



# Workforce Innovation and Opportunity Act Local Plan for Program Years 2017-2020

## Local Workforce Development Area 21

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## ACRONYM GUIDE

- ABE** Adult Basic Education
- ABAWDs** Able Bodied Adults without Dependents
- ADA** Americans with Disabilities Act
- CES** Current Employment Statistics
- CEU** Continuing Education Units
- CFR** Code of Federal Regulations
- CRM** Customer Relationship Manager
- CSPBC** CareerSource Palm Beach County
- CTC** Career Training Concepts
- CWEP** Community Work Experience Program
- DEO** Department of Economic Opportunity
- DBS** Division of Blind Services
- DCF** Department of Children and Families
- DJJ** Department of Juvenile Justice
- DOE** Department of Education
- DVOP** Disabled Veteran Outreach Program
- EMSI** Economic Modeling Specialists International
- EFM** Employ Florida Marketplace
- EN** Employment Networks
- EP** Employment Projections
- ESOL** English for Speakers of Other Languages
- ETA** Employment and Training Administration
- ETP** Eligible Training Providers
- ETPL** Eligible Training Provider List
- EWT** Employed Worker Training

**FDBS** Florida Division of Blind Services

**FDOE** Florida Department of Education

**FETPIP** Florida Education and Training Placement Information Program

**FFY** Federal Fiscal Year

**FSS** Family Self-Sufficiency

**FWIA** Florida Workforce Investment Act

**GGHC** Gateway to Geriatric Healthcare Careers

**HUD** U.S. Department of Housing and Urban Development

**HWOL** Help Wanted On-Line by Wanted Analytics, Inc

**IEP** Individualized Education Plan

**IPE** Individualized Plan for Employment

**ITA** Individual Training Accounts

**IWT** Incumbent Worker Training

**JVA** Jobs for Veterans Act

**JVSG** Jobs for Veterans State Grant

**KSAs** Knowledge, Skills, and Abilities

**LAUS** Local Area Unemployment Statistics

**LVER** Local Veterans Employment Representative

**LWDA** Local Workforce Development Area

**LWDB** Local Workforce Development Board

**MIS** Management Information System

**MSA** Metropolitan Statistical Area

**MSFW** Migrant & Seasonal Farmworkers

**NEG** National Emergency Grant

**NFJP** National Farmworker Jobs Program

**O\*Net** Occupational Information Network

**OCR** Office of Civil Rights

**OES** Occupational Employment Statistics

**OJT** On-the-Job Training

**PREPARE** Pre-Release Employment Preparation and Reentry Engagement

**PRWOR** Personal Responsibility and Work Opportunity Reconciliation

**PY** Program Year

**QUALDOCS** Quality Documentation System for CareerSource Palm Beach County

**QRT** Quick Response Training/Florida Flex

**RA** Reemployment Assistance

**REACT** Reemployment and Emergency Assistance Coordination Team

**RESEA** Reemployment Services and Eligibility Assessment

**RESTORE** Regional and State Transitional Offender Re-entry

**RFP** Request for Proposal

**RTOL** Regional Targeted Occupations List

**SACS** Southern Association of Colleges and Schools

**SBDC** Small Business Development Center at Palm Beach State College

**SBE** Significant Barriers to Employment

**SCORE** Service Corps of Retired Executives

**SCSEP** Senior Community Service Employment Program

**SFY** State Fiscal Year

**SNAP** Supplemental Nutrition Assistance Program

**SDPBC** School District of Palm Beach County

**SSA** Social Security Administration

**SUNBIZ** Florida Department of State Division of Corporations

**TAA** Trade Adjustment Assistance

**TAACCT** Trade Adjustment Assistance Community College and Career Training

**TANF** Temporary Assistance for Needy Families

**TABE** Test of Adult Basic Education

**TAU** Talent Acquisition Unit

**TCA** Temporary Cash Assistance

**TEGL** Training and Employment Guidance Letter

**TOL** Targeted Occupations List

**TRADE** Transforming Resources for Accelerated Degrees and Employment

**TTW** Ticket to Work

**UCX** Ex-Service Members

**UI** Unemployment Insurance

**USDOE** United States Department of Education

**USDOL** United States Department of Labor

**UYEP WORKS** Urban Youth Empowerment Program WORKS

**VETS** Veterans Employment and Training Service

**VR** Florida Division of Vocational Rehabilitation

**WIA** Workforce Investment Act

**WIOA** Workforce Innovation and Opportunity Act

**WOTC** Work Opportunity Tax Credit

**WP** Wagner-Peyser

## INTRODUCTION: A MESSAGE FROM STEVE CRAIG, PRESIDENT AND CEO

The federal Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board (LWDB or local board) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year service plan to the state. This document serves as the WIOA four-year plan for CareerSource Palm Beach County effective July 1, 2016 through June 30, 2020 or program years (PY) 2017-2020.



The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Affected entities and the public have had, or will have had, an opportunity to provide input in the development of the plan. The local board has made the plan available through electronic means and in open meetings to ensure transparency to the public. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners have been or will be an integral part of the planning process. Our plan also addresses how we will coordinate service delivery with the new mandated core programs of Vocational Rehabilitation, Blind Services and Adult Education.

