by 9 percentage points since 2011, with a 3 point climb in 2013 atop a 5.6 point increase in 2012, when the black female graduation rate rose by 9.6 points in one year. Since 2011, black students – male and female - have narrowed the graduation gap by 3.8 points. At that rate, black students could close the graduation rate within six years.

If Academies enrollment were expanded, the combination of increased graduation and post-secondary enrollment rates would significantly reduce the size of the County’s working poor population. To illustrate, if Academies enrolled 300 students who otherwise would not graduate, it would result in \$3.9 million in added yearly earnings<sup>44</sup> for one cohort of graduates alone.

Further, if Academies enrollment were heavily targeted to black males (who continue to have the district’s lowest graduation rate), it would reshape the socioeconomic destiny of black men across Pinellas County.

Figure 22: Academies graduation rate advantage



<sup>43</sup> Pinellas County Health & Human Services Department, Economic Impact of Poverty Report, May 2012

<sup>44</sup> This calculation uses National Center for Education Statistics data (*Median annual earnings of full-time, full-year wage and salary workers ages 25-34, by educational attainment: 2011*), available [here](#).

## Factors limiting impact for the working poor

After one full year of operations, its 2013 Annual Report shows Academies of Pinellas gaining ground at a healthy pace toward the goal of enrolling 50% of high school students into Academies by 2017.

Yet, there are two factors that limit the Academies potential to reduce the size of the County's working poor population. Though some Pinellas high schools have already exceeded the goal for 50% of students to be enrolled in Academies by 2017, a large share of enrollment is in programs tailored to high-achieving students, rather than low-performing students who are on track to enter adulthood in poverty, or worse.

Plus, too few students are earning industry certifications. In four high schools that serve a large share of students from the County's largest high-poverty area (South St. Petersburg), only one is appears on track to reach the goal for 35% of students earning a certification (Lakewood High). The other three had only 2.3% of students earn a certification in 2012, versus 6.1% districtwide.

Terry Boehm, President of the Pinellas Education Foundation, which helped spearhead the district's adoption of *Academies of Pinellas*, points to the minimum G.P.A. required by some Academies as a hindrance to enrolling more low-performing students who would benefit most from earning a certification that leads to a good paying job. He also notes the lack of resources to enhance certification-granting trainings and partnerships, such as the Center for Construction Technologies program at St. Petersburg High.

Data in the 2013 Annual Report do not permit us to pinpoint the number of low-performing or at-risk students enrolled in Academies. But we do know that, when we exclude programs tailored to high-achieving students, such as the renowned International Baccalaureate program at St. Petersburg High, Academies are reaching a much smaller fraction of students.

An overall 44.4% of students are enrolled in Academies (higher than the districtwide 32.7%), but only 15.4% are enrolled in "Career Track" programs (i.e., Academies not tailored to serve high-achieving students).<sup>45</sup>

**Table 15: Enrollment & certification levels in Academies of Pinellas**

	Total School Enrollment	Academy Enrollment	% of Students Enrolled	"Career Track" Academy Enrollment	% of Students Enrolled	# of Certifications	% of Students
Boca Ciega	1490	961	64.5%	491	33.0%	116	7.6%
Gibbs	1399	717	51.3%	295	21.1%	4	0.3%
Lakewood	1321	585	44.3%	112	8.5%	241	18.5%
St. Petersburg	2274	618	27.2%	102	4.5%	-	0.0%
<b>Totals/Averages</b>	<b>6484</b>	<b>2881</b>	<b>44.4%</b>	<b>1000</b>	<b>15.4%</b>	<b>361</b>	<b>5.6%</b>

<sup>45</sup> Additional research is needed to determine the portion of students enrolled in Boca Ciega's Center for Wellness & Medical Professions program, Gibbs' Business Economics Technology Academy (BETA) program and Lakewood's Center for Advanced Technologies (CAT) program who are career-track versus college-bound.

## Actions toward this Opportunity

### Convene the right stakeholders

As with the other Opportunities outlined in this report, the first step is to convene stakeholders with a vested interest in using career academies as a strategy for acceleration a shrinkage of the County's working poor population. The following are action steps that can help realize the potential for career academies to have a life-changing influence for struggling students who may be at risk of dropping out or of graduating unprepared for college or career-track employment.

### Enhance admission requirements & target enrollment

For some Academies programs, especially those that emphasize or have the potential to emphasize certifications that pave the way for students to enter career-track jobs after high school, admissions requirements may need to be amended in order to enroll more low-performing students. This change should be accompanied by a modest investment in targeted marketing of Academies to struggling students.

### Invest more in Academies in targeted schools

The previous sections suggest the opportunity to target career academies that serve high-poverty populations, such as those serving South St. Petersburg students. The "Career Track" Academies within those schools may need more and better equipment, curricula, supplies and instructional services in order to serve more students and help them earn more career certifications. Stakeholders who are closest to the operation of academies would be the ideal group to construct a budget for the enhancements needed in targeted high schools, and to provide technical & financial assistance to help principals develop stronger academies on their campuses

### Replicate Project Success & other supports for struggling students

Hillsborough County, which launched a strategic plan for high school career academies in 2008, may hold lessons for Pinellas. Hillsborough is meeting the challenge to enroll more struggling students in part with Career Centers, which help graduate students who are most at risk of dropping out or who already have; and in part with privately-funded efforts such as *Project Success*<sup>46</sup> and the *Success Fund* by the Hillsborough Education Foundation, offering financial assistance to maximize the number of students who access and succeed in academies and centers.

