

FloridaCommerce & CareerSource Florida

Streamlined Instructions for WIOA Two-Year Modification: Workforce Services Plan Guidelines

January 1, 2027 – December 31, 2028

CareerSource Board / Planning Region	Submission Option	Date Submitted
CareerSource Pasco Hernando/ Tampa Bay Regional Planning Region	☐ Standard Local Plan + Regional Addendum ☒ Preferred Combined Regional Plan	1/19/2027
Brenda Gause, COO	352-593-2226	bgause@careersourcepascohernando.com

Revision Intent

This streamlined version reduces duplicative narrative prompts and shifts the submission toward standardized tables, dashboards, evidence attachments, certifications, and change-only narrative responses. The revisions preserve the strategic objectives for Five Pillars alignment, performance data, apprenticeship growth, employer engagement, regional coordination, and statewide accountability.

Contents

- 1. Introduction and Planning Approach
- 2. Submission Options and Key Dates
- 3. Public Comment, Submission, and Attachments
- 4. Required Evidence and Certification Checklist
- 5. Regional Plan Requirements — Streamlined Framework
- 6. Local Plan Addendum Requirements — Streamlined Framework
- 7. Strategic Alignment Framework
- 8. Performance Dashboard and Improvement Plan
- 9. Apprenticeship and Employer Engagement Scorecards
- 10. Plan Review and Approval

1. Introduction and Planning Approach

These instructions provide direction for local and regional workforce plans, also referred to as workforce services plans, submitted under the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, section 445.003, Florida Statutes, and Chapter 73B-7, Florida Administrative Code. Plans must align with the State WIOA Combined Plan, applicable federal regulations, state law, Florida Administrative Code, and CareerSource Florida workforce policies.

The planning process should focus on strategic direction, measurable outcomes, performance improvement, regional coordination, employer engagement, apprenticeship expansion, and transparent use of workforce resources. To reduce administrative burden, LWDBs should avoid duplicative narrative and may reference attachments, existing public resources, current policies, dashboards, or certifications where those materials answer the required prompt.

Burden Reduction Standard

Unless a full description is specifically required, LWDBs should provide a brief summary of major changes since the prior plan and cite or attach existing documentation. Narrative responses should be concise and focused on decisions, results, risks, and actions.

2. Submission Options and Key Dates

Option	Description	Due Date	Board Review
Option 1: Standard Submission	Local Plan with Regional Plan as addendum. Use when the region is not submitting a combined regional plan.	October 6, 2026	December 2026 Board of Directors Meeting
Option 2: Preferred Combined Regional Plan	One integrated Regional Plan that incorporates all required regional elements and includes local plan addenda for board-specific information.	January 19, 2027	February 2027 Executive Committee Meeting

Preferred Approach

FloridaCommerce and CareerSource Florida strongly encourage regions to pursue a single integrated regional plan wherever feasible. This option supports regional coordination, reduces duplication, and improves consistency across planning regions.

Key Dates

Milestone	Date / Timeframe
Overview of Local Plan Guidelines Issues	July 23, 2026
Office Hours: Regional and Local Plans	July 28, 2026 and August 5, 2026

Milestone	Date / Timeframe
Complete Local Performance Negotiations	August 10, 2026
Standard Local Plans Due	October 6, 2026 by 5:00 p.m. EDT
Preferred Combined Regional Plans Due	January 19, 2027 by 5:00 p.m. EDT
Regional and Local Plans Approved by State Board	March 24, 2027
Effective Date	TBD

3. Public Comment, Submission, and Attachments

Public Comment Process

Before submitting a local or regional plan, each LWDB must provide an opportunity for public comment consistent with WIOA §108(d), 20 CFR 679.550(b), and applicable state requirements. The plan must be made available electronically and through open meetings, and public comments expressing disagreement must be submitted to FloridaCommerce.

Submission Requirements

- Submit plans and attachments through the state's established WIOA plan submission method. Hard copies are not required.
- Submit plans and attachments in searchable PDF format and in a format compliant with Section 508 of the Rehabilitation Act.
- Do not alter required questions. Use tables, dashboards, evidence links, and attachments when they fully respond to a requirement.
- Identify the planning region, each LWDB included, submission option, contact information, approval date, and plan footer information.

Attachment Streamlining Rule

Use Attachments Instead of Repeating Narrative

If the required information is contained in an attachment, public website, current policy, MOU, roster, organizational chart, or approved local operating procedure, the plan may summarize the material in one to three sentences and provide the attachment name, link, page number, or section reference.

4. Required Evidence and Certification Checklist

Attach or link the documents below. Narrative is only required to identify changes, gaps, pending updates, or documents expiring within six months of submission.

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed Interlocal Agreement	Yes, if applicable	☒ Executed Interlocal agreement CSPH and FDC Agreement	☐ Yes ☒ No	No current expiration date - Effective 12/07/2023
Executed CLEO–LWDB Agreement	Yes	☒ CLEO LWDB Agreement	☐ Yes ☒ No	No current expiration date
Fiscal Agent Designation	If other than CLEO	☒ Fiscal Agent Designation	☐ Yes ☐ No	Page 3 of 8; Section H
Current Bylaws	Yes	☒ Bylaws	☐ Yes ☐ No	Effective 12/07/2023
Board Roster, Minutes, and Vote	Yes	☒ CSPH Board Roster Agendas Minutes and Vote	☒ Yes ☐ No	Changes to Board since previous Plan New Chair/Vice Chair Joelle Neri – Chair Paul Micklow – Vice Chair Left the board: Lex Smith - Accounting/Finance Stefanie Pontlitz - Social Services left when retired from lighthouse for the blind Jesse Pisors - Higher Education Mark Barry - Social Services Keven Barber - Union John Howell - Social Services Newly appointed: Stefanie Pontlitz - Accounting/Finance Brought back under Business Prashanth Pilly, Ph.D. - Higher Education Jesse Pisors - Higher Education Aaron Deberry - Education Non-Board Member Cami Leech Florio - Small Business

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
				Robert Fuerst - Union
Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator	Yes	☒ Organizational Chart with Roles	☒ Yes ☐ No	
One-Stop Partner MOUs and Infrastructure Funding Agreement	Yes	☒ Partner MOU's Scroll down to Memorandums of Understanding tab	☐ Yes ☐ No	
Firewalls / Conflict Mitigation Documentation	If applicable	☒	☐ Yes ☐ No	Attachment: 2025-2026 ICQ and Assessment (09 30 2025).pdf, pp. 7-12 and 15-17
Planning Region Agreements	For regional plan	☒ Regional Agreement	☒ Yes ☐ No	
Public Comment Documentation	Yes	☒	☐ Yes ☐ No	Posted October 8 – October 22, 2026
Staff Training and Credentialing Evidence	Yes	☒	☐ Yes ☐ No	Staff Training and Credentialing Policy
Plan Review Checklist	Recommended	☒	☒ Yes ☐ No	Pending

5. Regional Plan Requirements — Streamlined Framework

The regional plan should be organized around four integrated sections. Each section may use tables, dashboards, evidence links, existing data sources, and concise summaries. Avoid repeating the same strategy across multiple sections.

Regional Section	Covers	Required Evidence / Response Format
A. Regional Economy and Labor Market	Shared labor market, common economic development area, commuting patterns, population centers, targeted industries, in-demand sectors and occupations, regional assets, and education/training resources.	Regional labor market table; industry/occupation dashboard; list of data sources; one-page summary of major changes.
B. Regional Service Delivery and Customer Experience	Regional service strategies, consistent eligibility/enrollment processes, supportive services coordination, universal services, accessibility, and business/job seeker customer experience.	Service delivery matrix; regional customer experience baseline; shared agreements; service gaps and actions.
C. Regional Operations and System Efficiencies	Administrative cost arrangements, shared services, technology/data-sharing practices, procurement coordination, regional agreements, and reduced duplication.	System efficiencies table; administrative cost-sharing summary; regional agreements; shared tools list.

Regional Section	Covers	Required Evidence / Response Format
D. Regional Performance, Employer Engagement, and Apprenticeship	Performance negotiation support, letter grade improvement strategies, sector partnerships, coordinated business services, employer retention/market penetration, apprenticeship and preapprenticeship expansion, MCL alignment, and talent pipeline actions.	Regional scorecards for performance, employer engagement, apprenticeship, credentials, and sector partnerships.

Regional Section A. Regional Economy and Labor Market

Shared Labor Market

The planning region has a population of 5,241,843 (Census 2025 estimate), a civilian labor force of 2,434,972, and total employment of 2,226,451. Participation is 58.9% overall and 83.4% among prime-age residents aged 25–54; average annual wages are \$68,114 and median household income is \$74,812 (Table A-1 of the Regional Planning Data Book).

The four boards function as a single labor market rather than four adjacent ones. Of 2,192,161 employed residents, 1,734,289 — 79.1% — work within the region, and roughly 200,185 cross a metropolitan boundary inside it each day (Tables A-6a, A-6b of the Regional Planning Data Book).

The region is not uniform, and the differences shape where regional strategies will have the most effect.

