

DRAFT

Mayor Jane Castor

**Transforming Tampa's
Tomorrow**



**WORKFORCE PARTNERSHIPS
IDEAS IN ACTION**

**BUILDING AN
INCLUSIVE
FRAMEWORK
& PLAN**

**DRAFT FOR PUBLIC COMMENT
MAY 2023**



Workforce Development

TABLE OF CONTENTS

03
Building an ecosystem as impressive
as the workforce it supports

04
Messages from Mayor Castor
and our Co-Chairs

05
Introduction

08
Building an Inclusive Framework:
Mayor’s Workforce Council

11
Focus on 5:
Modalities for Connecting Tampa’s
Workforce to Career Pathways

13
Innovation and Testing

15
Mayor’s Workforce Council Summit

16
Workforce Action Plan

26
Resources and Sources



BUILDING AN ECOSYSTEM AS IMPRESSIVE AS THE WORKFORCE IT SUPPORTS

	United States	State	Hillsborough County, FL
Columns Sorted By:			
Regional Labor Force (Sep 2022)			
Regional Metrics			
Labor Force (Sep 2022)	164,462,618	10,816,455	814,062
Participation Rate (Sep 2022)	62.3%	60.9%	49.4%
Unemployment (Sep 2022)	5,459,475	276,767	20,056
Unemployment Rate % (Sep 2022)	3.3%	2.6%	2.5%

FLORIDA IS GROWING AT A RECORD PACE AND TAMPA IS A PRIME EXAMPLE.

Hillsborough County holds the 8th best seat for talent attraction of all counties in the United States.¹ It's home to diverse career pathway and job opportunities pathways for those with and without college degrees. Thanks to engaged collaborative partners, the ecosystem is not content to grow passively; but to find ways to include and expand options for the broadest swath of Tampa residents. The following outlines the ambidextrous approach taken by the City of Tampa and its partners to expand opportunity and economic mobility by building a robust and dynamic workforce ecosystem.

¹ Lightcast: Talent Attraction Scorecard, Dec 2022

PARTICIPATING ORGANIZATIONS

The diverse partners who collaborated on the development of the workforce framework and plan, specific to Tampa's unique story included the following:

- Abe Brown Ministries
- Accenture
- Adkins
- AmSkills
- Associated Builders & Contractors, Gulf Coast
- Bank of America
- Baycare
- Bloomberg Philanthropies
- Boxing League
- CareerSource Tampa Bay
- CDC of Tampa
- Challenger, Gray & Christmas
- Charter Communications
- Children's Board of Hillsborough County
- City of Tampa Parks & Recreation
- CocaCola Florida
- Community Enterprise Group
- Community Foundation of Tampa Bay
- Computer Mentors
- Feeding Tampa Bay
- FL - Department of Education
- HART
- Helios Foundation
- Hillsborough County Public Schools
- Hillsborough House of Hope
- IBEW
- Jabil
- Junior Achievement
- Leap Tampa Bay
- Mayor's Youth Corp
- Metropolitan Ministries
- Mis en Place
- MissionCare
- Philantropist
- Reliaquest
- SDI
- SEIU
- Suncoast United Way
- Tampa Bay Chamber
- Tampa Bay EDC
- Tampa Bay Partnership
- Tampa Bay Tech
- Tampa General Hospital
- Tampa Housing Authority
- Techbridge
- TECO
- The Skills Center
- Tmobile
- Ultimate Medical Academy
- Urban League of Hillsborough County
- Urban Technologies
- USF - college of education
- USF Muma College of Business, Hospitality

DRAFT

THIS PAGE INTENTIONALLY LEFT BLANK

DRAFT

INTRODUCTION

“The need to guide and connect job seekers to training opportunities and ultimately good jobs is a fundamental part of building a successful workforce.”

- Jane Castor, Mayor

A MAYOR’S FORESIGHT: A GROWING, VIBRANT CITY REQUIRES A BOLD AND TRANSFORMATIVE VISION

It’s all about the workforce. The labor market is often described as a demand and supply equation. Demand is depicted as companies looking for talent to power their ideas and objectives, while supply represents the talent pool itself – those willing to render their skills and knowledge for remuneration.

Under Mayor Jane Castor’s direction, the Tampa workforce ecosystem opted to dig deeper. It began with the Mayor’s Workforce Development Advisory Committee which found a robust set of partners and collaborators that comprise the ecosystem. They were charged with setting the parameters for the path forward. They knew it could be stronger – that the ecosystem could be enhanced to better connect Tampa residents to the jobs and career pathways that are fueling the city’s unprecedented growth. They recommended the formation of the Mayor’s Workforce Council (MWC)

Over the past two years, the Mayor’s Workforce Council has fearlessly blazed a path forward. The MWC looked for ways to optimize opportunities for Tampa’s workforce, thus enhancing economic mobility and inclusion. Their work was collaborative. The Workforce Council’s composition reflected business growth sectors, employers, trainers, educators and those representing the supportive services that are vital to success. They searched for “the how”, exploring best practices and demonstration projects both here and abroad to find solutions that could be customized to fit Tampa’s unique perspective.

Tampa is a city of Champions with a top-notch talent pool that can only grow stronger. The Mayor’s Workforce Committee’s goal was to harness the various opportunities within the ecosystem and leverage our collective effort to grow together. In short, it’s not about the demand and supply curve at all. It’s about the people – Tampa residents – who power the city’s growth. It’s about helping connect Tampa residents to tools for economic mobility for themselves and their families.



A thriving workforce in a post-pandemic economy can be considered an anomaly. According to the Tampa Bay Business Journal, however, Tampa’s unemployment rate has hovered at or below 4% for some time. Since 2018, the City of Tampa has continued to experience unprecedented growth and expansion, including the expansion of 5 major [workforce] industries: Business & Professional Services, Construction, Healthcare, Hospitality & Tourism, and Manufacturing & Industrial. The Tampa Bay Economic Development Corporation reported that Tampa ranked as the top real estate market in the nation, and development and construction have brought the spread of industries, the introduction of new jobs, and opportunities to learn new skills through career exploration. Career advancement has never been as accessible as it is today.



Mayor Jane Castor’s transformative and inclusive vision represents the work of leading Tampa into a new era as a model city for hospitality and tourism, and a great place for major corporations, small businesses, and other forms of professional services to expand, restart or simply relocate. As stated on the City’s website, “Mayor Jane Castor has guided the City of Tampa through a pandemic, back-to-back Stanley Cup wins, a historic Super Bowl victory and host, in addition to countless milestones on the path to Transforming Tampa’s Tomorrow.”