The Hillsborough Education Foundation website notes of its *Project Success* participants "Most of the students in these schools will be the first high school graduates in their family. Low family expectations and low economic status are just some of the challenges these students face."

Pinellas could explore a similar support mechanism to increase the number of low-income students who enroll in Academies. ■

#### Project Success has three promises for students:

1. If you have financial needs to assure you graduate ... we've got you covered!
2. If upon graduation you want to enter directly into the career you were prepared for and need help with certification costs, state boards, etc. ... we've got you covered!
3. If upon graduation you want to continue at a local community college or at a Hillsborough Technical Education Center ... we've got you covered!

<sup>46</sup> Hillsborough Education Foundation, [www.educationfoundation.com/CareerTechEd/Home](http://www.educationfoundation.com/CareerTechEd/Home)

# Appendices

## Appendix I: Published Goals for Workforce Development in the Tampa Bay Region

This Study tabulated 112 activities, action steps and strategies for advancing the workforce system in Hillsborough and Pinellas counties. Below is a summary of their sources. Following that are tables and summaries of goals from 5 of the plans/initiatives reflected in the summary table.

	<b>INITIATIVES</b>	Actions/ Activities
<b>2011</b>	Regional Business Plan	11
<b>2012</b>	Academies of Pinellas 5-Year Master Plan*	2
<b>2012</b>	Tampa Bay IT Workforce Analysis	28
<b>2012</b>	The Grow Tampa Bay Tech initiative	8
<b>2012</b>	3-year plan for Florida Advanced Technological Education Center	7
<b>2012</b>	4-Year Florida TRADE initiative	10
<b>2013</b>	Hillsborough-Pinellas Manufacturing Gap Analysis	16
<b>2012</b>	RWBs Strategic Plans**	30
	<b>TOTAL:</b>	<b>112</b>

\*The Plan has 2 overarching goals

\*\*Both WorkNet Pinellas and Tampa Bay WorkForce Alliance published strategic plans; since their work plans are synonymous, we report 30, rather than 60 actions and strategies for the two

### Recommendations of the Tampa Bay Information Technology Workforce Analysis: Hillsborough and Pinellas Findings, October 2012

	Timeframe	Resources	Lead
<b>Real World Training for High Demand Jobs</b> - Employers reported a need to fill positions requiring specific technical skills. Students reported the desire to practice the technical skills they learn and to have access to the most current and BETA versions of new technologies. Small and mid-size employers reported the need for graduates to have more technical skills.			
1. Create Exploration Labs for students to practice new skills learned in the classroom, boot camps, and online courses. Similar labs exist within specific colleges and focus on technology taught in the classroom. These labs will cross the boundaries of the individual institutions and engage student, faculty, and businesses in classroom learning, business use cases, and community competitions. ExLab should include in- market and BETA versions of software and hardware and are intended to be a community wide partnership between educational institutions and business.	Short	Funding/ Coordination	Business Leader
2. Develop technical training programs - online and boot camp style - opportunities for current high-demand skills; Java, .NET, Agile development, cloud computing engineers, sales engineers, CRM and SharePoint. Prepare training in future areas of expansion including business analytics, big data, desktop support, computer and software engineers. Boot camp and online training should be supplemented with student focused seminars to reinforce the skills learned. Market to IT Professionals that are seeking re-skilling, updating skills, or seeking employment.	Short	Coordination	Colleges TBTF Online Private Educations

3. IT professionals will coordinate with educators to develop business use cases for high demand technical courses including boot camp style sessions, classroom coursework, and Exploration Labs.	Medium	Coordination	TBTF Business Education
4. Offer quarterly webinars by business experts on new technology to assist faculty to engage with vendors regarding the application of the technology in the workplace.	Medium	Coordination	TBTF
5. Expand recruitment of returning Veterans and provide supplemental technical training. Current efforts are underway in the Tampa Bay area. Increased coordination of career pathways and jobs available should be expanded. Businesses are interested in hiring qualified Veterans.	Medium	Coordination	Business Leader Workforce Boards
6. Participate in Department of Education-recognized apprenticeships programs for high- demand jobs.	Long	Funding/ Coordination	Education WorkNet Tampa Workforce Alliance
7. Expand the use of IT Competency Model, Framework for 21st Century2 skills and STEM3 to provide both soft and technical skills for high school and college students to increase readiness to work.	Long	Coordination	Education
<b>Streamline Internships for Tomorrow's Workforce</b> – New hires need to have more real world experiences with technologies, knowledge of enterprise systems, possess the right mix of academic and workplace competencies4, and be proficient in multiple areas. Students are requesting more internship opportunities to allow for multiple internships to build a portfolio for graduation. Small to mid-size business are willing offer internships but do not have the structure.			
8. Encourage use of a standards-based social marketing tool, such as LinkedIn, to advertise opportunities that would allow companies to post opportunities, faculty to recommend students, and students to find opportunities. Create a team of students, business owners, and educators to define the functionality and process of the online solution.	Short	Funding/ Coordination	TBTF
9. Expand internship opportunities at all postsecondary institutions. While internships are offered at local colleges and universities, when students begin to increase participation through marketing efforts, more opportunities will be needed.	Short	Coordination	TBTF Education
10. Provide training to businesses on best practices for setting up internships. Include discussion with students to provide feedback the “best” and “worst” internship experiences including feedback from students on internship process.	Short	Coordination	TBTF
11. Conduct internship fairs to connect students with employers. Motivate students to seek multiple internship opportunities throughout their college experience that will expand their knowledge, technical skills, and awareness of local businesses.	Short	Coordination	TBTF
12. Increase the capacity of career centers to provide students with career pathways5 and to be prepared to compete for internships earlier in their education.	Long	Coordination	Education
13. Businesses are requiring employees to have a broader range of leadership and technical skills. Motivate students seeking non-technical degrees to seek a double major/minor in the technology field.	Long	Coordination	Education
<b>Innovative Career Development, Recruitment, and Retention Practices</b> – to be competitive in the global market, business productivity requires the continuous acquisition of new skills that expand industry-wide technical competencies. New skills can be obtained through a variety of continuously available training modalities.			
14. Leverage existing or new channels to recruit IT Talent. Market the numerous communities of interest that will support the skills development of staff. Examples include: SQL, Oracle SharePoint, JAVA, .NET, and other programming and IT skill areas. Market the many job board options to employers; connecting the unemployed with the available opportunities; and, coordinate job placement activities in situations where companies downsize.	Medium	Coordination	EDO's Workforce Boards Business