Our plan is based on the current and projected needs of the workforce system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including those with disabilities, those who are homeless, veterans, ex-offenders and out-of-school youth as mandated by WIOA. The plan includes an identification of the education and skill needs of the workforce and employment needs of the local area, with an analysis of the strengths and weaknesses of services to address these identified needs. The assessment includes the best available information or evidence of effectiveness and performance information for specific service models as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. The plan also provides a complete view of the system-wide needs of the local workforce development area.

The plan addresses how CareerSource Palm Beach County will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The plan leads to greater efficiencies by reducing duplication and maximizing financial and human resources. Current and future strategies and efficiencies are addressed in collaboration with the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan is a living document, which aligns with the business- and market-driven principles of CareerSource Florida.

CareerSource Palm Beach County continues to be recognized as a leader in performance, innovation and best practices by the Department of Economic Opportunity (DEO), the U.S. Department of Labor (USDOL) and CareerSource Florida. Examples of how business practices implemented at CareerSource Palm Beach County have set the pace for other regions across Florida in serving career seekers and employers are provided in this plan. Many of these initiatives are above and beyond required service.

The plan demonstrates our commitment to help provide every Palm Beach County resident with the opportunity to get a great job and build a career. We will continue to seize every opportunity with energy and innovation to achieve our vision "to be recognized by business as the primary source for talent in Palm Beach County."

## CAREERSOURCE PALM BEACH COUNTY'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), CareerSource Palm Beach County will have a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce and economic development networks will maximize the competitiveness of Florida businesses and the productivity of Florida's workforce, thus increasing economic prosperity. Florida's strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.
- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.

## A) ORGANIZATIONAL STRUCTURE

### (1) Chief Elected Official(s) (CEO)

- A. Identify the chief elected official(s) by name, title, mailing address, phone number and email address.

The Chief Elected Official for Local Workforce Development Area Palm Beach County is:

Mayor Mary L. Berger

Board of County Commissioners Palm Beach County, Florida

301 North Olive Avenue

West Palm Beach, Florida 33401

Phone: (561) 355-2205

Phone: (877) 930-2205

Fax (561) 355-6332

Email: mberger@pbcgov.org

- B. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the chief elected official.

Please find attached (Attached A1) a copy of the Palm Beach Workforce Development Consortium Interlocal Agreement effective July 10, 2007 and amendments thereto. The Local Workforce Development Area (LWDA21) comprises five units of general local government to include Palm Beach County and the municipalities of West Palm Beach, Delray Beach, South Bay and Palm Beach Gardens. On July 10, 2007 an Interlocal Agreement, which is automatically renewed annually without action of any party, created the Palm Beach Workforce Development Consortium. Duties of the consortium include selection of one of the parties to the agreement to serve as the Chief Elected Official for the area. Palm Beach County is the designated Chief Elected Official for LWDA21.

- C. Attach a copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board.

Please find attached (Attached A2) a copy of the Contract to Administer Grant Funds between Palm Beach County and CareerSource Palm Beach County.

- D. Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations:
- i. The nomination process used by the CEO to elect the local board chair and members;

The CareerSource Palm Beach County Board of Directors elects a chairperson from among those representatives of the board described in Pub. L. No. 113-128, Title I, s. 107(b)(2)(A) who are representatives of business in Palm Beach County, who are:

- (i) owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- (ii) represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in Palm Beach County; and
- (iii) are appointed from among individuals nominated by local business organizations and business trade associations.

The Board Chair serves a term of one year unless the Chair shall elect in writing prior to May 1 of the then current fiscal year to serve a second year in which case the Chair may serve a second year of the term. Additionally, a Chair may, if the Chair elects in writing prior to May 15 of the second year of the Chair's first term, elect to serve a second period as Chair for a term of one year. The Chair-Elect shall become the Chair upon the termination or expiration of the term of the Chair. In the absence of the Chair or in the case of the Chair's inability or refusal to act, the Chair-Elect shall perform the duties of the Chair and have all the powers of the Chair.

CareerSource Palm Beach County is governed by a board of directors, whose membership and appointment and number are consistent with WIOA, Pub. L. No. 113-128, Title I, s. 107(b)(c)(d)(e), Private sector representatives of local businesses shall constitute a majority of the membership of the board and are representative of the local business community. The importance of minority and gender representation is considered in making appointments to the board. CareerSource Palm Beach County operates under an Interlocal Agreement of the Palm Beach Workforce Development Consortium. Each of the five parties, Palm Beach County as CEO, and the cities of Delray Beach, Palm Beach Gardens, South Bay and West Palm Beach, to the Interlocal Agreement individually appoint their designated number of business representative members to the CareerSource Palm Beach County Board of Directors. The remaining WIOA required board member appointments are made by the Palm Beach Workforce Development Consortium.

- ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;

Non-mandated board members appointed may serve no more than two consecutive terms and are appointed for 3-year terms. However, in order to establish staggered terms for non-mandated board members, the CEO may appoint or reappoint one-third of the board members for 1-year terms, one-third of the board members for 2-year terms, and one-third of the board members for 3-year terms beginning July 1, 2016. Subsequent appointments or reappointments shall be for 3-year terms, except that a member appointed to fill a vacancy on the board shall be appointed to serve only the

remainder of the term of the member whom he or she is replacing, and may be appointed for a subsequent 3-year term. Mandated directors shall hold office for so long as they meet the representative requirement mandated by law, subject to confirmation and appointment by the Palm Beach Workforce Development Consortium.