According to the Bureau of Labor Statistics [as reported by makefloridayourhome.org] the employment growth rate is expected to increase 3.1 percent each year through 2024, higher than both the state and national projected growth rate.

The Focus on Five framework, as formulated by the Mayor’s Workforce Council, was developed to grow and engage a skilled labor force and, through partnerships, create equitable employment opportunities as a means toward economic mobility and community stabilization. Focus on Five is the framework that catalyzes the work of the administration toward:

- Implementing innovative strategies that cultivate a labor pool of dynamically skilled workers
- Transforming job-seekers into career-explorers
- Strengthening city partnerships and programs
- Curating a city-wide landscape fit for career growth and expansion accessible to all Tampa Bay job-seekers

BACKGROUND: Tampa has always been rich in resources and natural assets. The historical narrative of Tampa’s economy begins with the settlement of Ft. Brooke upon the discovery of the bay by American settlers:

- Development of the Tampa Bay region began after the territory became part of the United States in 1845. Despite the blockade and Federal occupation during the Civil War, the area grew steadily.
- Henry B. Plant’s 1884 railroad extension to the Hillsborough River provided access to new areas, and he built lavish hotels along his rail line to attract visitors.
- Tampa owes its commercial success to Tampa Bay and the Hillsborough River. When phosphates were discovered nearby in the late 1880s, the resulting mining and shipping industries prompted a boom of growth and wealth that lasted through the 1890s.

Much of what brought commercial success to Tampa Bay during the 19th century has to do with innovating an economy through the expansion of industries, which inadvertently requires a skilled source of labor.

TRANSFORMING TAMPA'S TOMORROW: PARTNERING TO LEVERAGE THE GROWING WORKFORCE ECOSYSTEM

Nationally, the idea of the traditional workforce has shifted tremendously as employers and employees alike attempt to navigate and normalize the “new” work day. Post-pandemic conditions have allowed for workforce innovation and the expansion of career pathways for all workers. An influx of new residents including workers, business owners, and snowbirds taking advantage of the opportunity to work remotely with beach views, also forced the expansion of workforce innovation and redevelopment—which has consistently remained a priority for Transforming Tampa Tomorrow. This effort seeks to assess the growing workforce ecosystem where high-functioning organizations partner to create meaningful career pathways for Tampa residents in high-growth industries.

The Advisory Committees were essential to developing a strategic plan for Transforming Tampa Tomorrow helped to identify and direct the priorities of the administration. Those priorities were identified as follows:

-  **Strengthening Resident Services**
-  **Enhancing Workforce Development**
-  **Increasing Housing Affordability**
-  **Improving Infrastructure and Mobility**
-  **Establishing Sustainability and Resilience**

THE ECOSYSTEM

Support of undergirding what resources are out there for job-seekers and employers.
(i.e. resources + supportive services)

- **Employers**
- **Training Programs**
- **Child-care**
- **Economic Support**

A direct result of prioritizing these areas was access to economic mobility for all Tampa residents. As business expansion and other development opportunities continue to increase, workforce partnerships proved to be essential in sustaining an emerging metropolis. According to the economic opportunity report by partners at USF, Tampa ranks second in ‘business establishment start rate’ compared to cities with similar population, demographics and other indicators. This reflects a dynamic business environment and continued optimism in the economy. And for the first time in four years, the region experienced positive export growth. In addition, the region’s housing prices have stabilized in relation to the national average.





As part of Mayor Castor’s Vision for Transforming Tampa’s Tomorrow (T3), the Mayor’s Workforce Council was designed to have a dynamic mix of subject matter experts, business leaders, and community stakeholders committed to tackling substantive issues impacting career access and pathways in a meaningful way.

The goal is to create and support a skilled pipeline of talent that enables Tampa residents to access and grow their careers as the City’s economy grows. The approach is to build out the ecosystem. Tampa is gifted with a number of training, education and supportive services designed to support the individual on their career pathway. This is buttressed by the support of the city’s local workforce board, CareerSource, which helps individuals find their passion through career exploration and connection to relevant jobs and training.

The MWC is committed to growing a people-focused workforce ecosystem where we thrive and grow together. The Mayor’s Workforce Council was formed in March 2021 based on the recommendations of the Mayor’s Workforce Development Advisory Team and charged with carrying their groundbreaking work forward.

BUILDING AN INCLUSIVE FRAMEWORK THE MAYOR’S WORKFORCE COUNCIL



FIVE FOUNDATIONAL AREAS

By bringing together a diverse committee of experts and stakeholders to assess economic drivers and gaps, and identify tactical recommendations to reverse negative trends. The resulting recommendations focused on five key areas.

The Mayor's Workforce Council used their first year to explore opportunities and challenges in these 5 major areas and explored ways to optimize the ecosystem by enhancing partnerships and amplifying what was organically working, and what was not. The area employers were also a major focus. The MWC took time to understand their pressure points while honing in on inclusive strategies and skill-building opportunities worth further investigation, especially in the below-identified opportunity zones.

The Mayor's Workforce Council worked collaboratively to explore and increase access to jobs using a "career pathway" approach. The MWC also focused on heightening awareness of opportunities so that any Tampa resident looking to explore training or career pathway options has a place to start – a place to connect, learn, and grow in our great city. Our diversity is our strength, and the MWC membership reflects the varied backgrounds, deep knowledge base, and commitment to inclusive growth that can be found in the city's business community and employment base.

What was determined was that the ecosystem held multiple opportunities for collaboration and connecting individuals to meaningful Career Pathways. Identifying key areas of service was a critical component to the group's overall methodology and solutions-oriented approach.

Access matters. As measuring unemployment is difficult from a neighborhood level, the MWC adopted an industry approach of looking at areas of childhood poverty as an indicator of job instability. Metropolitan Ministries shared with the MWC that their research shows 5 Tampa zip codes with childhood poverty rates higher than 35%. Hillsborough County overall has a childhood poverty rate of 20.7%. These communities all have strengths and assets to build a strong foundation for



AWARENESS

Expanding the pool of entrants into the workforce and ensuring awareness of training, education and career pathways



METRICS

Telling the story of Tampa's workforce through data



APPRENTICESHIPS & PATHWAYS

Jobs that start careers - Strengthening linkages to apprentice programs and career learning opportunities for all major sectors



DIGITAL ACCESS

Increasing access throughout the city to ensure maximum job access and digital mobility



ENGAGING RETURNING WORKERS

Fully integrating and ensuring the success of returning workers in Tampa's workforce

growth and economic mobility. The challenge was to address key factors including access to information, resources, and in-community collaboration.