15. Develop a Talent Satisfaction Index that will quantify job/life/career satisfaction and job retention. Begin to measure why talent remains loyal to the company.	Medium	Coordination	Private/Public Partnership
16. Explore practices to encourage and support talent development and career growth (mentoring, lifelong learning, IT leadership training, and apprenticeship programs).	Medium	Coordination	Business
17. Modify degree programs to accommodate students returning for a technical degree but have already completed non-technical degrees and have job experience.	Long	Coordination	Education
18. Explore the range of practices that will support healthy collaboration between businesses to foster an innovative community	Long	Coordination	TBTF
<b>Regional Marketing and External Recruiting-</b> Companies are seeking talent with 3-5 years experience and knowledge of enterprise level development logic requiring little supervision. Marketing the variety of IT career pathways will increase the local talent pool. The strengthening of relationships between education and business will increase the success of transition from school to the workforce. Innovation is a catalyst for an expanding the technology community along with engaging students, and attracting/recruiting an experienced talent.			
19. Establish relationships with student organizations such as TBTF Chapters at colleges and universities in Tampa Bay. Set up a virtual TBTF for Tampa Bay students that are attending colleges outside of the area. Engage them in webinars, internships and seasonal activities.	Short	Funding/Coordination	TBTF
20. Initiate recruiting trips around high demand skills by conducting marketing campaigns to target cities and by attending convergence events, universities, or virtual events to increase the in- migration of IT talent by marketing Tampa Bay nationally. Efforts will be coordinated with EDC groups to identity market information and resources. The campaign will use social media and technology networks.	Short	Coordination	EDO's
21. Provide training to HR, recruiters, and career placement professionals to increase knowledge of how to market the Tampa Bay area to prospective candidates. Provide talking points and other collateral resources.	Short	Funding/Coordination	EDO's
22. Conduct technology challenges/competitions for students and professionals to test their problem solving and technical skills such as Hack-a-Thons, code builds, etc., similar to the Capture the Flag sponsored by Mitre in cooperation with the CTEF.	Medium	Coordination	TBTF Student Chapters
23. Nurture and grow partnerships between K-12, universities, colleges, and community colleges and all size businesses to expose students to career options by conducting career exploration fairs connecting to programs such as TechPath6.	Medium	Coordination	Education
24. Managing a "Listening Post" that has continual feedback on the linkages between students, education, and business. Measure the progress on the implementation of the strategies.	Medium	Coordination	TBTF
25. Conduct a parent / business event that will bring parents and business and educational leaders together to discuss career options.	Medium	Coordination	TBTF Chapters
<b>Implementation and Coordination – The framework for creating the generating energy to sustain the change.</b>			
26. Establish a Business-Education Collaboration Team of area EDCs, business and education professionals to review implementation activities.	Short	Funding/Coordination	TBTF/ IT Workforce Taskforce
27. Establish a measurement structure.	Short	Coordination	TBTF
28. Implement recommendations.	Long	Coordination	TBTF/ IT Workforce Taskforce