Indicator	Pasco Hernando	Polk	Suncoast	Tampa Bay	Region
Total employment (JobsEQ 2026Q1)	226,831	293,167	372,725	1,333,727	2,226,451
Average annual wage, all industries	\$55,092	\$56,030	\$65,439	\$73,733	\$68,114
5-year employment growth, annual	4.2%	2.8%	3.3%	2.4%	2.8%
Labor force participation rate	56.1%	57.9%	51.7%	62.8%	58.9%
Median household income	\$69,344	\$65,978	\$81,163	\$76,620	\$74,812
Poverty rate	11.3%	14.5%	9.2%	12.3%	11.9%
Bachelor's degree, age 25-64	19.5%	16.4%	24.1%	25.3%	22.8%

Two patterns bear on regional strategy. Employment growth and wages run in opposite directions — Pasco Hernando grew fastest at 4.2% annually but pays the lowest average wage at \$55,092, while Tampa Bay grew slowest at 2.4% and pays the highest at \$73,733 — so the region is adding jobs more quickly where they pay least. And participation varies by more than 11 percentage

points, from 51.7% in Suncoast to 62.8% in Tampa Bay; Suncoast's figure reflects its role as a retirement destination and is a labor supply constraint distinct from the skills gaps below.

Common Economic Development Area

The region spans three regional planning councils rather than one, and Polk maintains substantial employment ties eastward to Orlando. It nonetheless constitutes a common economic development area on three independent measures. First, worker flows: 79.1% of employed residents work inside the region, and every board draws materially on the others' labor supply. Second, the boards' own demand analyses converge — of 243 occupations on any of the four PY 2026–2027 Regional Demand Occupations Lists, 232 appear on all four, roughly 95% (Table A-4b of the Regional Planning Data Book). Third, economic development leadership already crosses board lines: the Tampa Bay Regional Planning Area (Tampa Bay RPA) covers five of the seven counties, spanning three boards, with Polk served by the Central Florida council and Sarasota by the Southwest Florida council, alongside the Plant City and Bradenton Area Economic Development Corporations, the Economic Development Corporation of Sarasota County, the Central Florida Development Council and the Winter Haven Economic Development Council.

Commuting Patterns

Commuting is drawn from the U.S. Census Bureau's OnTheMap application (LEHD Origin–Destination Employment Statistics, 2023, LODES vintage 8.4, All Jobs). Retention within the region ranges from 63.5% of Polk residents to 82.7% of those in the Tampa Bay and Pasco Hernando areas, against 79.1% regionally (Table A-6a of the Regional Planning Data Book).

Because the Tampa MSA contains both the Tampa Bay and Pasco Hernando boards, MSA-level reporting conceals the region's largest cross-board flow. County-level analysis recovers it: of 259,312 employed Pasco County residents, 119,113 work in Hillsborough or Pinellas against 77,237 within their own board's two counties, plus 18,545 Hernando residents employed in the Tampa Bay area. Pasco Hernando retains roughly one third of its own employed residents (Table A-6b of the Regional Planning Data Book). OnTheMap reports are capped at ten destinations, so smaller flows are undercounted.

Population Centers

Population is concentrated in the Tampa Bay board area, which holds 50% of the region's 4,984,724 residents, but growth has been fastest elsewhere. Between 2011 and 2024 the region added 916,534 residents, growth of 22.5%: the three smaller board areas each grew between 27.1% and 32.1%, while Tampa Bay grew 16.4% from a far larger base. The civilian labor force grew faster than population in every board area except Tampa Bay, adding 464,058 workers regionally (Table A-8).

Regionally, 22.8% of residents aged 25–64 hold a bachelor's degree and 12.2% a postgraduate degree, 8.9% have not completed high school, and 11.9% live below the poverty line — varying widely by board area, from Polk at 16.4% attainment and 14.5% poverty against 25.3% and 9.2% in Tampa Bay (Table A-1b of the Regional Planning Data Book).

Targeted Industries

Regional employment totals 2,226,451 across all industries at an average annual wage of \$68,114. Shared Regional sectors by employment are Health Care and Social Assistance (338,919), Manufacturing (112,559), and Transportation and Warehousing (107,673).

Analysis of the region's industry composition (JobsEQ 2026Q1) identifies Health Care and Social Assistance, Manufacturing, and Transportation and Warehousing as priority sectors for regional workforce planning. Health Care and Social Assistance is the region's largest employer by a wide margin, with 338,919 jobs growing in line with the statewide rate (3.7% annually) and generating the highest projected five-year labor demand of any industry in the region (198,895 openings), underscoring the scale of investment needed to meet ongoing workforce needs. Manufacturing, though comparatively smaller (112,559 jobs) and currently under-concentrated relative to national benchmarks (location quotient of 0.66), offers among the highest average wages in the region (\$78,089, well above the \$68,114 all-industry average), positioning it as a strategic target for job-quality-focused growth initiatives. Transportation and Warehousing (107,673 jobs) is distinguished by its momentum, posting 4.5% annual growth nearly matching the state average (4.6%), the strongest forecast annual growth of the three priority sectors (1.4%), and solid projected demand (66,832 openings), reflecting the region's expanding logistics footprint. Collectively, these three sectors combine substantial current employment, competitive or above-average wages, and strong forward-looking demand, making them the clearest candidates for prioritized workforce development resources.

In-demand Sectors and Occupations

Ten-year projections identify persistent shortages concentrated in high-wage occupations — led by Registered Nurses, General and Operations Managers, Software Developers — alongside surpluses concentrated in lower-wage ones, chiefly Cashiers, Fast Food and Counter Workers, Waiters and Waitresses at average wages between \$32,000 and \$44,500 (Tables A-4, A-5 of the Regional Planning Data Book). The region is projected to produce roughly the number of workers it needs in aggregate, but not in the occupations that pay. These findings are corroborated by the boards' official lists: 27 of the 30 shortage occupations in Table A-4 appear on all four PY 2026–2027 Regional Demand Occupations Lists.

Three shortage occupations appear on no board's list: Nurse Practitioners, Maintenance and Repair Workers, General, Lawyers. The lists admit only LMEC education codes 3 through 6, excluding occupations requiring a master's or doctorate. The region therefore has documented shortages that cannot be funded through the standard demand-list mechanism — a gap Regional Section D should address.

Regional Assets

The region's physical assets are shared across board lines and underpin several of the industry concentrations above. Port Tampa Bay is Florida's largest port by cargo tonnage and land area, anchoring the transportation and warehousing sector that shows the region's fastest recent growth, and Tampa Bay itself is a shared estuary reaching from Hillsborough and Pinellas into

Manatee. The Gulf coastline runs the region's length, from Hernando's Nature Coast to the barrier islands of Manatee and Sarasota, supporting accommodation, food service, and recreation employment in all four board areas and underlying Sarasota's role as a retirement destination — which bears directly on the participation figures above. Inland, Polk sits within the Central Florida Highlands, where citrus, cattle, agriculture, and phosphate remain economically significant. Natural features cross boundaries throughout, among them Myakka River State Park between Manatee and Sarasota and the Weekiwachee Wildlife Management Area between Hernando, Pasco, Citrus and Sumter (EY data book, p.23).

Education and Training Resources

Regional post-secondary output is materially below demand in several of the occupations above. The largest gaps between annual regional awards and annual regional demand are in General and Operations Managers, Medical Assistants, Lawyers, with a shortfall of 930 awards a year in the largest case (Table A-7 of the Regional Planning Data Book).

Training capacity is delivered through the four boards' Eligible Training Provider Lists. As of the PY 2026–27 lists, the region has 768 approved training programs across 88 distinct providers — Pasco Hernando 59, Polk 107, Suncoast 80, Tampa Bay 522. Supply is geographically concentrated: 68% of the region's approved programs are located in the Tampa Bay board area, which accounts for 50% of the population, while 59 are located in Pasco Hernando, home to 818,462 residents. Because participants can and do train across board lines, this describes where capacity sits rather than what any one board's customers can access. Measured by CIP code, 81 of 248 distinct program types are offered in more than one board area, so the region also operates substantial parallel capacity in the same fields (Table A-9 of the Regional Planning Data Book).

Counted on distinct program identifier, from the Employ Florida ETPL program export retrieved September 2026. Provider counts are not comparable between boards: the export assigns each provider to its closest local workforce development area, so a provider serving more than one board area is listed once.

1. The region grew by nearly a million residents, and the labor force grew faster

Population rose from 4,068,190 in 2011 to 4,984,724 in 2024, an increase of 916,534 or 22.5%, unevenly: the three smaller board areas each grew between 27.1% and 32.1% while Tampa Bay grew 16.4% from a far larger base. The civilian labor force expanded 23.5% over the same period, outpacing population in every board area except Tampa Bay (Table A-8 of the Regional Planning Data Book). The region's center of gravity is shifting outward from the Hillsborough–Pinellas core. The 2024 data book reported the same direction on its own basis, a seven-county population of 4,672,245 in 2018 rising to 5,071,401 in 2023 (p.11).

2. Employment growth has fallen behind the state

Regional employment grew 2.8% annually over the past five years against 3.3% statewide. The shortfall is concentrated in higher-wage sectors in which the region holds an established concentration — most notably Management of Companies and Enterprises, which grew 0.3%

against 4.8% statewide. This is a change in trajectory rather than in structure: the region retains its specializations but is no longer growing them at the state rate.

3. Growth is concentrated where wages are lowest

Pasco Hernando now records the region's fastest employment growth at 4.2% annually while paying its lowest average wage, \$55,092. Tampa Bay grows slowest at 2.4% and pays the highest, \$73,733. The divergence has widened over the period and is the clearest structural change in the regional economy.