- iii. The process to notify the CEO of a board member vacancy to ensure a prompt nominee;

The CEO is immediately notified in writing of board resignations and upcoming vacancies to ensure a prompt nominee replacement is approved at the next Palm Beach County Board of County Commissioners or Palm Beach Workforce Development Consortium meetings.

- iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;

CareerSource Palm Beach County will follow the proxy and alternate designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the WIOA regulations. Voting by approved alternates proxy shall be permitted in a board member's absence. The term limit and criteria to appoint the alternate or designee proxy shall be the same criteria as the board member, the alternate, or designee proxy represents.

- v. The use of technology, such as phone and Web-based meetings, that will be used to promote board member participation;

Only directors present in person or by telephone at a meeting shall be entitled to vote on matters submitted to a vote at such meeting. A director may participate by telephone in any meeting of the Board of Directors or any committee thereof and shall be deemed present for all purposes, including, without limitation, the establishment of a quorum, and may vote on matters presented at such meeting provided that all directors participating by telephone are able to hear all other directors participating by telephone or in person at the meeting and all other directors participating in the meeting whether in person or by telephone are able to hear each director participating by telephone.

- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,

The CareerSource Palm Beach County Board of Directors designate and direct the activities of standing committees to provide information and to assist the local board in carrying out activities. Such standing committees are chaired by a member of the CareerSource Palm Beach County board, may include other members of the local board, and shall include other individuals appointed by the local board who are not members of the local board and who the local board determines have appropriate experience and expertise. CareerSource Palm Beach County has designated the following standing committees per WIOA, Pub. L. No. 113-128, Title I, s. 107(b)(4):

(i) One-Stop Delivery System Committee to provide information and assist with operational and other issues relating to the one-stop delivery system. This may include as members representatives of the one-stop partners and to provide information and to assist with operational and other issues relating to the provision of priority of services to veterans and individuals with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for, or accommodations to, and finding employment opportunities for individuals with disabilities.

(ii) Youth and Young Adult Outreach Committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth. This shall include community-based organizations with demonstrated records of success in serving eligible youth.

(iii) CareerSource Palm Beach County has designated a Financial Planning Committee and Executive Committees in addition to the standing committees specified in WIOA, Pub. L. No. 113-128, Title I, s. 107(b) (4). The Financial Planning Committee is responsible to ensure overall fiscal responsibility. The Executive Committee meets with the President/CEO on a regular basis to provide guidance and planning for the organization. Occasionally, the Board of Directors will refer a motion to the Committee for approval when time is sensitive and actions need to take place prior to the next full Board meeting.

vii. Any other conditions governing appointments or membership on the local board.

There are no other limitations on the local CareerSource Palm Beach County Board composition or size, leaving board composition to WIOA requirements only.

E. Provide a description of how the CEO was involved in the development, review and approval of the plan.

The Chief Elected Official is a member of the CareerSource Palm Beach County Board of Directors. A draft copy of the plan was presented for comment and review to the Chief Elected Official in February 2016 and thereafter the final plan in April 2016. Regular meetings are held between the Chief Elected Official and the CareerSource Palm Beach County President/CEO to discuss current and prospective issues, budget matters, board membership and other matters.

## **(2) Local Workforce Development Board (LWDB)**

A. Identify the chairperson of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business that the chair represents.

Mr. Kenneth Kirby is the Chairperson of the CareerSource Palm Beach County Board of Directors. Mr. Kirby represents Transdermal Delivery Solutions Corporation, a business located in Palm Beach County.

Contact information is:

Mr. Kenneth Kirby, President, CEO  
Transdermal Delivery Solutions Corp.  
10384 Riverside Drive  
Palm Beach Gardens, Florida 33410  
Phone: (561) 429.6429  
Email: [Kenneth\\_Kirby@msn.com](mailto:Kenneth_Kirby@msn.com)

- B. Provide a description of how the LWDB was involved in the development, review, and approval of the plan.

A draft copy of the plan was presented for comment and review to the LWDB in February 2016 and thereafter the final plan in April 2016. Regular meetings are held between the LWDB and the CareerSource Palm Beach County President/CEO to discuss current and prospective issues, budget matters, board membership and other matters.

**(3) Local Grant Subrecipient** (local fiscal agent or administrative entity)

- A. Identify the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief elected official. WIOA section 107(d)(12)(B)(1)(iii); 20 CFR 679.420

The Palm Beach Workforce Development Consortium was created on July 10, 2007 by an Interlocal Agreement among founding members Palm Beach County, Delray Beach, Palm Beach Gardens and South Bay to permit CareerSource Palm Beach County to act as the one-stop operator, direct service provider, administrative entity, grant recipient and fiscal agent for the implementation of all appropriate funding sources as may be available to support workforce development activities for LWDA21 which is all of Palm Beach County. The city of West Palm Beach was added as a member of the consortium on November 18, 2014. As a result of the creation and use of the consortium, significant cost savings were realized by CareerSource Palm Beach County. Prior to the establishment of the consortium, CareerSource Palm Beach County was required to contract with an outside vendor for one-stop operator and direct service provider services. CareerSource Palm Beach County staff are considered consortium employees.