## Recommendations of the Hillsborough-Pinellas Manufacturing Gap Analysis, June 2013

<b>Gap 1: A lack of interest in manufacturing is causing a shortage of skilled workers.</b>				
Implementation	Recommendation	Timeframe	Resources	Lead
<ul style="list-style-type: none"> <li>Organize tours of manufacturing plants to help inform young adults about the modern manufacturing environment.</li> <li>Use media outlets to communicate the opportunities for young adults in manufacturing, highlighting high current vacancy job categories.</li> </ul>	Organize a public relations campaign targeted at attracting young adults to manufacturing careers.			<u>Business Leaders/EDOs/ Workforce Boards</u>
<ul style="list-style-type: none"> <li>Promote manufacturing pathways to veteran's enrolled in colleges, registered with the workforce boards, and the Veterans Affairs.</li> <li>Collaborate with TAP program at MacDill to do outreach to veterans and determine which skills align with manufacturing.</li> </ul>	Expand recruitment of returning veterans. Increase information about career pathways and available jobs.			Education/Workforce Boards
<ul style="list-style-type: none"> <li>Organize panels of manufacturers to answer questions from parents about the manufacturing industry. Magnet programs and CAPE academies should be targeted for this outreach.</li> </ul>	Conduct parent/manufacturing event(s) that will explain manufacturing pathways to parents.			Business Leaders/Education
<ul style="list-style-type: none"> <li>Provide career centers easy to access information about manufacturing careers.</li> <li>Support career centers in gathering information about manufacturing careers and developing simple explanations of manufacturing pathways.</li> </ul>	Increase the capacity of career centers to provide students with information about manufacturing career pathways.			Education
<b>Gap 2: Workers lack knowledge of industry fundamentals.</b>				
Implementation	Recommendation	Timeframe	Resources	Lead
<ul style="list-style-type: none"> <li>Research current apprenticeship programs in the Tampa Bay area.</li> <li>Explore using the German apprenticeship model and other outside models.</li> <li>Educate legislators on the value of apprenticeship programs for manufacturing.</li> </ul>	Explore opportunities to increase apprenticeship programs.			Business Leaders/EDOs/ Education/Workforce Boards
<ul style="list-style-type: none"> <li>Determine for which positions internships are useful, best practices, which schools use them, and what challenges they face.</li> <li>Encourage business leaders to organize internships, and provide best practice examples.</li> </ul>	Explore opportunities to increase internship programs.			Education/Workforce Boards
<b>Gap 3: Disconnect between industry and education.</b>				
Implementation	Recommendation	Timeframe	Resources	Lead
<ul style="list-style-type: none"> <li>Coordinate internship fairs that give students an opportunity to work inside a manufacturing facility and gives manufacturers an opportunity to observe potential employees.</li> <li>This should be done in conjunction with training businesses on best practice internship programs.</li> </ul>	Conduct internship fairs to connect students with employers.			Business Leaders/Education/ Workforce Boards

<ul style="list-style-type: none"> <li>Coordinate linking of manufacturing companies and educational institutions. The relationship should be mutually beneficial, with manufacturers having access to qualified talent and educational institutions receiving continual feedback on which jobs will be highly demanded in the future.</li> </ul>	Facilitate coordination between manufacturers and educational institutions.			Business Leaders/Education/ EDOs/Workforce Boards
<ul style="list-style-type: none"> <li>Understand high schools' interest and capacity for becoming manufacturing career academies. Encourage manufacturers to adopt a career academy. Coordinate linking of manufacturers and career academies.</li> </ul>	Explore opportunities to increase the number of manufacturing career academies. Facilitate coordination between manufacturers and career academies.			Business Leaders/Education/ EDOs/Workforce Boards

### Goals, objectives and strategies within the WorkNet Pinellas FY2012-2016 Regional Workforce Board Strategic and Operating Plan, September 2012

Program Year 2012 – 2013 Workforce Solutions Strategic Plan			
Goal I: Increase employer involvement and awareness about services			
Objectives/Strategy	Timeframe	Resources	Lead
Employed Worker Training and Incumbent Worker Training Programs.			
Coordinate/Sponsor a minimum of six (6) business education seminars, semi-annual employer roundtables and yearly Business Education Summit in partnership with WorkNet Pinellas.			
Encourage participation with Business Associations within the community.			
Host quarterly job fairs <b>Strategy</b> <ul style="list-style-type: none"> <li>Release an RFP for Employed Worker Training Grants</li> <li>Participate with the Regional Economic development Partners to increase the awareness and use of Incumbent Worker Training Grants</li> <li>WorkNet Pinellas Business Seminar Schedule</li> <li>October 16, 2012 ~ The Sustainability Advantage</li> <li>November 13, 2012 ~ Communication Solutions that Build Strong Teams in a Diverse, Intergenerational Workplace</li> <li>December 4, 2012 ~ Promoting Your Business with Linked In</li> <li>January 15, 2013 ~ Building Corporate Partnerships</li> <li>February 5, 2013 ~ Project Management Fundamentals for the Entrepreneur</li> <li>March 5, 2013 ~ Incentives Available to Grow Your Business</li> <li>TBWA Business Seminar Schedule</li> <li>October 17, 2012 ~ Expanding Technology in the Work Place</li> <li>November 7, 2012 ~ Solutions for Business</li> <li>December 5, 2012 ~ EEOC Laws</li> <li>January 16, 2013 ~ Veterans: Returning to the Workplace</li> <li>February 6, 2013 ~ E-learning-Enabling the Workforce</li> <li>March 6, 2013 ~ Incentives Available to Grow Your Business</li> <li>Increase the marketing presence of programmatic services including television, print, and digital media.</li> <li>Market OJT to employers and job seekers to increase participation in OJT for program year 2012/2013</li> <li>Issue RFQ for Business Associations for calendar year 2013</li> </ul>			
Goal II: Target placement into jobs paying \$26.00 per hour and above			
Increase over the previous year the amount of job orders paying \$26.00 per hour.			