The MWC took a mixed method approach to gathering research to aid the development of the framework and resulting action plan. From surveys and interviews to focus groups and secondary data analysis, the group again relied on partnership and collaboration to amplify the voice of the workforce and understand those in-need and at-risk. Research partners included Hillsborough County Public Schools, USF and HCC in addition to the Tampa Bay EDC, the Tampa Bay Chamber, and the Tampa Bay Partnership. In addition, partners like CareerSource and Tampa City Council were quick to lend their expertise and experience to the effort.

The Florida Chamber's Florida 2030 Blueprint offered key strategies that were in alignment with the research and discourse of the Mayor's Workforce Council. Particularly, their findings on talent supply, education and overall need. The Florida scorecard identified over 900 zip codes and indicated education and financial attainment emphasizing that activating Tampa's full workforce, particularly opportunity youth, ages 18-24 will be needed to grow our city and meet the need. For example, on average the childhood poverty rate in Florida is currently 18.2 percent, showing a decrease from pandemic levels of 2020-2021. Ensuring economic mobility by accessing high potential career pathways is an effective way to reduce



the childhood poverty rate and stabilize families. The byproduct is an enhanced, more highly skilled workforce that local companies need.

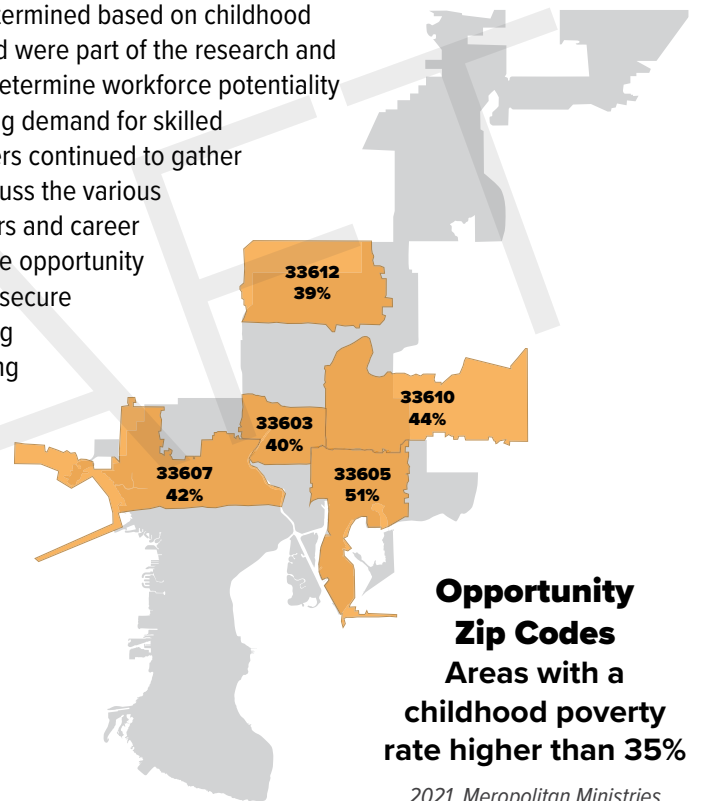
Similarly, the Florida Chamber’s work on childhood poverty was instructive. In partnering with Metropolitan Ministries, the Mayor’s Workforce Council was able to map areas of high childhood poverty. The general premise is that childhood poverty would be lower in areas where job stability and economic mobility is greater.

The committee recognized these strengths and challenges pertaining to workforce development. The MWC also utilized data showing higher unemployment for younger individuals, many just beginning to explore potential pathways. CareerSource Tampa Bay highlighted unemployment for those aged 16-24, finding that it typically hovers around 13-14% despite historic low unemployment in the region.

Opportunity or, at-risk youth are generally defined as those not actively engaged in career pathway training or in a career with a positive pathway/trajjectory. National trends have found that participation in the workforce ecosystem is low for this population. Connecting individuals to jobs with a clear pathway or training that actively supports a career pathway is essential to long term success and growth. This is particularly important for opportunity and at risk youth and within the stated geographic areas of need.

With an eye toward solutions, Tampa is unique in the amount of collaboration in its workforce ecosystem – from supportive services, to training, to post placement mentoring and development, the area’s employers, nonprofit agencies, institutions, and training organizations are actively engaged and want to do more.

These areas were determined based on childhood poverty indicators and were part of the research and information used to determine workforce potentiality to reach the increasing demand for skilled labor. Council members continued to gather over the years to discuss the various challenges job-seekers and career explorers face in these opportunity zones when trying to secure employment, including transportation, housing stabilization, and lack of educational opportunity. These challenges are heightened especially for court-involved returning workers, which also became a point of focus for the Council.





AWARENESS

The ability to inform and engage the full workforce is key to our growing economy. One of the more sobering lessons from the past year is that we need to reach more of our residents – particularly those who are not currently participating in the workforce and not actively seeking education or training. This is a particular opportunity for our younger citizens ages 16-24. Special care must be given to how we reach out and share information. We need to ensure that the training and education options available are fully known to start their career journey.

FOCUS ON 5

In April 2022, the MWC released the contextual framework for the effort – Focus on Five. In the framework, the group outlines the 5 major industries, as identified by the Mayor's Workforce Development Advisory Council, 5 geographical areas of focus, and, lastly, 5 modalities to better connect Tampa residents to meaningful career pathways.

The council ultimately decided to use 5 Focus Areas or modalities to determine what were the key areas that the collaborative effort needed to center on to strengthen workforce development.



DIGITAL ACCESS

Connectivity is an essential commodity in today's landscape. Post-pandemic, the need for high-speed internet has only increased. From education and training for a job, to applying for a job, and in many cases to performing a job as a remote employee – high-speed internet is essential.



APPRENTICESHIPS AND PATHWAYS

Connecting people to proven pathways – ones that build careers – is vital. The power of apprenticeships is proven time and time again. That said, any business, any industry can adopt an "apprentice-like" model. The focus on upskilling reminds us that all jobs, no matter the sector, should lead to the next step – a career. In a skills-based economy, there are no "dead end" jobs.