4. Employed residents grew 4.1%, and the largest cross-board flow widened

The data book reported commuting from the same source this plan uses — Census OnTheMap, All Jobs — for 2022 (pp.13–16), so the two are directly comparable. Employed residents rose in every board area, from 2,105,705 to 2,192,161 regionally, with growth concentrated inland and to the north: Pasco Hernando 7.3% and Polk 6.2%, against 2.9% and 3.0% in Suncoast and Tampa Bay. That is the same outward shift the population figures show, appearing in employment. LODES estimates are revised between vintages, so the ranking of board areas is more dependable than the individual rates.

This plan also reports commuting at county level, which the Tampa MSA otherwise conceals. The finding is not an artifact of new data: the data book already recorded 127,957 Pasco Hernando residents working in Hillsborough or Pinellas in 2022 against 104,625 within their own two counties (p.14); in 2023 those figures are 137,658 and 113,467. A pattern documented across two independent analyses two years apart is a stronger basis for regional designation than a single observation.

5. What has not changed

The region remains a single integrated labor market. 79.1% of employed residents work within the region, and 232 of the 243 occupations appearing on any of the four boards' demand lists appear on all four. The industrial specializations — finance and insurance, construction, health care, professional services — are unchanged in composition.

Data sources

A complete source list — every report, its vintage, and the tables it supports — is on the "Data Sources" worksheet of the attached workbook. Principal sources: JobsEQ (Chmura, 2026Q1), Census OnTheMap (LEHD LODS 2023, vintage 8.4), the American Community Survey 2020–2024, and the FloridaCommerce Regional Demand Occupations Lists for PY 2026–2027. Baseline figures and the regional asset, economic development and training provider descriptions come from the EY Regional Planning Data Book (2024), cited by page at each use.

B. Regional Service Delivery and Customer Experience

The Tampa Bay Regional Planning Area, comprised of CareerSource Suncoast, CareerSource Tampa Bay, CareerSource Polk, and CareerSource Pasco Hernando, is committed to delivering a customer-centered workforce system that ensures equitable access to services for all Floridians. Consistent with Florida's Workforce System Guidance and the CareerSource Florida [Availability of Services to Floridians \(P1\) Policy](#), the region embraces a "no wrong door" service delivery approach whereby individuals and businesses can access workforce services in their local CareerSource location, virtually, or through partner referrals and receive timely, responsive, and coordinated assistance. The region's service strategy prioritizes customer choice, service accessibility, continuous improvement, and the delivery of workforce solutions that align with both regional and statewide workforce priorities.

To ensure a consistent customer experience throughout the region, the four workforce boards utilize common service delivery principles and customer flow processes that support timely access to workforce services. In alignment with the CareerSource Florida Availability of Services to Floridians Policy, customers receive clear information regarding available workforce programs and services and are connected to the most appropriate resources based on individual needs, eligibility, and career goals in compliance with state and federal program requirements.

Consistent Eligibility and Enrollment Processes

The four local workforce development boards in the Tampa Bay Regional Planning Area will use a common intake framework consistent with CareerSource Florida policies to provide customers with a clear, consistent, and timely pathway from initial interest through eligibility determination, assessment, enrollment, and service planning. Common regional expectations will include the following:

1. Public Orientation and Application Instructions - Each LWDB will maintain WIOA orientation information on its website, including an overview of available Adult, Dislocated Worker, and Youth services; general eligibility information; required application steps; methods for requesting assistance or an accommodation; and instructions for submitting an application.
2. Application and Initial Intake - Applicants seeking staff-assisted WIOA services will be registered in Employ Florida as required by the applicable program policy. Individuals interested in WIOA Title I services must apply with their designated LWDB. An application initiates consideration for services but does not, by itself, constitute program enrollment.
3. Priority-of-Service Screening - Applications will be processed using applicable federal and state priority-of-service requirements outlined in the CareerSource Florida Policy [105 - Priority of Service](#).
4. Objective Assessment in Employ Florida - All applicants will be assessed for their service needs using the applicable objective assessment in Employ Florida.

5. Eligibility Determination and Documentation - Eligibility for the applicable Adult, Dislocated Worker, or Youth program using standardized state requirements and locally approved procedures aligned with CareerSource Florida Workforce Policies.

6. Enrollment, Service Planning, and Warm Handoff - Eligible applicants will be formally enrolled through the appropriate Employ Florida program application. When another LWDB or partner program is better positioned to provide a needed service, staff will use a warm handoff and document the referral, coordination, and co-enrollment activity in accordance with applicable requirements.

Applicable CareerSource Florida Policy Framework:

- [P1 - Availability of Services to Floridians](#)
- [P122 - Adult and Dislocated Worker Program Eligibility:](#)
- [P127 - Adult and Dislocated Worker Program Framework and Design](#)
- [P95 - WIOA Youth Program Eligibility and Service Provider Selection:](#)
- [105 - Priority of Service:](#)
- [P111 - Services for Veterans, Members of the Military, and Spouses:](#)

Supportive Services Coordination

Each region aligns local policies with the CareerSource Florida Policy, [P109-Supportive-Services-Needs-Related-Payments.pdf](#). The four workforce boards coordinate supportive service strategies with key partners and grants in their local area to maximize resource utilization and reduce duplication of services.

All four workforce boards maintain relationships with **Hope Florida Navigators** and actively incorporate Hope Florida's "Pathway to Prosperity" model into local service delivery strategies. Through this partnership, workforce customers can be connected to a statewide network of community organizations, faith-based partners, and human service providers that address barriers impacting employment and career advancement.

Universal Services and Accessibility

Universal access remains a foundational principle of regional service delivery. The Tampa Bay Regional Planning Area offers services through comprehensive career centers, affiliate sites, mobile outreach strategies, and virtual platforms to ensure access for all residents. Services are designed to accommodate populations with barriers to employment.

Accessibility strategies include ADA-compliant facilities and technology, alternative service delivery methods, multi-language materials, accessible formats, virtual service options, and partnerships with Vocational Rehabilitation, the Florida Division of Blind Services, the Agency for Persons with Disabilities, and the Florida Abilities Work Portal.

Regional Customer Experience Baseline

The Tampa Bay Regional Planning Area utilizes customer feedback, service utilization data, workforce performance outcomes, business engagement metrics, complaint resolution processes, and continuous improvement activities to evaluate customer experience and service effectiveness. Consistent with CareerSource Florida Workforce Policy P1, the region will independently monitor customer responsiveness, timeliness of eligibility determination, time to service provision, accessibility of services, customer satisfaction, and employment outcomes for both job seekers and employers. Regional partners will leverage available state and local performance data to establish baseline measures and identify opportunities for continuous improvement.

Regional Service Gaps and Planned Actions

The region has identified several common service delivery challenges that require ongoing regional attention:

Service Gap	Regional Action Strategy
Transportation barriers	Expand partnerships with transportation providers and supportive service resources.
Childcare affordability and availability	Strengthen referral networks and coordinate supportive service resources.
Housing instability impacting workforce participation	Increase collaboration with housing and community assistance partners.
Digital literacy and technology access challenges	Expand digital skills training and technology support services.
Need for greater co-enrollment and integrated case management	Leverage Florida WINS implementation and enhance cross-program coordination.
Access to work-based learning and apprenticeship opportunities	Expand regional apprenticeship, OJT, and employer-led training initiatives.
Consistent customer experience measurement across the region	Share customer satisfaction metrics and continuous improvement strategies.

Regional Service Delivery Matrix

Service Area	Regional Standard	Lead/Partners
Intake & Assessment	Common intake, eligibility screening, referral processes, future FL WINS integration	All four boards
Career Services	Universal access, career planning, workshops, labor market information	All four boards
Training Services	ITAs, OJT, Registered Apprenticeship, Customized Training	Workforce boards and education partners
Business Services	Coordinated employer engagement and sector strategies	Regional Business Services Teams
Supportive Services	Consistent policies and coordinated referrals	All four boards

Service Area	Regional Standard	Lead/Partners
Youth Services	Shared outreach, work-based learning, apprenticeship pathways	Workforce boards and school partners
Disability Services	Coordinated accessibility and referral processes	VR, FDBS, APD, CareerSource
TANF/SNAP E&T	Shared referral and co-enrollment procedures	DCF and workforce partners
Adult Education	IET, GED®, ESOL, career pathway alignment	School districts and colleges
Reemployment Services	RESEA, Rapid Response, unemployment claimant services	FloridaCommerce and CareerSource partners

C. Regional Operations and System Efficiencies

Systems Efficiency Table:

Category	Regional Summary	Evidence / Tools / Protocols
Administrative Cost Arrangements	All boards maintain admin costs ≤10% per WIOA; designated fiscal agents in place. A Tampa RPA review committee will annually explore joint procurement, and regional staff training.	Annual review committee will review cost ratios, fiscal agent overhead rates, explore joint procurement, and regional staff training. This will allow for peer comparisons and help to identify best practices.
Shared Services	Monthly regional planning meetings; coordinated marketing/outreach; shared monthly regional events flyer; One-Stop branding; shared LMI; coordinated employer outreach; coordinated Rapid Response framework.	Monthly regional planning calendar; regional events flyer; shared LMI resources; employer engagement protocols; Rapid Response coordination.
Technology & Data Sharing	State-mandated EF and CONNECT systems used regionwide. Shared LMI with Jobs EQ.	FERPA/WIOA compliance requirements; shared employer/participant data exchange processes. Standardized LMI.