<p>Market career ladder and career lattice training opportunities to employers to enhance employee skills that will increase earnings above \$26.00 per hour <b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Develop strategic marketing initiatives to increase the number of jobs listed in EFM that pay over \$26.00 per hour</li> <li>• Develop strategic partnerships with local economic development organizations to establish new employer relationships</li> <li>• Actively participate as a team member with local economic development organizations meeting with prospect companies</li> <li>• Support the Professional Placement Network (PPN) and Transitioning Executive Network (TEN) events</li> </ul>			
<b>Goal III: Increase the number of skilled workers in targeted, value added industries</b>			
<p>Identify training opportunities in the following industry sectors:</p> <ul style="list-style-type: none"> <li>• Applied Medicine and Human Performance</li> <li>• Business, Financial, and Data Services</li> <li>• High Tech Electronics and Instruments</li> <li>• Marine and Environmental Activities</li> </ul>			
<p>Evaluate the effectiveness of the approved training providers</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Align Employed Worker Training Programs and OJT's with key industry sectors</li> <li>• Develop a quarterly training vendor report with key performance metrics</li> <li>• Support the development of the pre-apprenticeship program for Information technology</li> <li>• Implement H1B Grant programs</li> <li>• Identify funding opportunities that align with targeted industry training</li> <li>• Support the weatherization program</li> <li>• Support job club activities at all One-Stop centers</li> </ul>			
<b>Program Year 2012 - 2013 One-Stop Strategic Plan</b>			
<b>Goal I: Provide access to an effective One-Stop system that will result in a globally competitive workforce for employers and job seekers.</b>			
<p>Align One-Stop services with changing needs of the job seekers.</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Align local strategic plan with regional business partners to maximize outcomes</li> <li>• Establish local policies that align with other Regional Workforce Boards to minimize confusion for employers and job seekers</li> <li>• Identify ways to streamline services allowing for a more effective service delivery model including: <ul style="list-style-type: none"> <li>a. Resource Room Expansion</li> <li>b. Computer Lab Expansion</li> <li>c. Program Service Area Consolidation</li> <li>d. Employer Services Suite Improvements</li> </ul> </li> <li>• Expand workshop availability and content</li> </ul>			
<p>Enhance the current website to provide for a more flexible and robust service delivery model.</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Development of future pages that align with evolving service delivery needs</li> </ul>			
<p>Review current technology needs within the workforce centers.</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Assess need to update center computers, communication, and other center technology</li> <li>• Review EDMS and hard file record retention status</li> <li>• Quarterly review of all online program orientations and processes</li> </ul>			
<p>Provide access to online job search and labor market information system.</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Ensure connectivity to State of Florida Computer System (Employ Florida or EFM)</li> <li>• Establish links to value added sites that further assist with job search and labor market information</li> </ul>			

Marketing and Branding <b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Support the Federal and State unified branding initiatives</li> <li>• Hot Jobs postings and job listings for hard to fill or higher wage positions</li> <li>• Job listings on selected on-line job sites on a weekly basis</li> <li>• Employ One Initiative</li> <li>• Increase Business Associations Program participation</li> <li>• Complete Return on Investment (ROI)</li> </ul>			
Provide on-line employability skills training to the universal customer. <b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Update current PowerPoint presentations and center video presentations</li> <li>• Develop on-line employability classes such as appropriate interview attire interviewing techniques and resume writing</li> <li>• Provide industry specific examples of resumes and pre/post communication to employers</li> </ul>			
Establish on-line Customer and Candidate Feedback Surveys for each line of business in the One-Stop. <b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Review all survey questions and responses as related to goals quarterly</li> <li>• Review and possible update of current survey questions</li> </ul>			
Provide access to specialized services. Services Include:			
<ul style="list-style-type: none"> <li>• Veterans</li> <li>• Trade Adjustment Assistance (TAA)</li> <li>• Rapid ERISA Action Team (REACT)</li> <li>• Disability Navigator</li> <li>• Re-employment and Eligibility Assessment (REA)</li> <li>• Emergency Unemployment Compensation (EUC)/ Re-employment Services</li> <li>• Long-term unemployed</li> <li>• Strategies on Achieving Re-employment (SOAR)</li> <li>• Job Access and Reverse Commute (JARC)</li> </ul>			
Continue to enhance linkages for youth for targeted industry and career exploration information. <b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Develop the Youth content of the TBWA website to include: <ul style="list-style-type: none"> <li>a) Pre-apprenticeship and apprenticeship programs</li> <li>b) Develop and/or link to on-line assessment tools and youth focused websites that assist in career exploration and job search</li> </ul> </li> <li>• Develop collaborative partnership with new Job Corps facility to enhance youth service delivery model</li> <li>• Support STEM</li> <li>• Support Youth Focused Virtual Job Fair</li> </ul>			
<b>Goal II: Increase availability of operating funds through grant applications.</b>			
Obtain new grant funding for a total of 1,200,000.			
Generate a minimum of \$20,000 in fee based revenue. <b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Seek out grants that align with the existing services provided</li> </ul>			
<b>Goal III: Comply with all Federal and State regulations as defined in the Code of Federal Regulations (20 CFR 662.220 and 662.230).</b>			
Implement applicable Federal and State policy and directives within 5 business days of issuance. <b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Incorporate distribution of new guidance via the Intranet</li> <li>• Assess the viability of using an LMS system to disseminate information</li> </ul>			
<b>Goal IV: Maintain and increase collaboration/cooperation between agencies serving participants through the development of Memorandums of Understanding (MOUs).</b>			
Review and modify all MOUs on an annual basis.			