RETURNING CITIZENS

The need to engage and employ the full workforce and returning workers is foundational to a healthy workforce ecosystem and our community overall. The Council's interest in helping employers better understand and connect with returning workers while supporting the worker, and the organizations that support them, provides the best opportunity for empowering individuals to a meaningful career and life ahead.



METRICS

Understanding our strengths and using available data to identify opportunity areas is vital. Understanding and modeling growth enables us to focus training efforts in expanding areas to ensure that talent truly meets opportunity with our vibrant business community. Economic modeling shows our future growth will be rich in Business & Professional Services (Finance), Healthcare, and Construction.

FOCUS ON 5

These focus areas extended into working groups where the council recruited more community experts to zone in on each area, and brainstorm solutions for how to meet the goals as determined by an assessment process inclusive of resident needs, talent acquisition demands, business expansion and the creation of new job opportunities, skills-training needs, and the assessment of the availability of additional resources designed to support the workforce.



TALENT PIPELINE OPTIMIZATION

	Attract Talent	Assess Talent	Support Talent	Train Talent	Retain Talent
Awareness	X	X	X		
Metrics	X	X	X		
Apprenticeships and Pathways		X	X	X	X
Digital Access			X	X	X
Engaging Returning Workers	X	X	X		

TALENT PIPELINE OPTIMIZATION

With the Focus on Five conceptual framework in place, the MWC knew that they needed to expand their reach to meet the ambitious objectives. Given the acute need to broaden the pool of individuals actively engaged in the workforce, the Mayor’s Workforce Council (MWC) seeks to greatly expand collaboration with the formation of Working Groups. The proposal is for the MWC to form Working Groups linked to the major pillars identified by the group. The Mayor’s Workforce Council will continue to provide oversight and guidance on policy while the Working Groups are charged with exploring options and recommending practical solutions to the body.

STRUCTURE

The Co-Chairs of the Mayor’s Workforce Council recommended Co-Chairs from the body to lead each pillar/

foundational area that defines the Working Groups’ work. The Mayor’s Workforce Council Co-Chairs then invited individuals to be engaged in the consortium – adding additional voices from subject matter experts, service providers, educators, employers, and impacted individuals. The groups researched their specific area, including benchmarking and best practices and were part of a collaborative, silo-busting summit in October 2022 where they shared, tested and refined their preliminary findings. The ultimate opportunities highlighted by the working groups form the basis of the action plan for the effort.

The MWC opted to organize around the five modalities for Talent Pipeline Optimization and expand to include subject matter experts, service providers, and employer experiences.



INNOVATION AND TESTING

Innovation and testing were central to the Mayor’s Workforce Council’s approach in relation to better connecting career pathway seekers to opportunity. The group tackled a number of engagement points seeking ways to increase success for both the individual seeking opportunity and the would-be employers.

FOCUSING ON SKILLS

As mentioned Tampa enjoys low unemployment levels and employers routinely search for the right fit. The MWC connected with area employers to better understand the gaps and found that a shift from credentials, to discernible skills might provide significant opportunities to build the workforce they desire. When boiled down to the essential elements, knowledge and skills were most crucial when drafting job specs and identifying ideal candidates for open positions. Moreover, the employer was encouraged to look for essential competencies in candidates and train to meet critical job needs. Fortunately, the workforce ecosystem is strong and many educational partners and job training organizations are willing to assist the employer in building the training, whether a basic earn and learn or a more intensive state registered apprenticeship program to meet the need of a skills-first economy.



SIGNING DAY

RE-ENVISIONING JOB FAIRS

Signing Day is a new concept in job fairs and pathway events that launched in 2021. After learning of low attendance at many area job events, particularly with opportunity youth ages 18-24, the team went to work. They polled would-be job seekers and asked them what they would like to see in events and crafted Signing Day to meet the job seekers requests. The major needs were: have employers who are actively hiring, create a lively atmosphere as opposed to a “stale” one – this was achieved by having music from a local DJ and local food entrepreneurs on site so job seekers could sample offerings from up and coming chefs.

Not surprisingly, the event and its success relied on a key

group of partners - Hillsborough Community College, Port Tampa Bay, The Tampa Bay Chamber, Associated Builders and Contractors Gulf Coast and Reno Construction. The event focused on career pathways and employers who were actually hiring with conditional offers on site being a trademark. At the 2nd demonstration event held in June of 2022, 36 individuals received job offers with many others being offered additional interviews and opportunities outside of event day. Signing Day has two elements central to its core. 1. It celebrates the job and career pathway seeker making their needs central to the event; and 2. It is made possible through teamwork and an understanding that it takes all of us to grow Tampa in an inclusive manner.



#1 IN FLORIDA #8 IN THE NATION

According to a report by Lightcast, Hillsborough County continues its ascent in talent attraction, steadily rising from #20 in 2019 to #8 in the U.S. and the highest-ranking Florida county in 2022.

ENGAGING RETURNING CITIZENS

Ensuring that individuals with incarceration histories are able to connect with meaningful job and career pathway opportunities is vital to shared success. The question posed was how can employers better attract, onboard and support individuals on their career journey. The MWC partnered with Abe Brown Ministries and Florida State University to pilot a training curriculum for progressive area employers in October 2022. The training was developed by the university's Institute for Justice Research and Development and the learnings and interaction from the Tampa employer cohort will be used to refine the training module that will be offered nationally with a target date of 2023. The key benefits of the training as identified by the university include the following:

- Opportunities to practice new skills and have critical discussions regarding the application of training information in your unique company environment
- A better understanding of how to support this workforce in contributing to innovations and more efficient company operations
- Increased productivity through improved communication, understanding, mutual trust, and team building
- Increased awareness of the behaviors, attitudes, and policies that will allow you to work more effectively with employees from various racial, ethnic, and social backgrounds as it relates to incarceration

ACTIVELY LISTENING TO THE PATHWAY SEEKER

Along the way hearing directly from career pathway seekers and employers has been key to identifying high potential opportunities for growth and enhanced connection. At the inception of the process, there was a particular interest in connecting opportunity/at risk youth ages 18-24 to career pathways. To better understand where misfires might have occurred in the past the team designed a series of customer intercepts to gain valuable insight.