- B. Identify the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist it in carrying out its responsibilities as a board organized under WIOA. (May be the same as the fiscal agent). 20 CFR 679.430

CareerSource Palm Beach County acts as the fiscal agent and administrative entity for LWDA21, Palm Beach County.

- C. If a single entity has been selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach the agreement that describes how the entity will carry out its multiple responsibilities including how it will develop appropriate firewalls to guard against any conflict of interest.

Palm Beach County and CareerSource Palm Beach County have a contract to administer grant funds that describes how CareerSource Palm Beach County will carry out its multiple responsibilities (Attached A2).

The consortium, pursuant to Section 163.01(7) of the Florida statutes, employs CareerSource Palm Beach County staff to operate and implement workforce programs including One-Stop and direct services in the LWDA as well as related programs in workforce development. This ensures separation of oversight and management responsibilities through its governance structure and operational guidelines. Some of the tactical issues go to CareerSource Palm Beach County board committees under the auspices of the CareerSource Palm Beach County Board of Directors in their role as the strategic oversight board.

CareerSource Palm Beach County Board's role is to set overall direction, strategy and policy. The board will also provide broad oversight that is achieved through a committee structure that has been established to define the "firewall" that separates the board of directors from its policy role and its program operations management role. For the purpose of workforce system oversight, the board committees are: the Executive Committee, Financial Planning Committee, One-Stop Delivery System Committee and the Youth and Young Adult Outreach Committee. Day-to-day operational management is the role of the board's staff management team, with specific responsibility for workforce system management. This team reports to the CareerSource President/CEO. The President/CEO is the sole point of accountability to the board of directors in the management of local operations.

Board staff, together with staff from the Department of Economic Opportunity (DEO), provides client and customer direct services, exclusive of occupational skills training. Board staff responsible for writing and implementing policy is not engaged in the day-to-day delivery of services; rather, those tasks are assigned to staff stationed at service delivery access points in the career centers.

Programmatic monitoring is handled in-house by board program staff and through an external independent contracted monitor. Internal programmatic monitors are not the individuals delivering services in order to maintain the necessary separation and checks and balances. Peer monitoring on an ongoing basis by career center staff is used to ensure that programmatic compliance is imbedded into daily operations.

Financial monitoring continues to be contracted to an external independent contracted monitor. CareerSource Palm Beach County has established a “firewall” that clearly separates and defines our existing role as the oversight body for the local area’s workforce delivery system through the continuous monitoring of program services by an internal Quality Assurance team and external consultants. Throughout the year, an external independent contractor reviews CareerSource Palm Beach County’s performance and ensures compliance with state and federal laws and regulations, as well as state and board policies.

We have established a firewall that clearly separates the role of oversight versus our role as the managing board for operational services:

1. At least twice per year monitoring of programs and financials by an external consulting firm;
2. Monitor Welfare Transition Program case files by an external consulting firm;
3. Require career center staff to participate in trainings, cost-allocation workshops, and other pertinent staff development activities;
4. Maintain time-tracking system for board staff and career center staff that interfaces with the payroll and financial reporting system;
5. Monitor programs to ensure allowable and timely expenditures;
6. Monitor monthly financial reports to ensure budget and regulatory compliance;
7. Utilize cost reimbursement contracts to encourage optimal performance;
8. Require career center program staff to perform extensive file monitoring;
9. Monitor career center operations and all subrecipients by internal monitoring staff;
10. Internal monitoring of training providers and publishing a consumer report card to determine the “Return on Investment” of training funds.

The CareerSource Palm Beach County Board of Directors is strictly a policy board that ensures compliance with state and federal regulations and laws, reviews performance and performs strategic planning. This leaves the day-to-day operations to board administrative staff. CareerSource Palm Beach County is a transparent organization, accountable to the board.

#### **(4) One-Stop System**

- A. Provide a description of the local one-stop system (including the number, type and location of full-service and other service delivery points).

CareerSource Palm Beach County operates a full service center centrally located in Palm Beach County at 3400 Belvedere Road, West Palm Beach, Florida 33406. Other locations include services offered in the western county communities at 1085 South Main Street, Belle Glade, Florida 33430. Additionally, we provide a Supplemental Nutrition Assistance Program (SNAP) facility located at 1764 North Congress Avenue, Suite 204, West Palm Beach, Florida 33409 for Able Bodied Adults without Dependents (ABAWDs) who are individuals ages 18 to 49 without children receiving food stamps. Lastly, our Center for Business Excellence serves employers at 951 Yamato Road, Suite 100, Boca Raton, Florida 33431.

- B. Identify the days and times when service delivery offices are open to customers. Customers must have access to programs, services and activities during regular business days at a comprehensive one-stop center.

Career center hours are Monday through Friday, 8:00 am to 5:00 pm.

- C. Identify the entity or entities selected to operate the local one-stop center(s).

CareerSource Palm Beach County operates all of the local career centers.

- D. Identify the entity or entities selected to provide career services within the local one-stop system.

CareerSource Palm Beach County provides career services within the local workforce system.

- E. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.