<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Establish a new internal tracking process for all agency agreements</li> </ul>			
<b>Goal V: Regional performance ranking maintained above the state average for all performance metrics.</b>			
<p>Monthly Management Report and Balanced Score Card</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Establish an SQL based on real time performance scorecard tied to daily performance measures</li> </ul>			
<p>Daily Placement Report</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Maximize first service program to all new Reemployment System Claimants</li> <li>Manage the soft exit list to ensure timely identification of all placements and obtained employments</li> <li>Utilize the Interactive Voice Response (IVR) system to initiate and maintain contact with job seekers.</li> <li>Increase employer outreach to maximize referral and placement outcomes</li> </ul>			
<p>Veterans Employment Outcomes</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Maximize staff focus on priority of service</li> <li>Leverage partnerships with local military bases</li> </ul>			
<b>Program year 2012-2013 Youth Council Strategic Plan</b>			
<b>Goal I: Increase the number of youth who obtain and retain job that provides a living wage.</b>			
<p>Provide opportunities for older youth (19-21 years of age) to receive training in targeted occupations and employability skills leading to placement in employment at a livable wage of \$9.50 per hour or higher.</p>			
<p>Provide opportunities for younger youth (14-18 years of age) to receive training in remedial education (as needed), targeted occupations, and employability skills leading to placement in employment at a starting wage of \$8.50 per hour or higher, or entry into the military, pre- apprenticeship programs, or post-secondary education.</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Establish partnerships with education, community based organizations, and governmental agencies to recruit youth who are eligible for Workforce Investment Act services with an emphasis on youth aging out of foster care and youth enrolled in ABE/GED programs within the School District.</li> <li>Enroll youth into job training programs that lead to careers in targeted occupations and provide youth a path to economic self-sufficiency in the following industries: <ol style="list-style-type: none"> <li>Applied Medicine and Human Performance</li> <li>Business Financial and Data Services</li> <li>High Tech Electronics and Instruments</li> <li>Marine and Environmental Activities</li> </ol> </li> <li>Support Career and Technical Education events</li> <li>Support pre-apprenticeship and apprenticeship programs <ol style="list-style-type: none"> <li>Continue the development of a pre-apprenticeship program for Information Technologies</li> </ol> </li> </ul>			
<b>Goal II: Increase the number of high school graduates or completers.</b>			
<p>Develop partnerships with community agencies to target services to under performing schools.</p>			
<p>Partner with the school systems and foundations to assist in the development of programs to enhance curriculum relevancy or core subject areas such as math and reading.</p> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Assist in recruitment of volunteers for Junior Achievements (JA) high school programs.</li> <li>Support Finance Park and JA Biz Town</li> <li>Support STEM TEC Programs</li> <li>Increase enrollments of youth again out of foster care</li> <li>Increase enrollments of youth in adult basic education courses</li> <li>Support Job Corps enrollments for eligible students</li> </ul>			

• Host a STEM Leadership Forum to coordinate STEM Activities for STEMTEC 2013			
<b>Goal III: Partner with business and the school systems to promote career opportunities for youth.</b>			
Collaborate with business and workforce education to develop industry driven training programs and work experience opportunities aligned with the states and regional targeted industry sector needs. <b>Strategy</b> • Partner with Employers, Community Based Organizations and Education partners to develop internship and work experience opportunities.			
Leverage business partnerships to innovatively augment career opportunities. <b>Strategy</b> • Establish youth focused job shadowing events with STEM industry employers • Increase funding for summer youth employment programs through grant applications. • Establish a summer Entrepreneurship Program with a focus for DJJ Youth			

## Recommended Activities of the three Workforce Initiatives of the Regional Business Plan for Economic Development in the Tampa Bay Region – 21 is below

### Summary of Workforce Initiatives

Building a resilient, diversified regional economy will increase job opportunities, but only if the region’s companies can draw on a strong and talented workforce as a foundation. To develop a workforce with competitive and relevant skills, the Tampa Bay region must facilitate communications among three key groups of stakeholders: target sector employers, jobseekers interested in key career pathways, and the workforce education system, particularly postsecondary institutions with the capacity to provide training relevant to the target sectors.

#### **INITIATIVE #14: EXPAND PARTNERSHIPS AND IMPROVE COMMUNICATION BETWEEN THE FOUR TARGET SECTORS AND THE WORKFORCE DEVELOPMENT SYSTEM**

To create a competitive regional workforce for the four target sectors, employers must regularly assess their workforce needs and communicate those needs to other actors in the workforce development system. The lack of a two-way line of communication has been a challenge cited by numerous Tampa Bay stakeholders. This initiative supports activities that will build more formalized mechanisms for communication and collaboration across the region’s business and academic communities, in order to pinpoint and address the region’s cross-cutting workforce needs as the target sectors emerge as drivers of future economic growth.