Intercept opportunities included an integrated mix of surveys, focus groups and interviews with the parks and recreation users, the Mayor's Youth Corp, Hillsborough County Public School students and area employers. By conducting primary market research the MWC was able to better understand the perspectives and challenges faced by pathway seekers and employers and identify elegant opportunities for enhanced integration and connection.



THE MWC SUMMIT



The Mayor’s Workforce Council summit was held at the Tampa River Center in October 2022. The summit was designed to provide a forum for cross collaboration and conversation relating to the work of the Working Groups – an opportunity to solicit real-time feedback and input into potential policy recommendations.

Essentially, the event allowed the working groups the opportunity to get real-time, silo-busting feedback regarding the opportunities and solutions that had been identified as a result of their interactive process. The Working Groups were designed to focus on the five modalities identified in the Focus on Five report for fully activating Tampa’s workforce. This provided the perfect environment to test and refresh high potential opportunities and solutions to enhance the ecosystem and better connect individuals to it.

The Five Modalities for talent pipeline optimization are as follows:



AWARENESS



METRICS



APPRENTICESHIPS AND PATHWAYS



DIGITAL ACCESS



ENGAGING RETURNING CITIZENS

APPROACH

The summit employed the World Café Method for group dialogue creating an inviting, collaborative space for engagement and interaction on this key policy initiative. As such, the components for engagement for the summit were:

- 1. Setting: Creating the Environment**
- 2. Welcome and Introduction**
- 3. Small Group Rounds**
- 4. Questions**
- 5. Harvest: Sharing Insight**

WORKING GROUP'S GOAL

Expand the pool of entrants into the workforce and ensure awareness of training, education and career pathway options, particularly in the city's 5 key industries

SUMMARY OF CHALLENGES

- Robust but decentralized workforce ecosystem
- Need to increase the awareness level of high potential career pathway and training options for opportunity youth (18-24)
- Increasing engagement of employers as a full partner in developing the talent pipeline within the local ecosystem

SUMMARY OF OPPORTUNITIES

- Map the ecosystem, including supportive services with workforce agency inventory
- Put a user-friendly face on the TPA WRX resources making it more accessible to those exploring career pathways & opportunities
- Advocate and Implement Non-Traditional Engagement Opportunities to cast a wider net to attract individuals (sports, crafts, entertainment- various activities)
- Work with target group (opportunity youth) to identify messaging and programming that resonate
- Engage employers to increase their awareness, partnership and support for Tampa's workforce system

CURRENT ACTIONS UNDERWAY

- Ecosystem Mapping – led by United Way Suncoast (Sep 2022)
- Conducted initial focus groups with HCPS students regarding ways to increase awareness (Nov 2022)
- Updating TPA WRX to put a user-friendly face on the resource, anticipated soft launch in Dec 2022

NEXT STEPS/ DRAFT PROJECT TIMELINE FOR THE WORKING GROUP

- Prioritize Deliverable #2 - User Friendly Face for TPA WRX; Deliverable #3 - Non-Traditional Engagement Opportunities and Deliverable #4 - Identify Messaging and Programming.
- Phase in Deliverable #1 - Map the Ecosystem and Deliverable #5 - Engage employers, next as capacity allows.
- Identify staffing and budget to implement deliverables

AWARENESS WORKING GROUP PARTICIPANTS

Chloe Coney (Co Chair), David Cross (Co Chair), Martaluz Pozo, EdD, Douglas Griesenauer, Carla Williams, Juditte Dorcy, Ed McKinney, Oscar Aliaga Abando, PhD, Elizabeth Short, Olivier Millour, Marian Cacciatore, Gary Punzi

KEY PARTNERS (POTENTIAL):

United Way Suncoast, TB Chamber, FL – DOE, TB EDC, Educational Partners, Hillsborough County

WORKFORCE ACTION PLAN

AWARENESS

DRAFT LIST OF HIGH POTENTIAL OPPORTUNITIES

Draft High Potential Opportunities	Short-term (Q1 2023), Mid-term (End 2023), or Long-term (End 2024)	Description	Requirements (data, partnerships, etc.)	Timelines	Estimate of resources/ costs	Interdependencies with other functional areas and potential partners
Source: Awareness Working Group						
Ecosystem Mapping	Near-Term	Map the ecosystem, including supportive services with workforce agency inventory	Workforce ecosystem partners have been asked to participate in populating a shared document led by United Way Suncoast. Tool will also facilitate gap analysis as needed	2023 1st quarter	TBD	<ul style="list-style-type: none"> Apprenticeships and Pathways United Way Suncoast
TPA WRX Refresh - User Friendly Face	Near-Term-soft launch Long-Term-next level	Put a user-friendly face on the TPA WRX resources making it more accessible to those exploring career pathways & opportunities. Adding pages for employers and returning citizens as well	Website development staff time / resources to aid in wayfinding	2023 1st quarter, soft launch 2024 Next level site launch	TBD	<ul style="list-style-type: none"> Apprenticeships and pathways 3rd party providers/ ecosystem
Non-Traditional Engagement Opportunities + Messaging	Mid-Term	Advocate and Implement Non-Traditional Engagement Opportunities to cast a wider net to attract individuals (sports, crafts, entertainment- various activities) + Work with target group to identify messaging and programming that resonate	City staff to coordinate and support including focus group engagement	2024 1st quarter	TBD	<ul style="list-style-type: none"> Apprenticeships Metrics Mayors Youth Corp HCPS Civic Partners TBD
Engage employers	Mid-Term	Engage employers to increase their awareness, partnership and support for Tampa's workforce system	City staff to coordinate and support and align with the release of the ecosystem map	2023 1st quarter	TBD	<ul style="list-style-type: none"> Apprenticeships FL DOE TB Chamber
Source: Resources - High Potential Opportunities for consideration						
Industry Roundtables/ Coffee Talks regarding pathways in top 5 industries	Near-term	Industry round tables for young job seekers to learn about career pathways and job opportunities	EDC, Industry bodies, workforce development providers	2023 2nd Quarter	TBD	<ul style="list-style-type: none"> Local Business Partners TB Chamber TB EDC Educational Partners
Update the resource map on TPA WRX to include a section for returning citizens	Near-Term	Add resources for returning citizens on the resource map	Provide a dedicated link on TPA WRX to resources for returning citizens	2023 1st Quarter	Align with Awareness	<ul style="list-style-type: none"> Returning Citizens Hillsborough County

WORKING GROUP'S GOAL

Tampa's economy is growing and so are career opportunities in key industries and pathways. The goal is to share Tampa's growth story using metrics that illustrate the city's true potential from a workforce perspective to attract, assess and support talent along their career journey. The goal is to have numbers that both inspire and support the key audiences (career explorers and employers) and move them to action.