Category	Regional Summary	Evidence / Tools / Protocols
Regional Agreements	Tampa Bay RPA designation approved May 21, 2025. Governance structure under development to define roles, responsibilities, annual reporting obligations, shared initiative progress tracking, performance benchmarks, and efficiency targets.	Tampa Bay RPA governance framework; annual regional reporting plan; performance benchmarks; efficiency targets
Reduced Duplication	Priority focus on eliminating redundant activities across regions. Areas under review include marketing/outreach, procurement processes, and staff training. Streamlined regional approaches will be developed to reduce overlap and improve efficiency.	Regional review of marketing/outreach; procurement alignment plan; shared staff training modules. All regions will follow Workforce policy 0124: Statewide Standardization of Tools and Services.

Administrative Cost-Sharing Summary

All four boards are required to maintain administrative costs at or below the ten percent (10%) federal administrative cost cap as prescribed by WIOA regulations and maintain a designated fiscal agent. Since the creation of the Tampa Bay RPA, coordination of operations and system efficiencies has begun. A committee will explore joint procurement, and regional staff training. This will allow for peer comparisons and help to identify best practices.

Regional Agreements

On May 21, 2025, the CareerSource Florida Board of Directors approved a recommendation to the Governor for the designation of the Tampa Bay RPA. With this in place the Tampa Bay RPA will continue to develop: A defined structure for ongoing regional planning and coordination, clearly defined roles and responsibilities for shared regional initiatives, annual regional reporting obligations, progress on shared initiatives, performance benchmarks, and efficiency targets. The Tampa Bay RPA currently operates under several formal and informal agreements that support coordination and compliance:

- Tampa Bay RPA designated as a multi-region planning area.
- Local One-Stop MOUs- Each board maintains its own One-Stop MOUs with required partners. While not region-wide, these agreements share similar structures and cost-sharing methodologies.
- Shared participation in regional events to promote workforce programs and initiatives.
- Coordinated representation on regional economic development councils.
- Joint attendance at employer roundtables.
- Coordination during disaster recovery and FloridaCommerce emergency initiatives.

Shared Tools List

Currently all four regions participate in a monthly regional planning meeting. During this meeting, collaborative events are planned with coordinated marketing and outreach efforts put in place. A monthly flyer of events throughout the region is in place that allows each region to market the events to potential participants and employers throughout the region.

- Employ Florida (EF) - Statewide MIS for job seekers, employers, and case management
- CONNECT- Program eligibility, claims, and reporting.
- Jobs EQ- Labor market software platform that provides workforce data, analytics, and economic data.
- CareerSource Florida Branding-Shared statewide branding and customer-based materials.
- Common Outreach Materials- Employer focused brochures and sector partnership materials.
- Disaster Recovery Coordination Tools- Shared forms and resource guides during disasters or FloridaCommerce emergency activations.
- Training Provider lists- although locally approved lists are in place, all regions use the statewide ETPL.
- CLIFF Dashboard- Economic Mobility Tool- to help individuals understand the impact of employment and wage progression on public benefits and to support informed career planning
- FLWINS (Florida Workforce Integrated Network Systems) -Florida's statewide workforce system integration initiative that creates a single, consumer-focused platform connecting workforce, education, and human services programs so Floridians can more easily access employment, training, and support services through a "no wrong door" approach.
- Unite Us- HOPE Florida Agency-to-agency referral portal used to connect jobseekers to resources and support services to remove barriers to employment.

Section D. Regional Performance, Employer Engagement, and Apprenticeship

Regional Performance Dashboard: *Data submitted is based on information available from FloridaCommerce at the time of plan development. For current performance data available visit*

[Indicators of Performance Reports - FloridaJobs.org](https://www.floridajobs.org).

Regional Performance Scorecard — LWDB 16, 17, 18, 28								
Program Year 2025-2026, 4th Quarter — % of Performance Goal Met								
Program / Measure	LWDB 16		LWDB 17		LWDB 18		LWDB 28	
	% of Goal	Status	% of Goal	Status	% of Goal	Status	% of Goal	Status
Adults								
Employed 2nd Qtr After Exit	113.5%	Exceeded	93.8%	Met	107.7%	Exceeded	108.0%	Exceeded
Median Wage 2nd Quarter After Exit	114.1%	Exceeded	102.6%	Exceeded	119.5%	Exceeded	106.7%	Exceeded
Employed 4th Qtr After Exit	117.6%	Exceeded	96.1%	Met	100.3%	Exceeded	104.8%	Exceeded
Credential Attainment Rate	116.3%	Exceeded	105.3%	Exceeded	83.2%	Not Met	99.0%	Met
Measurable Skill Gains	94.4%	Met	101.8%	Exceeded	187.5%	Exceeded	147.6%	Exceeded
Dislocated Workers								
Employed 2nd Qtr After Exit	107.5%	Exceeded	67.7%	Not Met	98.6%	Met	104.7%	Exceeded
Median Wage 2nd Quarter After Exit	142.8%	Exceeded	89.7%	Not Met	140.5%	Exceeded	102.8%	Exceeded
Employed 4th Qtr After Exit	119.1%	Exceeded	93.5%	Met	100.0%	Met	109.0%	Exceeded
Credential Attainment Rate	107.2%	Exceeded	82.4%	Not Met	41.7%	Not Met	109.7%	Exceeded
Measurable Skill Gains	72.6%	Not Met	105.7%	Exceeded	128.9%	Exceeded	108.5%	Exceeded
Youth								
Employed 2nd Qtr After Exit	93.4%	Met	82.3%	Not Met	93.5%	Met	98.5%	Met
Median Wage 2nd Quarter After Exit	165.1%	Exceeded	108.8%	Exceeded	163.6%	Exceeded	148.1%	Exceeded
Employed 4th Qtr After Exit	93.8%	Met	94.4%	Met	96.6%	Met	90.9%	Met
Credential Attainment Rate	60.5%	Not Met	32.3%	Not Met	106.7%	Exceeded	91.2%	Met
Measurable Skill Gains	68.8%	Not Met	120.7%	Exceeded	133.3%	Exceeded	102.5%	Exceeded
Wagner Peyser								
Employed 2nd Qtr After Exit	106.6%	Exceeded	93.2%	Met	92.2%	Met	98.2%	Met
Median Wage 2nd Quarter After Exit	109.9%	Exceeded	122.7%	Exceeded	124.3%	Exceeded	110.8%	Exceeded
Employed 4th Qtr After Exit	114.5%	Exceeded	98.7%	Met	99.5%	Met	106.3%	Exceeded
Green = Exceeded (>100% of negotiated goal) Yellow = Met (90-100% of negotiated goal) Red = Not Met (<90% of negotiated goal). Data reflects PY2025-2026 Q4 performance pulled from each LWDB tab's AN/AO/AP columns (AK/AL/AM for LWDB 28, whose tab has fewer historical quarter columns).								

Employer Engagement and Sector Strategy Scorecard

Reflects business services activity and sector partnership engagement across the Region for the previous program year.

PY2526 Targeted Sector Employers Served					
Targeted Sector	LWDB 16	LWDB 17	LWDB 18	LWDB 28	Total
Healthcare and Social Assistance	293	49	686	1517	2545
Manufacturing	109	51	550	911	1621
Transportation and Warehousing	14	15	143	306	478
Total	416	115	1379	2734	4644

PY2526 Targeted Sector Participants Trained

Targeted Sector	LWDB 16	LWDB 17	LWDB 18	LWDB 28	Total
Healthcare and Social Assistance	48	48	47	173	316
Manufacturing	4	5	5	6	20
Transportation and Warehousing	24	26	54	60	164
Total	76	79	106	239	500

Apprenticeship and Work-Based Learning Scorecard

Active Activity During PY2526					
Activity Type	LWDB 16	LWDB 17	LWDB 18	LWDB 28	Total
On-The-Job Training	13	56	32	30	131
Registered Apprenticeship	5	5	8	95	113
Work Experience	21	54	17	188	280
Total	39	115	57	313	524

Employed During PY2526					
Activity Type	LWDB 16	LWDB 17	LWDB 18	LWDB 28	Total
On-The-Job Training	12	33	18	17	80
Registered Apprenticeship	5	5	6	61	77
Work Experience	2	24	11	74	111
Total	19	62	35	152	268

Training Related Employed During PY2526					
Activity Type	LWDB 16	LWDB 17	LWDB 18	LWDB 28	Total
On-The-Job Training	12	22	15	14	63
Registered Apprenticeship	5	4	6	54	69
Work Experience				20	20
Total	17	26	21	88	152

Regional Action Summary

The four boards operate as the Tampa Bay Regional Planning Area spanning Manatee, Sarasota, Pinellas, Hillsborough, Pasco, Hernando, and Polk counties, and align regional strategy around shared target industries —Healthcare, Manufacturing, and Transportation/Warehousing (Source [Fastest Growing Industries - FloridaJobs.org](https://www.floridajobs.org/fastest-growing-industries)) — as well as a common apprenticeship growth

agenda under the State's 2030 goals. Additionally, the Tampa Bay Partnership highlighted that Healthcare continues to dominate as the largest source of employment - [Our Region - State of the Region](#)

Performance Negotiation Support

- The Region will utilize shared local labor market conditions, participant mix, and prior-year variance analysis to ensure negotiated performance levels reflect comparable, defensible regional economic factors that impact the region.
- Boards share a common statistical adjustment methodology and supporting documentation with FloridaCommerce during negotiations and will designate a performance lead to coordinate messaging and evidence across all four local areas.