<b>Activities</b>
1) Convene region-wide Target Sector Skill Panels to identify and prioritize future occupations/skills and assess the need for program development and refinement. Communicate with educational institutions to implement changes.
2) Inventory the current availability of practical/“on- the-job” career training and awareness-building programs related to the target sectors. Identify gaps and priorities; build partnerships to develop new programs.

#### **INITIATIVE #15: INCREASE COORDINATION, COLLABORATION, AND INFORMATION SHARING AMONG THE REGION’S POSTSECONDARY INSTITUTIONS**

An established mechanism for coordination across regional workforce development institutions is key to ensuring that students and workers can move seamlessly through the system, reducing duplication of programs or competition across institutions, and encouraging strategic development of new programs. For the most part, the region’s postsecondary institutions tend to be fragmented and are not strategically communicating with one another or with the economic development system. This initiative aims to establish mechanisms for improved cooperation and strategic coordination, as well as to utilize the knowledge generated through this process to improve the marketing and communication of the Tampa Bay region’s education and workforce assets.

<b>Activities</b>
1) Establish a “Regional Education Coordinating Council” as a mechanism for coordination and dialogue across the region’s postsecondary institutions (at all levels).

2) Create a region-wide online networking forum or portal as a platform for ongoing, informal dialogue within the workforce system.
3) Compile comprehensive information about regional training/education/degree programs related to the target sectors. Link with GIS mapping activities.
4) Identify key marketing messages (and related data) about regional workforce/education assets related to the target sectors. Link/coordinate with external promotional efforts.

**INITIATIVE #16: INCREASE AWARENESS ABOUT CAREER “LADDERS” AND OPPORTUNITIES IN THE TARGET SECTORS**

As existing industries change and new industries emerge, it is important for the workforce development system to keep abreast of new pathways of opportunity available to workers, including the various promotional steps required for advancement, which come with higher levels of pay, skills, responsibilities, and ultimately, higher standards of living (known as “career ladders”). This initiative aims to increase the availability of “career ladder” programs within the region’s workforce development system, as well as the awareness of prospective students of the training programs and jobs available in the foundational and pivotal occupations within the target sectors.

<b>Activities</b>
1) Establish a process to identify and develop appropriate career ladder strategies to meet target sector workforce needs.
2) Build a region-wide career ladder and job opportunity database and online portal for jobseekers and employers.
3) Improve communication and linkages between career offices/advisors at regional educational institutions and the target sector businesses
4) Partner with target sector companies to implement and promote employee career laddering programs.
5) Collect data and then develop programs/activities to increase the share of postsecondary graduates who stay and work in the Tampa Bay region.

**Florida TRADE<sup>47</sup>**

The table below is not all-encompassing of the performance targets of Florida TRADE; and it does not outline the actions being taken to fulfill this goal. This extract of the Annual Performance Report template by the U.S. Department of Labor Employment Training Administration reflects a partial list of outcomes tracked for this initiative.

Performance Items	Year 1 (A) <i>(Report if available)</i>	Year 2 (B)	Year 3 (C)	Year 4 (D)
<b>B. CUMULATIVE PARTICIPANT OUTCOMES (ALL GRANT PARTICIPANTS)</b>				
1. Unique participants served/enrollees				
2. Total number of participants who have completed a grant-funded programs of study				
2a. Total number of grant-funded program of study completers who are incumbent workers				
3. Total number still retained in their programs of study (or other grant-funded programs)				
4. Total number retained in other education program(s)				
5. Total number of credit hours completed (aggregate across all enrollees)				
5a. Total number of students completing credit hours				

<sup>47</sup> Modified version of template titled U.S. Department of Labor, Employment Training Administration, FORM ETA-9160, ROUNDS 2, 3 AND 4 ANNUAL PERFORMANCE REPORT TAA COMMUNITY COLLEGE and CAREER TRAINING GRANTS

6. Total number of earned credentials (aggregate across all enrollees)				
6a. Total number of students earning certificates-less than one year (aggregate across all enrollees)				
6b. Total number of students earning certificates- more than one year (aggregate across all enrollees)				
6c. Total number of students earning degrees (aggregate across all enrollees)				
7. Total number pursuing further education after program of study completion				
8. Total number employed after program of study completion				
9. Total number retained in employment after program of study completion				
10. Total number of those employed at enrollment who receive a wage increase post-enrollment				
<b>C. CUMULATIVE PARTICIPANT SUMMARY INFORMATION (ALL GRANT PARTICIPANTS)</b>				
1a. Male				
1b. Female				
2a. Hispanic/Latino				
2b. American Indian or Alaskan Native				
2c. Asian				
2d. Black or African American				
2e. Native Hawaiian or Other Pacific Islander				
2f. White				
2g. More than one race				
3a. Full-time status				
3b. Part-time status				
4. Incumbent Workers				
5. Eligible Veterans				
6. Participant age (median)				
7. Persons with a Disability				
8. Pell-Grant Eligible				
9. TAA Eligible				
10. Other demographic measure (Optional- Entered by Applicant)				

## Appendix II: Leaders of Workforce Development Agencies & Initiatives in Hillsborough and Pinellas Counties

The following individuals and organizations have invested their time and resources into the development of the workforce development initiatives underway in Pinellas and Hillsborough counties. This Study will be disseminated to as many of these individuals as possible. They are also referenced in the Study as potential sources of a support for a funders collaborative to help complete workforce system innovations that have not attracted the level of resources needed for their full implementation.