SUMMARY OF CHALLENGES

- How to use metrics to tell data stories and to start by asking the why
- What do we know about who is moving to the area and are we balancing that with growing current residents?
- What are the strength-based experiences along the academic trajectory that take career learners from passion to life-long profession?
- Addressing "City" specific limits in terms of data

SUMMARY OF OPPORTUNITIES

- Using data to illustrate opportunity and ensure the City has the talent needed to thrive.
- There are existing data sources, and a number of organizations working in the education/talent space.
- Leveraging a Dashboard: Creating metrics views for different audiences [current job seekers (high demand positions), community stakeholders (general health metrics) and current/future employers (talent metrics)]

CURRENT ACTIONS UNDERWAY

- Compiling various sources for dashboard development (Sep-Oct 2022)
- Dashboard development/Recommended updates for consideration (Dec 2022)
- Conducted initial focus groups with target market regarding metrics that impact career exploration and decision making (Nov 2022)

NEXT STEPS/ DRAFT PROJECT TIMELINE FOR THE WORKING GROUP

- Start work on deliverables #1, #2, #7 and #8 immediately.
- Prioritize, price and sense check other deliverables
- Develop/ continue to develop discovery, design and build plans for the other deliverables that will be progressed

METRICS WORKING GROUP PARTICIPANTS

Jesse Coraggio, PhD, Celeste Roberts, Chad Kunerth, Kimberly Lent Morales, Cihan Cobanoglu, Steve Morey, Chuck Tiernan

KEY PARTNERS (POTENTIAL):

USF – MUMA, Lightcast, CareerSource, TB EDC, HCPS

WORKFORCE ACTION PLAN

METRICS

DRAFT LIST OF HIGH POTENTIAL OPPORTUNITIES

Draft High Potential Opportunities	Short-term (Q1 2023), Mid-term (End 2023), or Long-term (End 2024)	Description	Requirements (data, partnerships, etc.)	Timelines	Estimate of resources/ costs	Interdependencies with other functional areas and potential partners
Source: Metrics Working Group						
Create "fact sheets" on TPA WRX that illustrate opportunity in the 5 key sectors	Near-Term	Fact sheets/PDF starter kits for young people, considering an in-demand occupation (e.g. healthcare technician)	Starter kits will be included in the TPA WRX revamp. This work is underway	2023 1st quarter	TBD	<ul style="list-style-type: none"> Awareness HCPS
Create a pitch deck targeted to employers regarding Tampa's talent pipeline	Near-Term	A pitch deck about Tampa's talent pipeline and labor market for future employers	<p>Pitch deck will require data and insights from existing industry-workforce collaboration bodies, and EDC.</p> <p>The deck will be posted on the TPA WRX website</p>	2023 1st quarter	TBD	<ul style="list-style-type: none"> Awareness Local employers (TB Chamber) Relocating employers (TB EDC)
Online Career Navigator	Mid-Term	<p>A career navigator portal for young people (and/or other target audiences) to decide and access a career pathway. The portal could include functionalities such as:</p> <ul style="list-style-type: none"> Industry occupation tools (occupation trends, education needed, wage data, job comparisons, career paths) Career matching services 	A portal will be included in the TPA WRX revamp. This work is underway, with the exception of an expenses calculator	2023 2nd quarter	TBD	<ul style="list-style-type: none"> Awareness FL-DOE
Workforce Dashboard Development	Near-Term	A high level dashboard for various stakeholders/perspectives	This work is underway. Metrics should cover different perspectives: high demand careers, general health of job market and talent metrics	2023 1st quarter	\$15,000	<ul style="list-style-type: none"> Awareness - a communications plan TB EDC University Partners CareerSource
Source: Resources - High Potential Opportunities for consideration						
Online brochure for employers with metrics	Short-term	A brochure for current and future employers to learn how to access support from the workforce development ecosystem	Career Source Tampa Bay, EDC	2023 2nd Quarter	TBD	<ul style="list-style-type: none"> CareerSource TB EDC

WORKING GROUP'S GOAL

Encourage skill attainment that fuels career growth over a lifetime. Primary focus is given to jobs that start careers - strengthening linkages to apprentice programs and career leaning opportunities for all major sectors. Essentially the goal is to reinforce the concept that it's all about skills building in building one's career - there are no dead-end jobs.

SUMMARY OF CHALLENGES

- Increasing employer engagement and investment in apprenticeships and other types of earn and learn pathways.
- Navigating industry regulations to create more flexibility in apprenticeship and earn and learn programs
- Lack of awareness of the programs that do exist and weak promotion of upcoming opportunities
- How best to you expose young people to career exploration initiatives for example (note: possibly combine with above bullet point)
- Increase overall understanding of the viability and rigor of apprenticeship programs as a real alternative, or supplement, to traditional degree programs

SUMMARY OF OPPORTUNITIES

- Develop an online tool to calculate the return on investment for earn & learn programs for employers
- Establish a guide for employers interested in starting or participating in earn & learn programs
- Create an inventory of earn & learn programs available through Hillsborough County
- Apply apprentice learning to new industries like healthcare
- Coordinate with the school system in order to connect directly with youth
- Specifically, an internal DOE position that supports/facilitates state approved pre-apprenticeship programs starting in high school
- Expand access to career exploration programs in schools, so that youth are exposed to pathways at a young age (note: combine with above bullet)
- Soft skill development initiatives or programs that help individuals advance into high-growth industries
- Build awareness about earn & learn programs, especially in low-income communities (note: move to awareness group for consideration)

CURRENT ACTIONS UNDERWAY

- Began research and formulation for ROI tool options (Aug 2022)
- Consulted with FL DOE regarding "How to" guide preparations and potential links to existing tools (Nov 2022)
- Researching curriculum development models with USCOM re best practices (Nov 2022)
- Updating TPA WRX website to host employer information (Including pathway exploration and ROI). Initial soft launch in Dec 2022

NEXT STEPS/ DRAFT PROJECT TIMELINE FOR THE WORKING GROUP

- Finalize high potential opportunities and prepare final draft for the MWC.