Letter Grade Improvement Strategies

- PY2025-2026 Letter Grades for Quarter 2 for the Regions are:
 - CareerSource Polk – 79.6 C+
 - CareerSource Tampa Bay – 87.09 B+
 - CareerSource Suncoast – 90.59 A-
 - CareerSource Pasco Hernando – 82.52 B-
- Boards share best practices in service delivery, reporting, and predictive analytics, and jointly identify solutions for letter grade improvement across the Region.
- Identify areas contributing to lower outcome metrics and identify key solutions on improvement.

Sector Partnerships

- Boards designate co-leads for each shared sector partnership to reduce duplication, coordinate employer outreach calendars, and jointly develop labor market and skills-gap analyses used across all four local plans.
- Each LWDB in the Tampa Bay Regional Planning Area has an established Education and Industry Consortia that leverage strategic partnerships to cultivate local and regional economic growth and opportunities in their key industry sectors. In an effort to create alignment and regional partnerships, the Tampa Bay Regional Planning Area will conduct following:
 - Provide each RPA board with copies of the Education and Industry Consortium quarterly reports for review and identification of shared deficiencies and need of in-demand occupations in the key industry sectors.
 - Connect key economic agencies in the RPA for collaboration.
 - Review Labor Market Information (LMI) annually for the RPA to identify in-demand and emerging occupations and credentials of value to be added to the MCL.
 - The RPA will facilitate annual /bi-annual meetings with staff across the LWDAs.

Coordinated Business Services

- A regional business services team coordinates outreach to multi-site and cross-county employers so that a single point of contact serves employers operating across board boundaries, reducing duplicate contacts, and improving the employer experience.
- Boards use a shared EmployFlorida system to track employer engagement, rapid response, and OJT/apprenticeship activities across the Region.
- The four boards cross-promote each other's local hiring and job fair events through social media and website postings, ensuring consistent regional visibility for apprenticeship opportunities, and participate in the Statewide Subject matter Expert groups for Business Services.

Employer Retention and Market Penetration

- The Region tracks repeat/retained business customers and market penetration by county as a shared accountability measure, with boards jointly reviewing underperforming sectors or geographies each quarter.
- Retention strategies include sharing employer satisfaction surveys, joint account management for regional employers, and targeted outreach to underserved industries and small/mid-size businesses identified through labor market analysis.

Apprenticeship and Pre-Apprenticeship Expansion

- The Region's combined 2030 cumulative expected apprentice count is 913 (Suncoast 71, Tampa Bay 491, Pasco Hernando 177, Polk 174); boards will track progress toward these targets individually and share information in a performance report.
- Regional Apprenticeship Navigators coordinate employer outreach for new registered apprenticeship and pre-apprenticeship programs in shared target sectors, with an emphasis on healthcare, construction trades, manufacturing, and logistics.
- The Region hosts a joint Regional Apprenticeship Event during National Apprenticeship Week, bringing together employers, apprenticeship sponsors, K-12 and postsecondary partners, and job seekers from all four local areas to raise awareness of registered apprenticeship and pre-apprenticeship opportunities.
- Apprenticeship Navigators and regional planning area staff hold coordinated monthly meetings to align outreach strategies, share employer leads, and track progress toward shared apprenticeship goals.
- The four boards cross-promote each other's local apprenticeship events, employer information sessions, and signing days through shared calendars, social media, and website postings, ensuring consistent regional visibility for apprenticeship opportunities.

MCL Alignment

- The Region aligns with the FloridaCommerce and CareerSource Florida directive to cross-references each board's training provider and program offerings against the Master

Credentials List (MCL) to ensure funded training aligns with credentials tied to in-demand regional occupations.

- Boards coordinate with regional education and training partners to identify MCL gaps in shared target industries and advocate for the addition of high-value, regionally in-demand credentials where gaps are identified.

Talent Pipeline Actions

- The Region coordinates work-based learning, youth pre-apprenticeship, and career pathway initiatives with K-12 and postsecondary partners across the four-county area to build a consistent regional talent pipeline for target industries.
- Shared labor market and skills-gap data inform joint talent pipeline priorities, which are reviewed at least annually with the regional sector partnerships and business services teams to ensure alignment between training investments and employer demand.

Regional Strategy Summary Table

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Targeted Industries / Sector Partnerships	• Use shared labor-market intelligence and employer input to maintain regional sector priorities and talent-pipeline strategies. • Evaluate and Coordinate sector partnerships around industries with common concentrations and shortages, including healthcare, manufacturing, and transportation/logistics, • Engage Education and Industry Consortia, economic-development organizations, education partners, and industry associations in strategy design.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); Education and Industry Consortia; regional EDOs; chambers; colleges/technical colleges; employers and industry associations.	• Documented regional sector convenings and shared action plans. • Employer participation and repeat engagement. • Training, work-based learning, and referrals aligned to regional demand occupations.	• RPA Designation Request: shared labor market, industrial composition/location quotients, education/training resources. • Florida WIOA Combined Plan Two-Year Modification: sector strategies and industry-driven talent pipelines. • CareerSource Florida Workforce Policy P123; applicable sector-strategy policy/guidance.
Coordinated Service Delivery	• Align local policies to be in alignment and consistent with the CSF P123 regional service-delivery framework so customers can access comparable WIOA and Wagner-Peyser services across board boundaries. • Use common referral protocols, warm handoffs, coordinated eligibility practices, and co-enrollment where appropriate while preserving each LWDB's statutory authority. • Coordinate services with core and required one-stop partners through local	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); one-stop partners, including Adult Education, Vocational Rehabilitation, Blind Services, TANF/SNAP E&T, veterans' programs, community partners, and education providers.	• Regional referral protocol adopted and used by all four boards. • Referral completion and co-enrollment monitored. • Customer access and service-consistency issues reviewed and resolved through regional meetings.	• CareerSource Florida Workforce Policy P123: regional service-delivery approach and cooperative agreements. • Applicable CareerSource Florida availability-of-services and one-stop partner policies.

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
	MOUs/IFAs and regional operating agreements.			
Supportive Services Coordination	- Align referral process for transportation, childcare, housing, emergency assistance, digital access, tools, uniforms, testing, and other allowable supports with CSF policies. - Coordinate HOPE Navigator access in each LWDB and connect customers to community resources that address barriers to employment and training. - Apply consistent documentation, allowability, non-duplication, and funding-sequencing principles while following each program's eligibility rules and local policy.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); HOPE Navigators; one-stop partners; community-based organizations; transportation, housing, childcare, and human-services partners.	- Regional supportive-services directory maintained and periodically validated. - Warm-handoff and referral outcomes tracked. - Fewer identified support-service gaps and documented issue-resolution process.	- CareerSource Florida Workforce Policy P123: coordinated training and supportive services. - Applicable CareerSource Florida program and availability-of-services policies; local supportive-services policies.
Administrative Efficiencies	- Identify shared procurement, professional development, templates, outreach materials, labor-market products, monitoring tools, and technology resources that can reduce cost or staff time. - Document governance, cost allocation, data privacy, fiscal controls, and board-level approvals before implementing shared arrangements.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); fiscal, procurement, IT/data, communications, compliance, and one-stop leadership; FloridaCommerce and CareerSource Florida as applicable.	- Shared-resource inventory and annual efficiency work plan. - Documented cost avoidance, reduced duplication, or staff-time savings. - Common tools/processes implemented with required controls and approvals.	- CareerSource Florida Workforce Policy P123: lower administrative/operational costs, shared resources, and standardized tools and services. - Florida WIOA Combined Plan Two-Year Modification: accountability, integration, and efficient use of resources.
Coordinated Performance Improvement	- Review WIOA primary indicators and state accountability measures through a regional continuous-improvement process. - Share effective practices, conduct root-cause analysis, and develop corrective or improvement actions for common challenges, including low participant volume, changing labor-market conditions, and uneven outcomes. - Use disaggregated data to assess equitable access and outcomes without replacing local performance accountability.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); performance, program, quality assurance, data, and business-services staff; FloridaCommerce technical assistance as needed.	- Quarterly regional performance review and documented action log. - Timely completion of improvement actions. - All boards meet or progress toward negotiated performance targets and applicable state measures.	- Florida WIOA Combined Plan Two-Year Modification: WIOA performance accountability and continuous improvement. - CareerSource Florida Workforce Policy P123: meeting or exceeding required local-area performance targets through partnerships, standardization, and shared resources.
Apprenticeship / Work-Based Learning	Expand registered apprenticeship, pre-apprenticeship, on-the-job training, incumbent worker training, customized training,	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18);	- New or expanded earn-and-learn opportunities and participating employers. - Participant enrollment, completion, credential	Florida WIOA Combined Plan Two-Year Modification: apprenticeship and innovative work-based learning.