CareerSource Palm Beach County provides Workforce Innovation and Opportunity Act, TANF (Temporary Assistance for Needy Families), Wagner-Peyser, Ticket To Work, SNAP, Veterans, and Youth services. Both CareerSource Palm Beach County and The Lord's Place provide career services to a special targeted population, homeless ex-offenders (Attached A3).

- F. Pursuant to the CareerSource Florida Administrative Policy for One-Stop Certification, please provide the required attestation that at least one comprehensive one-stop center in your local area meets the certification requirements.

CareerSource Palm Beach County hereby certifies that at least one comprehensive One-Stop center located at 1085 South Main Street, Belle Glade, Florida 33430 meets the CareerSource Florida Administrative Policy for One-Stop Certification requirements.

## B) ANALYSIS OF NEED AND AVAILABLE RESOURCES

- (1) Please provide an analysis (or existing analysis pursuant to WIOA section 108(c)) of the regional economic conditions, which must include:
- A. Information on existing and emerging in-demand industry sectors and occupations; and
  - B. The employment needs of employers in those industry sectors and occupations. WIOA §108(b)(1)(A)

### **Local area employment by industry category:**

#### **Mining, Logging, and Construction**

The Local Workforce Development Area (LWDA21) does not have employment in mining and logging, but there is considerable employment in construction. In September 2015, the employment was 29,200. The over-the-year change in September 2015 (+100 jobs, +0.3 percent) was 1,500 less when compared to September 2014 (+1,600 jobs, +5.8 percent). The number of jobs in this sector has remained fairly constant over the past year.

#### **Manufacturing**

In September 2015, the employment was 16,300. The over-the-year change in September 2015 (-100 jobs, -0.6 percent) was 1,000 less when compared to September 2014 (+900 jobs, +5.8 percent). The number of jobs in this sector has remained fairly constant for almost a year.

#### **Trade, Transportation, and Utilities**

In September 2015, the employment was 107,700. The over-the-year change in September 2015 (+600 jobs, +0.6 percent) was 4,800 less when compared to September 2014 (+5,400 jobs, +5.3 percent). The number of jobs in this sector has been trending upward over the past six years.

#### **Information**

In September 2015, the employment was 10,100. The over-the-year change in September 2015 (+0 jobs, +0 percent) was equal to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past year.

#### **Financial Activities**

In September 2015, the employment was 38,100. The over-the-year change in September 2015 (-400 jobs, -1 percent) was 1,100 less when compared to September 2014 (+700 jobs, +1.9 percent). The number of jobs in this sector has been fairly constant over the past year.

### **Professional and Business Services**

In September 2015, the employment was 108,200. The over-the-year change in September 2015 (+6,600 jobs, +6.5 percent) was 1,400 more when compared to September 2014 (+5,200 jobs, +5.4 percent). The number of jobs in this sector has been trending upward over the past six years.

### **Education and Health Services**

In September 2015, the employment was 92,800. The over-the-year change in September 2015 (+3,200 jobs, +3.6 percent) was 700 less when compared to September 2014 (+3,900 jobs, +4.6 percent). The number of jobs in this sector has been trending upward for over two decades.

### **Leisure and Hospitality**

In September 2015, the employment was 77,100. The over-the-year change in September 2015 (+1,800 jobs, +2.4 percent) was 1,500 less when compared to September 2014 (+3,300 jobs, +4.6 percent). The number of jobs in this sector has been trending upward over the past six years.

### **Other Services**

In September 2015, the employment was 30,600. The over-the-year change in September 2015 (+300 jobs, +1 percent) was 1,000 less when compared to September 2014 (+1,300 jobs, +4.5 percent). The number of jobs in this sector has been trending upward over the past six years.

### **Government**

In September 2015, the employment was 62,000. The over-the-year change in September 2015 (-300 jobs, -0.5 percent) was 300 less when compared to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past three years.

### **Emerging Industries**

Health care, education, professional and personal services industries top the lists of emerging industries appearing in the accompanying chart, Top Emerging Industries. Emerging industries tend to employ a higher percentage in professional occupations.

## Top Emerging Industries

Workforce Development Area 21 - Palm Beach County

Industry		Employment		2015 - 2023 Change	
		2015	2023	Total	Percent
8129	Other Personal Services	1,912	2,621	709	37.1
6215	Medical and Diagnostic Laboratories	2,383	3,209	826	34.7
6117	Educational Support Services	336	450	114	33.9
6113	Private Universities	2,715	3,585	870	32.0
5416	Management, Scientific, and Technical Consulting Services	7,958	10,441	2,483	31.2
6214	Outpatient Care Centers	3,898	5,001	1,103	28.3
5191	Other Information Services	775	985	210	27.1
6219	Other Ambulatory Health Care Services	890	1,121	231	26.0
6213	Offices of Other Health Practitioners	4,601	5,742	1,141	24.8
5417	Scientific Research and Development Services	1,753	2,169	416	23.7
5414	Specialized Design Services	957	1,177	220	23.0
6223	Private Specialty (Except Psychiatric and Substance Abuse)	479	588	109	22.8
5419	Other Professional, Scientific, and Technical Services	3,570	4,363	793	22.2
5413	Architectural, Engineering, and Related Services	5,590	6,771	1,181	21.1
6111	Private Elementary and Secondary Schools	4,372	5,231	859	19.6
5112	Software Publishers	598	701	103	17.2
5239	Other Financial Investment Activities	2,634	3,023	389	14.8
6114	Business Schools and Computer and Management Training	313	356	43	13.7
4452	Specialty Food Stores	1,418	1,610	192	13.5
5415	Computer Systems Design and Related Services	6,244	7,049	805	12.9
4889	Other Support Activities for Transport	118	133	15	12.7

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

### Existing Demand Occupations

As seen in the next chart, the majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and a high rate of worker turnover.