APPRENTICESHIPS & PATHWAYS WORKING GROUP PARTICIPANTS

Byron Clayton, PhD (Co Chair), Shawn McDonnell (Co Chair), Debbie Green, David McCraw, Kathryn Wheeler, Daisy Gray, Warren Brooks, Ann Shaler, April Neumann, Robert Gibson, Will Davis, Steve Cona

KEY PARTNERS (POTENTIAL):

CareerSource, HCC, TBEDC, Training Organizations (TBD), Employers (TBD)

WORKFORCE ACTION PLAN

APPRENTICESHIP & PATHWAYS

DRAFT LIST OF HIGH POTENTIAL OPPORTUNITIES

Draft High Potential Opportunities	Short-term (Q1 2023), Mid-term (End 2023), or Long-term (End 2024)	Description	Requirements (data, partnerships, etc.)	Timelines	Estimate of resources/ costs	Interdependencies with other functional areas and potential partners
Source: Apprenticeship & Pathways Working Group						
Employer ROI	Near-Term	Create an online tool to calculate the return on investment (ROI) for earn & learn programs to illustrate value to employers	Work with key resources and business groups to market the tool's availability and application. Tool would have link on the employer page on TPA WRX	2023 1st quarter	TBD	<ul style="list-style-type: none"> Awareness CareerSource TB EDC
"How To" guide for employers	Near-Term	Create a "how to" guide for employers interested in starting or participating in earn and learn programs; or possibly link to existing resource like FL DOE	Outreach to employers and marketing campaign to get the information out to relevant stakeholders	2023 1st quarter	TBD	<ul style="list-style-type: none"> Awareness FL DOE
Earn and Learn program Inventory/ List	Mid-Term	Create an inventory of earn and learn programs available in Hillsborough County	This already exists; a way for the guide to be automated with new earn and learn programs	2023 2nd quarter	TBD	<ul style="list-style-type: none"> Awareness TB Chamber
Source: Resources - High Potential Opportunities for consideration						
Apprenticeship & Pathways Awareness Campaign	Mid-Term	Awareness campaign for employers around success stories and impact, and what is to come (the tools above). Ideally to coincide with completion of inventory	Marketing campaign digitally and in-person	2023 3rd quarter	TBD - Marketing services and ads	<ul style="list-style-type: none"> Awareness
Training Curriculum Assistance	Long-term	Training curriculum adaptable by employers to develop in-house apprenticeship or career pathway programs	Develop Workforce Development partnerships to assist employers in creating certifiable apprenticeship program curriculum	2024 2nd Quarter	Fee for Service, potential initial start up costs	<ul style="list-style-type: none"> FL DOE HCC Employers (TBD)
Opportunity Youth Career Exploration	Mid-Term	Career exploration programs for Opportunity Youth (16-24)	Key Industry partnerships and coordination targeted at Opportunity Youth population	2023 3rd Quarter	\$100,000	<ul style="list-style-type: none"> Awareness

WORKING GROUP'S GOAL

Digital access is a basic need. The city seeks to increase digital mobility of Tampa residents so that no one is limited in their employment opportunities because they lack access to the internet. Public access points to Wi-Fi are important; but, connectivity at an individual's home and enabled devices is the ultimate game changer.

SUMMARY OF CHALLENGES

- How to you get the word out regarding job opportunities when residents don't have access to the internet
- Remote working is increasing in popularity, limiting opportunities for those without consistent access to internet
- Internet, and a connected device, are needed to complete most job applications, and follow up on the application throughout the hiring process
- Cost - Specifically, the cost of a data plan, not necessarily cost of devices and past arrearages disqualifying one from accessing many assistance programs

SUMMARY OF OPPORTUNITIES

- Private Providers: ISP internet programs for as low as \$10/mo... can't get if you have a past due bill/previous balance
- Recreation centers and libraries for accessing high-speed internet and devices (interim solution)
- Explore low cost new devices or ways to improve the quality of devices that are recycled
- Get ahead of Internet for All implementation roll out planned for 2023

CURRENT ACTIONS UNDERWAY

- Consulted Commerce regarding grant process and roll out (Internet for All – Oct 2022)
- Began internal preparation for application (Nov 2022)
- Inventory of COT Wi-Fi sites underway to be added to County locations (Nov 2022)

NEXT STEPS/ DRAFT PROJECT TIMELINE FOR THE WORKING GROUP

- Finalize high potential opportunities and prepare final draft for MWC

DIGITAL ACCESS WORKING GROUP PARTICIPANTS

Ralph Smith (chair), Soto Passias, Sherisha Hills, Ja'Lem Robinson, Bobbi Davis, Larry Plank, Marcus Billington, Jill St. Thomas, Leah Brown, Chris Bailey, Cherrie Calloway

KEY PARTNERS (POTENTIAL):

Internet Providers, Department of Commerce (Internet for All), Social/Community Service Organizations(TBD), Tech Partners (TBD)

WORKFORCE ACTION PLAN

DIGITAL ACCESS

DRAFT LIST OF HIGH POTENTIAL OPPORTUNITIES

Draft High Potential Opportunities	Short-term (Q1 2023), Mid-term (End 2023), or Long-term (End 2024)	Description	Requirements (data, partnerships, etc.)	Timelines	Estimate of resources/ costs	Interdependencies with other functional areas and potential partners
Source: Digital Access Working Group						
Amplify Private Carrier Programs and subsidized programs that reduce the cost of Wi-Fi coverage	Near-Term	Expand mobile access by identifying private sector partners or philanthropy that will subsidize the cost of the plans covering both service and device options	Promotion of existing offerings in a central location/source	2023 2nd quarter	\$10,000	<ul style="list-style-type: none"> Awareness HCPS THA CareerSource
Apply for Federal Programs targeted to increase access and lower barriers to access	Near-Term	Explore how Internet for all/ BroadbandUSA federal funding could help fund Internet for all	Monitor and apply for funding as florida rolls out programming (2023)	2023 1st quarter	TBD	<ul style="list-style-type: none"> US Treasury US Commerce Star of Florida (Various)
Explore creative solutions for bringing access to under resourced areas	Mid-Term	Use retrofitted buses to bring hot spots to key areas on a mobile basis/ schedule	Researching current models for applicability and adoption	2023 3rd quarter	TBD (bus, equipment, staff)	TBD
Source: Resources - High Potential Opportunities for consideration						
Develop and Share an Asset Map	Short-Term	Develop asset map to see what community centers provide Wi-Fi for publication	Map locations of public Wi-Fi for wayfinding. Ideal if the release is timed with release of carrier programs info	2023 2nd quarter	TBD	

WORKING GROUP'S GOAL

On average nearly 2,000 individuals with incarceration histories return to Hillsborough County to build a life. There are already 10 - 12K individuals with incarceration histories trying to rebuild their lives within the county. Fully integrating, and ensuring their success by connecting individuals to jobs and career pathways is essential to reducing the chances of recidivism.