### Funders & Collaborators for the Tampa Bay Information Technology Workforce Analysis

Rick Homans, President/CEO, Tampa Hillsborough Economic Development  
Mike Meidel, CECD/Director, Pinellas County Government Economic Development  
Ed Peachey, President/CEO, Tampa Bay Workforce Alliance  
Heather Kenyon, CEO, Tampa Bay Technology Forum  
Stuart Rogel, President/CEO, Tampa Bay Partnership  
Randy Berridge, President, Florida High Tech Corridor Council  
Patricia Gehant, MA, CCIO  
Clay Gambetti, MBA

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Tampa Hillsborough Economic Development Corporation  
Tribridge  
Vology

### Funders & Collaborators for the Hillsborough-Pinellas Manufacturing Gap Analysis

Tampa Hillsborough Economic Development Corporation  
Pinellas County Economic Development  
Tampa Bay WorkForce Alliance  
WorkNet Pinellas  
TampaBay Partnership  
Florida High Tech Corridor

### Academies of Pinellas School Tour Team Members (whose feedback was reflected in the 1<sup>st</sup> Annual Report)

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Lourdes Benedict, Department of Children & Families  
Tom Besaw, Ford NGL  
Terry Boehm, Pinellas Education Foundation  
Loretta Calvin, Tech Data  
Josh Bomstein, Creative Contractors  
Carol Cook, School Board  
Bill Corbett, Pinellas County Schools  
Sondra Cranford, Central Florida Institute  
Bob Esposito, Senator Jeff Brandes' office  
Teresa Ferent, National Aviation Academy  
Matt Fischer  
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Linda Lerner, School Board Member, Pinellas County Schools  
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Michael Lewis, Progress Energy Florida  
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Noel McCormick, McCormick Stevenson  
Mary McCoy, Prism Plus Consulting  
Bob McIntyre, DITEK  
Alex McKenna, The McKenna group International  
Brad Meinck, Spine Pain Orthopedics  
John Morroe, USFSP Entrepreneurship Alliance  
Tara Murphy, Achieve Credit Union  
Jim Myers, The Crown Automotive Group  
Jennie Orama, St. Petersburg College  
Peggy O'Shea, School Board

Dave Outlaw, NTMA FL West Coast Chapter  
Ken Peluso, Peluso Chiropractic  
Joe Primiani, creative Contractors  
Jenine Rabin, All Children's Hospital  
John Schnepf, Crown Automotive Group  
Daniel James Scott, USFSP Entrepreneurship Alliance  
Amanda Taylor, Trenam Kemker  
Monte Trammer  
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### **Economic Development Agency Leaders**

#### **Tampa Bay Partnership**

Stuart Rogel, President/CEO  
Chuck Sykes, Chair  
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#### **Hillsborough County**

Bob Buckhorn, Mayor, City of Tampa  
Ronald Barton, Director, Economic Development  
Stephen Gran, Manager, Agriculture Industry Development  
Jaksa Petrovic, Manager, Corporate Business Development  
Marilyn Hett, Manager, Tourism Development  
Bob McDonough, Administrator, City of Tampa Economic Development  
Edward Johnson, Manager, East Tampa CRA  
Robert Rhorlack, President/CEO, Greater Tampa Chamber of Commerce

JoLynn Lokey, Vice President of Administration, Tampa Bay & Company  
Jennifer Taylor, Vice President, Tampa Bay Partnership  
Christine Burdick, President, Tampa Downtown Partnership  
World Trade Center Tampa Bay  
Ybor Chamber of Commerce  
Vince Pardo, Manager, Ybor City Development Corporation  
Ramond Chiaramonte, Executive Director, The Planning Commission  
Ronald Rotella, Executive Director, Westshore Alliance  
Randy Berridge, President, Florida High Tech Corridor Council  
Rick Homans, President/CEO, Tampa Hillsborough Economic Development  
Tim Polk, Director, City of Bradenton  
Dave Gustafson, Executive Director, City of Bradenton  
Bradenton Area Economic Development  
Manatee Chamber of Commerce  
Yolanda Levell-Williams, Executive Director, HCC Institute for Corporate & Continuing Education  
Maginda Montero, Economic Development Coordinator, HCC Institute for Corporate & Continuing Education

#### **Pinellas County**

Mike Meidel, CECD/Director, Pinellas County Government  
Economic Development  
Cindy Margiotta, Administrator, Pinellas County Government  
Rick Kriseman, Mayor, City of St. Pete  
Rick Mussett, Senior Administrator, City of St. Pete  
David Goodwin, Director, City of St. Pete  
Sophia Sorolis, Manager, City of St. Pete  
Rick Smith, CECD, City of St. Pete  
George Cretekos, Mayor, Clearwater  
Juan Fret, Chapter Chair, services Corps of Retired Executives  
Tonya Elmore, President, Tampa Bay Innovative  
Teresa Brydon, Manager, City of Largo Economic  
Development  
Karisa Rojas-Norton, Manager, City of Largo Redevelopment  
Initiatives  
Paula Cohen, Director, City of Treasure Island  
Shannon Coughlin, City of Pinellas Park Economic  
Development

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