The top five existing demand occupations are related to customer service and hospitality.

Retail salespersons are the top existing demand occupation, with 10,264 projected total job openings between 2015 and 2023.

Only two of the top 15 existing demand occupations require significant technical training: registered nurses, accountants and auditors.

Two of the top 15 existing demand occupations are healthcare occupations: registered nurses and nursing assistants, which have a relatively high turnover rate and will continue to experience employment growth as a result of the increasing demand for healthcare services, driven by population growth and aging, expanding insurance coverage, and technological change.

**TOP 15 EXISTING DEMAND OCCUPATIONS**  
(ranked by total job openings)

Workforce Development Area 21 - Palm Beach County

Rank	Occupation		Employment		2015 - 2023			2015 Hourly Wage (\$)		
	Code	Title	2015	2023	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	412031	Retail Salespersons	24,854	28,188	3,334	13.4	10,264	9.94	8.84	13.93
2	353031	Waiters and Waitresses	17,178	19,490	2,312	13.5	9,051	9.26	8.77	12.68
3	353021	Combined Food Preparation and Serving Workers, Including Fast Food	13,676	16,490	2,814	20.6	7,257	9.14	8.76	9.97
4	412011	Cashiers	15,683	16,722	1,039	6.6	6,793	9.21	8.81	10.38
5	434051	Customer Service Representatives	14,303	16,466	2,163	15.1	5,249	13.78	10.04	17.39
6	373011	Landscaping and Groundskeeping Workers	13,097	14,852	1,755	13.4	4,397	10.83	8.83	12.96
7	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	15,256	18,008	2,752	18.0	4,217	15.55	11.35	18.81
8	291141	Registered Nurses	11,548	13,239	1,691	14.6	3,426	32.53	24.81	36.35
9	439061	Office Clerks, General	10,939	12,153	1,214	11.1	3,043	13.14	9.58	16.29
10	435081	Stock Clerks and Order Fillers	9,307	9,908	601	6.5	2,881	10.73	8.86	13.10
11	434171	Receptionists and Information Clerks	7,400	8,667	1,267	17.1	2,880	14.21	11.42	16.29
12	352014	Cooks, Restaurant	7,689	9,286	1,597	20.8	2,814	12.45	10.34	14.37
13	132011	Accountants and Auditors	6,726	7,787	1,061	15.8	2,645	31.79	21.46	41.56
14	339032	Security Guards	9,673	10,900	1,227	12.7	2,389	10.83	8.85	13.04
15	311014	Nursing Assistants	7,200	8,474	1,274	17.7	2,348	11.41	9.93	12.67

\* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.

\*\* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

\*\*\* Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

## Emerging Occupations

The majority of top emerging occupations occur in the professional services industry sector (8 of top 15).

Two of the top emerging occupations in the professional services industry sector are quality control analysts and remote sensing technicians. Quality control analysts conduct tests to determine quality of raw materials, bulk intermediate and finished products. Remote sensing technicians apply remote sensing technologies to assist scientists in areas such as natural resources, urban planning, or homeland security.

Hospitalists are one of the top emerging occupations in the healthcare industry sector. Hospitalists are physicians who specialize in caring for patients throughout a hospital stay.

The growth in the construction industry sector of first-line supervisors of construction and extraction workers is related to increasing residential and commercial use of solar photovoltaic or thermal systems.

The top two emerging occupations in the education industry sector are distance learning coordinators and tutors. Distance learning coordinators manage day-to-day operations of distance learning programs and schedule courses. Tutors provide non-classroom academic instruction to students on an individual or small-group basis for proactive or remedial purposes.

## Top 15 Emerging Occupations (ranked by percent growth)

Workforce Development Area 21 - Palm Beach County

Rank	SOC Code	Title	Employment		2015 - 2023		Industry Sector Linkage	2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change		Median	Entry*	Exp**
1	291071	Physician Assistants	395	552	157	39.8	Healthcare	49.80	39.19	59.95
2	131081	Logisticians	357	485	128	35.9	Professional Services	30.79	22.94	38.09
3	471011	First-Line Superv. of Construction and Extraction Workers	3,522	4,511	989	28.1	Construction	29.07	21.68	35.77
4	119039	Distance Learning Coordinators, Fitness and Wellness Coordinators	95	117	22	23.2	Education	38.00	26.79	55.64
5	172051	Civil Engineers	894	1,083	189	21.1	Professional Services	43.17	30.82	50.96
6	173027	Mechanical Engineering Technicians	114	138	24	21.1	Professional Services	26.73	18.87	32.67
7	112011	Advertising and Promotions Managers	63	76	13	20.6	Professional Services	56.32	35.15	77.30
8	291122	Occupational Therapists	295	355	60	20.3	Healthcare	41.28	30.18	45.66
9	119041	Engineering Managers	489	588	99	20.3	Professional Services	62.60	46.94	74.93
10	151121	Computer Systems Analysts	1,292	1,550	258	20.0	Professional Services	42.44	30.69	48.71
11	253099	Tutors	1,578	1,891	313	19.8	Education	NA	NA	NA
12	291069	Hospitalists, Nuclear and Preventive Medicine Physicians	1,054	1,261	207	19.6	Healthcare	95.39	54.73	120.86
13	119121	Natural Sciences Managers	66	78	12	18.2	Professional Services	55.77	42.33	64.78
14	193039	Clinical Neuropsychologists	105	124	19	18.1	Healthcare	36.08	26.39	45.49
15	194099	Quality Control Analysts, Remote Sensing Technicians	227	268	41	18.1	Professional Services	19.54	14.02	22.36

\* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

\*\* Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

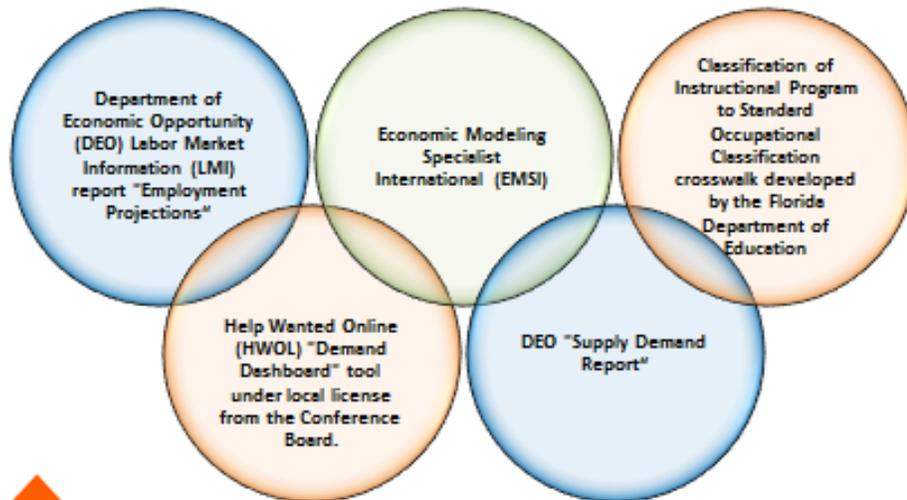
- (2) Please provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations. WIOA §108(b)(1)(B)**

CareerSource Palm Beach County conducts a comprehensive analysis of labor market information in our LWDA. The analysis of Palm Beach County in-demand occupations drives the development of our annual Regional Targeted Occupations List (RTOL). The RTOL includes a limited number of occupations requiring training to meet the needs of local employers. CareerSource Palm Beach County also reviews the state Targeted Occupations List (TOL) and, based on local workforce needs with input from partners and employers in the community, makes any necessary changes or revisions. Resources such as the Department of Economic Opportunity (DEO) Labor Market Information (LMI) report "Employment Projections" by workforce area, forecasts the future employment levels for industries and occupations in Florida and provides estimates of current and projected employment by industry and occupation for eight years into the future. Projections also include rankings of fast-growing industries and occupations in Florida.

To determine short-term trends, Help Wanted Online (HWOL) "Demand Dashboard" from the Conference Board Database Series is utilized. The Conference Board HWOL tool is used to examine actual online demand and demand history by occupation in Palm Beach County.

Economic Modeling Specialist International (EMSI) occupation reports are used to do medium-range occupation demand forecasting (4 years). Analyst is a web-based tool that allows us access to EMSI's database of labor market information. Analyst saves time as it aggregates data from several public and private sources.

## Resources



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Priority for training is linked to job openings for businesses in our targeted infrastructure industries and economic development priorities. All training is limited to two years in duration and the attainment of industry-recognized certificates or certifications, an associate's degree or a bachelor's degree, is required.

Considerations for employment needs in in-demand industry sectors and occupations:

- 1 Locally prioritized industry cluster (marine, construction, advanced mfg., healthcare, hospitality)
- 2 -OR- 25+ annual openings and positive growth
- 3 -OR- Above \$21/hr. average annual wage
- 4 FLDOE Training Code 3 (PSAV Certificate), 4 (community college credit/degree)



- (3) Please provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. WIOA §108(b)(1)(C)

**Labor Force and Unemployment**

The unemployment rate has declined by 0.7 percentage points over the year to 5.2 percent in September 2015. Since the trough of The Great Recession (unemployment rate = 11.6 percent), the unemployment rate has decreased by 6.4 percentage points. The labor force has been increasing in recent years, although it has remained fairly constant over the past two years (September 2015 labor force = 685,033). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 35,905) and the number of employed persons has been increasing (September 2015 employed persons = 649,128).

Competition for skilled workers is now heating up, evidenced by 20,504 advertised job openings in Palm Beach County for September 2015. Our local economy is likely to experience labor shortages in the coming years. Over the last seven months we have begun to witness a significant reduction in the Palm Beach County labor force. To meet the growing need of our business customers, we are advancing our best practices in our Talent Acquisition Unit and other staffing resources as presented in other sections of this plan.