SUMMARY OF CHALLENGES

- Employers understanding challenges faced by impacted individuals including housing, transportation, financial, technology, and experience
- Resources for longer-term supportive programming
- Resources for training, education, and preparation for returning citizens while incarcerated (Care Custody Control)
- Articulating benefits of a longer-term program to the impacted individual
- Teaching employers how to interview and hire returning citizens

SUMMARY OF OPPORTUNITIES

- Connect to resources for employers looking to engage individuals (FSU Employer Training Model)
- Share examples - tell the story of individuals with incarceration histories have been successful in finding their career pathway (using metrics and testimonials)
- Amplify Career Discovery models, AmSkills mobile bootcamp example - Using “time behind bars” for building a job profile, career exploration, education and training
- Understanding issues faced by individuals returning to the workforce (financial management, housing, adjusting to unstructured environment) and supporting them
- Provide a dedicated link on TPA WRX to resources
- Develop a returning citizens hiring program within City Hall utilizing two departments
- Aligning the work and creating a consistent line of communication amongst the city, non-profit, private and justice resources working in this area lead by an office for Returning Citizens or staff member coordinating resources

CURRENT ACTIONS UNDERWAY

- Collaboration with FSU to pilot progressive employer training with local employers (Oct 2022)
- City of Tampa and Hillsborough County collaborative programming to support career training, onboarding and retention for those with lived incarceration histories enhancing opportunities for long term success (Nov 2022)
- TPA WRX relaunch will include a resource page for returning citizens

NEXT STEPS/ DRAFT PROJECT TIMELINE FOR THE WORKING GROUP

- Finalize high potential opportunities and prepare final draft for the MWC.

ENGAGING RETURNING CITIZENS WORKING GROUP PARTICIPANTS

Neal Thurman, Travis Warren, Linda Walker, Amberly Prykhodko, LCSW, Scott Brooks, Thomas, Mantz, Hashec Lewis, Susan Eber, Tom Mudano, Michael Perkins

KEY PARTNERS (POTENTIAL):

Florida State University – Institute of Justice Research & Development, Hillsborough County, AmSkills, Abe Brown Ministries, Urban League of Hillsborough County, Progressive Employers (TBD)

WORKFORCE ACTION PLAN

ENGAGING RETURNING CITIZENS

DRAFT LIST OF HIGH POTENTIAL OPPORTUNITIES

Draft High Potential Opportunities	Short-term (Q1 2023), Mid-term (End 2023), or Long-term (End 2024)	Description	Requirements (data, partnerships, etc.)	Timelines	Estimate of resources/ costs	Interdependencies with other functional areas and potential partners
Source: Engaging Returning Citizens Working Group						
Career Pathway Training for Correctional Populations	Mid-Term	Using “time behind bars” for building a job profile, career exploration, education and training Provide opportunity post incarceration as well and the opportunity to advance skills	Amplify Career Discovery models, AMSKILLS mobile bootcamp example Brookings Report	2023 Development 2024 Program start	TBD	<ul style="list-style-type: none"> • Apprenticeships & Pathways • Digital Access • Hillsborough County Sherriff’s Office • HCPS • AmSkills
Model Employment Programming	Near-Term	Develop a Returning Citizens Employment Program within City Hall	Create a model for interview, hiring, training, and supporting Returning Citizens	6-9 months	\$100,000 estimate for pilot, dependent on size	<ul style="list-style-type: none"> • FSU, • COT-HR • Navigation & Case Management Partners
Online Resources connection point for returning citizens seeking career pathway and job information	Near-Term	Include a page on website that links returning citizens to career pathway information and resources	Provide a dedicated link on TPA WRX to resources	2023 1st quarter	Internal	<ul style="list-style-type: none"> • Awareness
Support Progressive Employers with Training for Hiring and Retaining Returning Citizens	Near-Term	Connect to resources for employers looking to successfully onboard and retain employees with lived histories Collect and gather data on retention of employment and quality of work in addition to tracking Tampa’s recidivism number Create a deck showing the data	Support and amplify engagements like the FSU – Institute for Justice Research & Development Employers to resources showing why and how they can hire Returning Citizens	2022 Pilot Training 2023+ Training Rollout	\$15,000 per year	<ul style="list-style-type: none"> • Apprenticeships and Pathways • FSU • Chamber & Business Networks
Source: Resources - High Potential Opportunities for consideration						
Expand collaboration regarding Progressive Employer Training to include a “how to” guide for employing and retaining RC and market the effort	Mid-term	Use to-be piloted city programs as a guide to encourage expansion of programming in private sector employers	Marketing Campaign and Guide for Employers on how to Hire and Employ Returning Citizens and success metrics	2024-2025	Align with Apprenticeships & Pathways	<ul style="list-style-type: none"> • Apprenticeships & Pathways • FSU
Expand programming and offerings for returning citizens to ensure success	Long-Term	Enhance the success for returning citizens by building a network of easily accessible supportive programming related to career attainment and quality of life	Provide/ connect support services and programs to ensure success of Returning Citizens on their career journey	2025-2026	TBD, depends on on-line resource functionality & staffing	TBD



RESOURCES AND SOURCES

Florida 2030: Chamber of Commerce Report

- <https://www.flchamber.com/florida-2030/>

The Florida Scorecard: Metrics to Help Secure Florida's Future.

- <https://thefloridascorecard.org/?AspxAutoDetectCookieSupport=1>

Resilient Tampa: Transforming Tampa Tomorrow:

- <https://www.tampa.gov/sites/default/files/document/2021/Resilient%20Tampa.pdf>

Tampa Economic Opportunity Recommendations:

- <https://www.tampa.gov/t3/economic>

Tampa Bay Partnership - Regional Competitiveness report

- https://www.tampabay.org/wp-content/uploads/2023/01/2022_RCR_SummaryWEB.pdf