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
	- internships, and paid work experiences tied to regional demand. - Coordinate employer outreach and sponsor development; align participant recruitment, supportive services, and braided funding. - Develop cross-board referral paths so employers and job seekers can access opportunities throughout the planning area.	CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); apprenticeship sponsors; Apprentice Florida/FloridaCommerce; employers; labor organizations; school districts; colleges and technical colleges; community partners.	- attainment, employment, and wage outcomes. - Cross-board referrals and leveraged funding documented.	- CareerSource Florida Workforce Policy P123: expanded earn-and-learn options, including registered apprenticeship, registered pre-apprenticeship, and OJT. - Applicable CareerSource Florida work-based training policies.
MCL / Credential Alignment	- Align training investments with the Master Credentials List, state, and regional demand occupation information, ETPL requirements, and documented employer demand. - Use provider and program outcomes to guide investment and information received from Education and Industry Consortium recommendations. - Coordinate communication to providers regarding eligibility, performance, and regional talent needs.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); CareerSource Florida/FloridaCommerce; Education and Industry Consortia; eligible training providers; colleges/technical colleges; employers.	- Share of funded training aligned to eligible MCL/RDOL pathways. - Credential attainment, measurable skill gains, completion, employment, and wage outcomes. - Provider/program performance reviewed and documented.	- Florida WIOA Combined Plan Two-Year Modification: credentials of value and training accountability. - RPA Designation Request: regional education/training-provider capacity. - CareerSource Florida ETPL, targeted occupations, and Master Credentials List policies/guidance.
Coordinated Business Services	- Adopt a regional business-services protocol for employer referrals, lead sharing, account coordination, rapid response, recruitment, labor-market information, and talent-pipeline solutions. - Present a coordinated regional approach to multi-county employers while maintaining clear account ownership and avoiding duplicative outreach. - Connect employer demand to sector strategies, training, apprenticeship, and worker-placement activities.	CareerSource Pasco Hernando (LWDB 16); CareerSource Polk (LWDB 17); CareerSource Suncoast (LWDB 18); CareerSource Tampa Bay / Hillsborough Pinellas (LWDB 28); regional business-services teams; economic-development organizations; chambers; industry associations; education/training partners; Rapid Response partners.	- Shared employer-referral and lead-management process used by all boards. - Joint employer engagements and regional hiring/talent activities documented. - Employer services, placements, training solutions, and repeat engagement tracked using common definitions.	- Florida WIOA Combined Plan Two-Year Modification: dedicated business-services teams and employer-responsive strategies. - CareerSource Florida Workforce Policy P89, Business and Employer Services. - CareerSource Florida Workforce Policy P123: consistent services to businesses and response to shared shortages/skills gaps.

6. Local Plan Addendum Requirements — Streamlined Framework- Brenda & Nicole

The local plan addendum should provide board-specific information not already answered in the regional plan.

When the regional plan fully addresses a topic, the local addendum may state: "Addressed in the Regional Plan, Section __," and provide only local exceptions, changes, or board-specific actions.

Local Section	Required Response	Narrative Limit	Evidence / Attachment
Governance and Organizational Structure	Update only changes to CLEO, LWDB membership, fiscal agent, one-stop operator, providers, youth provider, organizational chart, required roles, or delegated signatory authority.	Change-only narrative; 1 page max	Roster, bylaws, organizational chart, agreements
Analysis of Need and Available Resources	Use current labor market and service data to identify top industry needs, workforce gaps, population barriers, and available resources.	2 pages max plus dashboard	Labor market dashboard; data source list
Strategic Alignment and Five Pillars	Complete the Strategic Alignment Framework in Section 7.	Table only plus 1-page summary	State Plan / local strategy crosswalk
Program Services and Partner Coordination	Summarize program/service delivery across core and combined partners, including Adult, Dislocated Worker, Youth, TANF, SNAP, JVS, UI, SCSEP, CSBG, HUD where available, Perkins V, and other partners.	Table plus exceptions narrative	Partner matrix, MOUs, LOPs
One-Stop Delivery System	Summarize access points, customer access, accessibility, technology, integration, and significant changes since prior plan.	Change-only narrative; 2 pages max	Access point table; certification; accessibility evidence
Employer Engagement, Sector Strategies, and Apprenticeship	Complete the scorecards in Sections 9A and 9B and explain major actions to strengthen employer-driven strategies and apprenticeship expansion.	Scorecards plus 1-page action summary	Business services data, sector reports, apprenticeship evidence
Performance and Continuous Improvement	Complete the Performance Dashboard and Improvement Plan in Section 8.	Dashboard plus 2 pages max	Federal indicators, letter grade, improvement actions

7. Strategic Alignment Framework

Complete the table below to show how the LWDB and/or planning region aligns local and regional strategies with the Five Pillars, statewide priorities, performance outcomes, and available resources. This table replaces duplicative narrative across the plan.

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Industry-Driven Strategies	Employer engagement, sector strategies, in-demand occupations, targeted industries, OJT, apprenticeship, preapprenticeship, MCL alignment	CareerSource Pasco Hernando operates an industry-driven workforce system that use employer demand and regional labor-market information to guide career services, training investments, work-based learning, apprenticeship and talent placement. Through coordinated partnerships with businesses, economic development, education and local/regional workforce partners, CSPH develops sustainable talent pipelines that connect residents to high-value career pathways while helping employers recruit, develop and retain the skilled workforce needed for economic growth.	Local Businesses, Community/Regional Resource Agencies, Pasco and Hernando County Schools, Department of Children and Families, Pasco County Board of Commissioners, Tampa Bay Partnership Committee, Apprenticeship Sponsors	CareerSource Pasco Hernando aim to increase industry-driven talent pipelines by aligning workforce investments, occupational training, credential attainment, work-based learning, and employer services with local and regional industry demand. Success is measured through employer engagement, alignment of training investments with priority occupations, credential attainment, expansion of OJT and Registered Apprenticeship opportunities, industry-related employment, retention, and career advancement. CSPH measure baseline performance, outcome data and employer feedback to continuously improve talent-pipeline strategies.	Pasco EDC Industry Report Hernando County Workforce Education
Worker Mobility	Credential attainment, career pathways, supportive services, reduced public assistance, wage progression	Expand career pathway programs aligned with regional demand occupations; increase access to industry-recognized credentials, work-based learning, job placement, incumbent worker training, and supportive services that remove barriers to employment and advancement.	CareerSource Pasco Hernando; Pasco-Hernando State College; Pasco County Schools; Hernando County School District; Economic Development Councils; Chambers of Commerce; Healthcare, Manufacturing, Construction, Logistics, and IT employers; Adult Education Providers; Vocational Rehabilitation; Community-Based Organizations	Increase credential attainment rate; achieve employment placement rate; increase median earnings; Serve participants through supportive services; increase measurable skill gains and career advancement outcomes	• Measurable Skills Gain (MSG) reports • Career pathway enrollment, completion, and advancement reports • Case management plans and notes • Public assistance reduction or exit data (where available) • Quarterly and annual workforce system performance reports. Data Toolbox - WorkforceCONNECT Workforce Development
Integrated Systems	Core and combined partner coordination, regional service delivery,	Coordinate services through the one-stop operator, MOUs, shared referral	CSPH and one-stop operator; WIOA, Wagner-Peyser, RESEA, SNAP E&T,	Hold quarterly partner coordination meetings; track completed referrals	MOUs and partner matrix; referral/co-enrollment logs; Jotform and Employ

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
	education/workforce/economic development alignment	protocols, co-enrollment, and cross-program service planning. Use Jotform for online intake and document collection, reconcile application and service status with Employ Florida, and use Microsoft 365/SharePoint dashboards and digital records to support timely handoffs, remote access, monitoring, and reduced duplication.	Veterans, Adult Education, and Vocational Rehabilitation partners; Youth provider; school districts, PHSC, economic development, and community partners	and co-enrollment; monitor Jotform-to-Employ Florida completion, duplicate records, application-to-enrollment time, and unresolved handoffs.	Florida reports; application/enrollment dashboards; partner meeting minutes; monitoring records
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	Review quarterly dashboards and participant-level data against negotiated WIOA and letter-grade targets; validate data and assign corrective actions. Prioritize Youth second-quarter employment and credential attainment and state measures for work-related training, earnings, and employment/training outcomes. Report progress to leadership and the Board and adjust services, follow-up, and documentation.	CSPH leadership, program/data, finance, and business services staff; Youth provider; Board; FloridaCommerce; CareerSource Florida; service and training partners	Improve the PY 2025-26 Q2 B-baseline score of 82.52; meet/exceed WIOA goals; close Youth second-quarter employment (63.24% vs. 79.00%) and credential attainment (71.67% vs. 94.40%) gaps; increase work-related training (16.24% vs. 25.00%).	PY 2025-26 Q2 Letter Grade report/metric extracts; PY 2025 Q2 Board Performance dashboard; Employ Florida reports; leadership/Board dashboards; validation and corrective-action records
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative training, customer access, continuous improvement	Expand technology-enabled access through GoGig AISIA and Jotform. GoGig AISIA provides AI-supported career assessments, coaching, and mock-interview practice that staff review to inform individualized services; it supplements one-on-one guidance. Jotform provides a paperless online application and enrollment process with program-specific eligibility forms, electronic signatures, document collection,	CSPH staff; GoGig; Jotform; one-stop and community partners; customers	Monitor GoGig AISIA use, Jotform application completion, application-to-enrollment time and conversion, and customer/staff feedback; use results to refine service delivery.	GoGig AISIA Staff Launch Toolkit and usage reports; Jotform workflows and submission reports; Employ Florida enrollment records; application-to-enrollment dashboard; customer feedback

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		automated routing, and status tracking. These tools support remote access, reduce duplicate entry and processing delays, and inform workflow improvements.			

8. Performance Dashboard and Improvement Plan

Complete the dashboard and brief improvement narrative. The purpose is to strengthen accountability while avoiding lengthy repeated explanations.

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
Employment Rate 2nd Quarter After Exit	WIOA AD: 87.2 WIOA DW: 85.3 WIOA Youth: 79 WP: 60.9	WIOA AD: 99 WIOA DW: 91.7 WIOA Youth: 73.8 WP: 60.9	WIOA AD: Exceed WIOA DW: Exceed WIOA Youth: Met WP: Exceed		
Employment Rate 4th Quarter After Exit	WIOA AD: 84.1 WIOA DW: 79.7 WIOA Youth: 75.3 WP: 56.5	WIOA AD: 98.9 WIOA DW: 94.9 WIOA Youth: 70.6 WP: 60.9	WIOA AD: Exceed WIOA DW: Exceed WIOA Youth: Met WP: Exceed		
Median Earnings 2nd Quarter After Exit	AD: \$10,582 DW: \$8,404 Youth: \$3,012 WP: \$6,992	WIOA AD: 12,077 WIOA DW: 12,000 WIOA Youth: 4,972 WP: 60.9	WIOA AD: Exceed WIOA DW: Exceed WIOA Youth: Exceed WP: Exceed		
Credential Attainment Rate	WIOA AD: 84.6 WIOA DW: 90.2 WIOA Youth: 94.4	WIOA AD: 98.6 WIOA DW: 96.7 WIOA Youth: 57.1	WIOA AD: Exceed WIOA DW: Exceed WIOA Youth: Not Met		WIOA AD/ DW/ Youth: Established credential pathway prior to enrollment or immediately upon enrollment · ISS includes desired occupation, the required/preferred credential, what training is needed, length of training, requirements of training, documentation needed to prove credential attainment, expected completion date. Youth: Florida emphasizes using MCL. Priority placed on short-

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
					term/stackable credentials
Measurable Skill Gains	WIOA AD: 69.3 WIOA DW:77 WIOA Youth: 85.7	WIOA AD: 65.4 WIOA DW: 55.9 WIOA Youth: 59	WIOA AD: Met WIOA DW: Not met - 1st time – Met/Exceed Q1, Q2 and Q3 WIOA Youth: Not met - 1st time – Met/Exceed Q1, Q2 and Q		WIOA DW/ Youth: Assessment of skills, ISS, Training, Timelines for completing OST, industry recognized credential, training hours, Supportive Services to assist in overcoming barriers, Monitor attendance, progress and maintain closer contact with participants, Ensure all documents are recorded and maintained as proof of MSG, Revise ISS/Training Plan if Youth not making the desired progress, Provide support and alternative path if needed
State Accountability Letter Grade	XXX				Addressed in Regional Plan
Return on Investment / Wage Growth	Maintain ROI at or above 4.5:1; improve annually; establish an entry-to-follow-up wage-growth baseline	PY 2024-25: \$5.73 million invested produced \$26,885,118.33 in economic benefit/payroll gains (approximately 4.5:1); more than 1,100 individuals assisted.	On track; wage-growth baseline pending	Employment and retention, annualized wages, high-demand training and placement, employer partnerships, and reduced public-assistance reliance.	Calculate ROI annually using the consistent conservative method; add entry/follow-up wages; connect investment to completion, placement, retention, earnings, and assistance transitions; expand high-return sectors; report results and corrective actions to leadership and the Board.
Public Assistance Transition Outcomes	Successful transition to employment and self-sufficiency	48.30%	LWDB performance achieved is 96.6% of target is very close and near target and approaching the negotiated target.	Increased employment and earnings among public assistance recipients, supported by workforce training and supportive services, resulting in reduced reliance on public assistance benefits.	CSPH will continue to focus on the ability to assist individuals on public assistance to move from welfare to employment by utilizing training opportunities, OJT's while also co-enrolling in workforce programs. Staff will continue to develop ways and opportunities for participants to focus on their needs and barriers while transitioning to self-sufficiency. Analytics

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
Business Services Outcomes					Addressed in Regional Plan
Apprenticeship / Preapprenticeship Outcomes	Increase the number of active registered apprentices to 177 by 2030	Current baseline: 20 active registered apprentices, representing approximately 11.3% of the 2030 target of 177	Progressing toward target goal. Current performance represents 80% of the apprentice target. We will continue to work in close partnership with school districts and customers to reach these goals.	Growing employer demand for skilled workers and increased regional interest in work based learning supports apprenticeship expansion. Additional employer sponsors, training partners and pre-apprenticeship pipelines are needed to accelerate growth	Conduct targeted employer outreach in high demand industries, recruit and refer qualified candidates, provide technical assistance and connections to FDOE and funding where available. Support development and expansion of at least one new apprenticeship and pre-apprenticeship program annually and continue to partner with schools, training providers and employers.

Performance Improvement Narrative-

1. What is performing well? Identify the strongest results and the strategies driving those results.

LWDB 16 is performing well with positive outcomes in WIOA, Wagner-Peyser, Welfare Transition and SNAP Employment & Training programs. LWDB exceeded in 12 of its negotiated performance measures and met in 3 other measures. Adult participants achieved a 99% Q2 employment rate, 98.9% Q4 employment rate, 98.6% credential attainment rate as of Q4 along with a median wage of \$12,077. Quarter 4 was the first time that DW and Youth MSGs did not meet the negotiated goals. Employment in second and fourth quarter after exit along with median wage 2nd quarter after exit has continued to perform well. The strategies that drive those results are utilizing the targeted occupations list as a guide to ensure participants receive individualized career services and work experience. Our Business Services team plays an important role in assisting participants transition into employment while at the same time working with local businesses to help recruit, hire, train and retain employees. LWDB 16 training includes OJT, IWT and Registered Apprenticeships in addition to OST and Work Based Learning tailored to the individual needs of our customers. We continue to target industries in Health Care, Manufacturing, Transportation and Warehousing and Construction. Remaining in contact with participants as well as quarterly follow-up post exit also plays a key role with positive programmatic outcomes.

2. What is underperforming or at risk? While LWDB overall performance remains strong, WIOA Youth Credential Attainment Rate requires continued monitoring and targeted improvement. Identify data points, root causes, populations, programs, or service gaps requiring improvement.

3. What actions will be taken? Identify no more than five priority actions, responsible parties, timelines, and expected outcomes.

The focus for improving this measure is: establishing credential pathways prior to enrollment or immediately upon enrollment. ISS to include desired occupation, the required/preferred credential, what training is needed, length of training, requirements of training, documentation needed to prove credential attainment and the expected completion date. Priority will be placed on short-term/stackable credentials, assessment of skills, ISS, training, timelines for completing OST, industry recognized credential, training hours. Supportive Services are available to assist in overcoming barriers. Staff will continue to monitor attendance, progress and maintain closer contact with participants as well as ensuring all documents are recorded and maintained as proof of MSG. Revise ISS/Training Plan if Youth is not making the desired progress, Staff will provide case management, support and guidance on alternative path, if needed. In addition, LWDB 16 will continue to

expand access to paid Work Experience, Apprenticeship opportunities, Internships and employer-based training.

Another area to focus on is to increase participation in the WT and SNAP E&T programs and ensure successful exits. The goal is to focus on areas where participation is lost and providing transportation, childcare, training, assistance with finding and retaining suitable employment. Staff will also work with customers that continue to enter the program to find ways to end recidivism in these two programs. It is also the intention of LWDB 16 to work more closely with participants not completing required activities in an effort to increase participation rates as well as assisting participants in becoming self-sufficient.

CSPH will use the most recent approved annual and ROI reports to demonstrate how workforce investments translate into participant earnings, employer value, and community economic impact. The Board will pair ROI with wage progression and WIOA employment/earnings outcomes so that resource decisions are not based on a single measure. Where performance weakens, leadership will review program mix, training completion, placement, retention, data quality, and employer demand and will document time-bound corrective action.

9. Apprenticeship and Employer Engagement Scorecards

9A. Employer Engagement and Sector Strategy Scorecard

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Employers Served	As of Q3, we have provided core services to 1853 Employers. Of those, 416 were targeted sector employers.	Increase by 10%	Healthcare, Manufacturing and Transportation/Warehousing		Analytics Also see Regional Plan
Repeat / Retained Business Customers	Q3 – 1301 Employer worksites that received a core service compared to 4024 Employer worksites receiving a core service in the prior program year	40%		Increase core services in Q4 by 400 would exceed target by 2%	Analytics Measure 5
New Business Customers					
OJT Employers	0	40	Advanced Manufacturing, Construction and Skilled Trades, Life Sciences/Healthcare, Logistics and Supply Chain, Transportation, Aerospace	CSPH will engage employers to identify critical occupations, skill gaps, hiring demand, training requirements, and career advancement opportunities. OJT investments will be strategically connected to employer demand and career pathways, with emphasis on developing skilled talent pipelines that support the economic needs of Pasco and	Addressed in Regional Plan Workforce Development Workforce & Education — Hernando County - Final

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
				Hernando counties. Partnerships with employers, education and training providers, economic development organizations, and apprenticeship partners will further connect OJT participants to industry-recognized skills, credentials, and opportunities for career advancement.	
Sector Partnerships	7	7	Advanced Manufacturing, Construction and Skilled Trades, Life Sciences/Healthcare, Logistics and Supply Chain, Transportation, Aerospace	CSPH will engage employers to identify critical occupations, skill gaps, hiring demand, training requirements, and career advancement opportunities. OJT investments will be strategically connected to employer demand and career pathways, with emphasis on developing skilled talent pipelines that support the economic needs of Pasco and Hernando counties. Partnerships with employers, education and training providers, economic development organizations, and apprenticeship partners will further connect OJT participants to industry-recognized skills, credentials, and opportunities for career advancement.	Addressed in Regional Plan Employer Resource Library - WorkforceCONNECT Hire, Train, and Develop Workers - WorkforceCONNECT Workforce & Education - Hernando County - Final
Employer Referrals to Training	Letter grades/Nicole/Cheryl	Increase documented referrals and the percentage resulting in enrollment /completion; set numeric target after baseline validation.	Regional targeted industries and occupations	Standardize referral documentation; train Business Services staff; use closed-loop handoffs; review referrals, enrollments, completion and employer outcomes monthly.	Letter-grade detail; Employ Florida; training enrollment data; ADMIN-08; employer-service records
Market Penetration	Q3 1853 Employer worksites of 17262 employers received a core business service compared to 1984 of 17051 receiving a	15%		Increasing services in Q4 by 747 employers would be a 15% increase for current PY versus 11.64% the previous PY	Analytics Measure 6

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
	core business service in the previous program year.				
Business Services to Targeted Industries	?				Addressed in Regional Plan

9B. Apprenticeship and Work-Based Learning Scorecard

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
New Registered Apprentices	8 20 active registered apprentices, 64 cumulative enrollments since 2022	177 25 new registered apprentices annually by 2030	Construction, Skilled Trades, Manufacturing, Aviation, Aerospace, Healthcare, IT/Cybersecurity	Conduct ongoing recruitment and outreach to job seekers, youth, schools and employers. Assist in identifying qualified candidates, provide referrals, and work with education partners to continue development	Addressed in Regional Plan
Registered Apprenticeship Programs	8 11 local registered apprenticeship programs	? 19 active registered apprenticeship programs by 2030	Manufacturing, Construction, Health Care, Information Technology, Trade, Hospitality and Aerospace	Develop new business relationships and work with ATR to assist in the development and registration of new Apprenticeship programs Engage employers in targeted industries. Provide technical assistance to employers and refer to DOE for apprenticeship registration, connect employers with training providers and support programs with expansion	Addressed in Regional Plan Attendance in monthly meetings, community events, increase in business partnerships and ongoing development and expansion of new programs
Registered Pre-apprenticeship Programs	0 3 registered pre-apprenticeship programs (served through regional partnerships)	? 5 locally registered pre-apprenticeship programs registered by 2030	Manufacturing, Construction, Health Care, Information Technology, Trade, Hospitality and Aerospace Construction, Skilled Trades, Manufacturing, Aviation, Aerospace, Healthcare, IT/Cybersecurity	Increase development of new pre-apprenticeships as well as grow existing RA programs into pre-apprenticeships Partner with school districts, technical colleges, employers and existing apprenticeship programs to develop pre-apprenticeship pathways. Providing funding support where	Addressed in Regional Plan Steady increase in employer partnerships

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				allowable and guide new expansions	
OJT Placements	7	177	Advanced Manufacturing, Construction and Skilled Trades, Life Sciences/Healthcare, Logistics and Supply Chain, and Transportation	Targeted employer engagement, sector-based partnerships, and expanded recruitment of eligible participants into high demand occupations.	Addressed in Regional Plan OJT contract and agreements, job referrals, reverse referrals, recruitment events, and monthly meetings. OJT contract and agreements, job referrals, reverse referrals, recruitment events, and monthly meetings.
Work-Based Learning Opportunities	40	100	Advanced Manufacturing, Construction and Skilled Trades, Life Sciences/Healthcare, Logistics and Supply Chain, and Transportation	Targeted employer engagement, sector-based partnerships, and expanded recruitment of eligible participants into high demand occupations	Maintain established work base learning agreements and aligning assignment to preapprenticeship and registered apprenticeship opportunities.
Apprenticeship Navigator Activities	7 11 Apprenticeship related opportunities in Pasco, 0 in Hernando	? Increase Navigator engagement, maintain current functions and practices, and increase employer engagement. To continue working with community partners to register and expand apprenticeship and pre-apprenticeships in our region	Advanced Manufacturing, Construction and Skilled Trades, Life Sciences/Healthcare, Logistics and Supply Chain, and Transportation Construction, Skilled Trades, Manufacturing, Aviation, Aerospace, Healthcare, IT/Cybersecurity,	Increase business contacts contacted to develop registered apprenticeships Engage Employers through Chambers, Employer Outreach and economic development. Continue work with school districts, training providers and business to develop and expand registered apprenticeship and pre-apprenticeships	Ongoing increase in EF codes designated to provide registered apprenticeship information to employers
Career Center Staff Training on Apprenticeship	?	?			
WIOA Supportive Services for Apprentices	10	177	Advanced Manufacturing, Construction and Skilled Trades, Life Sciences/Healthcare, Logistics and Supply Chain, and Transportation	Assessment of Apprentice needs, expand available supportive services, strengthen community partnerships, improve apprentice awareness of resources available, strengthen case management strategies and retention support to youth apprentice, data	Apprenticeship contract and agreements, job referrals, reverse referrals, recruitment events, and monthly meetings.

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				tracking and continuous improvement strategies	
Apprenticeship Sponsorship	?	?			

Local Workforce Development Board	2030 Cumulative Expected Performance Apprentice Count
CareerSource Escarosa (LWDB1)	138
CareerSource Okaloosa Walton (LWDB 2)	47
CareerSource Chipola (LWDB 3)	19
CareerSource Gulf Coast (LWDB 4)	27
CareerSource Capital Region (LWDB 5)	47
CareerSource North Florida (LWDB 6)	77
CareerSource Northeast Florida (LWDB 8)	336
CareerSource Citrus Levy Marion (LWDB 10)	206
CareerSource Central Florida (LWDB 12)	676
CareerSource Pasco Hernando (LWDB16)	177
CareerSource Polk (LWDB 17)	174
CareerSource Suncoast (LWDB 18)	71
CareerSource Heartland (LWDB 19)	85
CareerSource Research Coast (LWDB 20)	125
CareerSource Palm Beach County (LWDB 21)	109
CareerSource Broward (LWDB 22)	445
CareerSource South Florida (LWDB 23)	1012
CareerSource Southwest Florida (LWDB 24)	439
CareerSource North Central Florida (LWDB 26)	73
CareerSource Brevard Flagler Volusia (LWDB 27)	226
CareerSource Tampa Bay (LWDB 28)	491

*As identified in Figure 2.45 of the State Plan.

10. Plan Review and Approval

FloridaCommerce, in coordination with CareerSource Florida, will review plans for completeness, compliance, strategic alignment, and responsiveness to federal and state requirements. Plans must demonstrate alignment with the State WIOA Combined Plan, the Five Pillars, negotiated performance indicators, state workforce policies, and applicable federal and state requirements.

Review Area	Reviewer Focus	Evidence Expected	Potential Action if Deficient
Strategic Alignment	Five Pillars, state priorities, targeted industries, MCL, education/workforce/economic development alignment	Completed Strategic Alignment Framework	Request clarification or revision
Performance Accountability	Federal indicators, letter grades, ROI, data use, improvement actions	Dashboard and Improvement Plan	Request corrective action or return for revision
Regional Coordination	Shared strategies, service consistency, efficiencies, regional agreements	Regional framework, agreements, scorecards	Request clarification or revision
Employer Engagement and Apprenticeship	Business services, sector partnerships, OJT, apprenticeship/preapprenticeship expansion	Scorecards, partner evidence, sector data	Request clarification or revision
Compliance and Required Attachments	Required signatures, public comment, accessibility, MOUs, IFAs, policies, governance documents	Evidence checklist and attachments	Plan may not be recommended until complete

Approval Standard

The plan, including plan modifications, will be considered approved upon written notice of state board approval or at the end of the applicable review period unless deficiencies are identified in writing and remain unresolved.

Appendix A. Suggested Page and Response Limits

Section	Recommended Limit	Format
Regional Economy and Labor Market	2 pages plus dashboard	Brief narrative + data table
Regional Service Delivery / Customer Experience	2 pages	Matrix + gaps/actions
Regional Operations and Efficiencies	1–2 pages	Evidence table
Regional Performance, Employer Engagement, Apprenticeship	Scorecards + 2 pages	Dashboards + action summary
Governance and Organizational Structure	1 page	Change-only narrative + attachments
Local Analysis of Need	2 pages plus dashboard	Data summary
Strategic Alignment	Table + 1 page	Five Pillars framework
Program Services / Partner Coordination	Table + exceptions	Partner matrix

Section	Recommended Limit	Format
One-Stop Delivery System	2 pages	Change-only narrative + evidence
Performance Improvement	Dashboard + 2 pages	Scorecard + 3-question narrative

END OF STREAMLINED WORKFORCE SERVICES PLAN INSTRUCTIONS