### **Education of the Workforce**

In 2013, (the most recent information available) the most common educational attainment level of LWDA21 workforce participants from 25 to 64 years old was bachelor's or higher degree at 34.1 percent, followed by some college or associate degree at 30.9 percent, and then high school diploma (including equivalency) at 23.8 percent. Only 11.2 percent of workforce participants had attained less than a high school diploma.

### **Persons with Barriers to Employment**

The most recent information on unemployment rates for persons with barriers to employment is for 2013. The LWDA21 2013 unemployment rate was 22.1 for disabled persons, 11.6 percent for American Indians and Alaska Natives, 12.3 percent for Native Hawaiians and Other Pacific Islanders, and 9.5 percent for persons 55 and older.

- (4) Please provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services and the capacity to provide such services, to address the identified education and skill needs of the workforce and employment needs of employers in the region. WIOA §108(b)(1)(D) and §108(b)(7)

The new federal Workforce Innovation and Opportunity Act mandates that workforce boards across the nation act as conveners and facilitators between business, education and economic development to better understand industry employment needs, work with educational institutions to develop skills and talent requirements, and to facilitate the transition from college/school to jobs. CareerSource Palm Beach County has acted well ahead of this mandate in working with a wide array of partners in the public and private sectors.

The Education Partnerships Department was created in August 2014 to be responsible for evaluating the needs of the local community preparing our older youth, college students, and alumni for the workforce. Our Director of Education Partnerships meets with key players in the local community using a top-down process to engage college and university presidents, high school principals, and other community, education and policy leaders to ensure that students will join the workforce with the skills and education relevant to today's business needs. This work is critical in closing the education-workforce gap and helping ensure a pipeline of talent educated and trained in Palm Beach County stays in Palm Beach County.

### **Education Partnerships Department is responsible for:**

- planning, organizing and integration services and career pathway activities;

- communicating with workforce, business and education partnerships to align education and workforce needs throughout the community;
- providing the tools to align expectations for students with career goals and exploration;
- building an online technology platform for ease of access by students, colleges and businesses;
- working with the industry sectors to align education with real work experience to increase the availability of higher skilled, higher paid workers in our community.

In FY2015, the School District of Palm Beach County (SDPBC) outperformed Florida and six other large urban school districts and increased the graduation rate from FY2014.

Table 1 reports the graduation rates for the past five years (FY2011 – FY2015) for Florida, the SDPBC, and the other large urban school districts. Tables 2 – 4 show the graduation rates for the past five years (FY2011 – FY2015) for Black, Hispanic, and White students. Table 5 reports the graduation rates for the past four years (FY2012 – FY2015) for SDPBC District operated and charter schools. Tables 6, 7 and 8 report graduation rates for District operated high schools, charter high schools, and alternative high schools, respectively.

Table 1 FY2011-FY2015 Federal Graduation Rate for Florida and Large Urban Districts\*

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Florida	70.6%	74.5%	75.6%	76.1%	77.8%
<b>Palm Beach</b>	74.3%	77.0%	76.3%	77.9%	79.4%
Broward	71.6%	76.4%	75.3%	74.2%	76.6%
Dade	71.3%	76.0%	77.2%	76.6%	78.1%
Duval	63.3%	67.7%	72.1%	74.0%	76.6%
Hillsborough	69.3%	72.6%	74.1%	73.5%	76.0%
Orange	71.4%	73.9%	75.9%	74.6%	77.6%
Pinellas	65.2%	72.0%	71.9%	76.2%	78.3%

\*Florida school districts exceeding 100,000 students.

Table 2 FY2011-FY2015 Federal Graduation Rate for Florida and SDPBC for Black Students

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Florida	58.6%	63.7%	64.6%	64.7%	67.9%
SDPBC	61.5%	64.8%	63.8%	64.8%	69.1%

Table 3 FY2011-FY2015 Federal Graduation Rate for Florida and SDPBC for Hispanic Students

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Florida	69.4%	72.9%	74.9%	75.0%	76.7%
SDPBC	69.8%	72.2%	75.0%	76.7%	76.3%

Table 4 FY2011-FY2015 Federal Graduation Rate for Florida and SDPBC for White Students

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Florida	76.2%	79.4%	80.5%	81.7%	82.7%
SDPBC	85.3%	86.6%	85.5%	87.8%	88.5%

Table 5 FY2012-FY2015 Federal Graduation Rate for SDPBC District Operated and Charter Students

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
SDPBC District Operated	80.4%	81.6%	84.3%	85.3%
SDPBC Charter	45.4%	37.3%	36.0%	40.3%

Table 6 FY2011-2015 Federal Graduation Rates for SDPBC District Operated High Schools

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
AW Dreyfoos School of Arts	99.1	100.0	99.4	99.4	100.0
Atlantic High	83.6	86.2	85.7	90.0	92.2
Boca Raton High	85.8	89.6	91.0	93.9	91.6
Boynton Beach High	65.5	74.7	77.3	78.3	80.2
Forest Hill High	74.7	68.6	79.2	77.2	83.0
Glades Central High	65.5	76.1	71.1	70.3	64.6
John I Leonard High	69.3	72.7	74.2	76.6	78.7
Jupiter High	87.7	88.6	88.5	90.2	92.5
Lake Worth High	69.8	70.7	76.5	73.3	78.8
Olympic Heights High	82.9	81.5	86.9	89.1	92.6
Pahokee Middle/Senior High	72.0	75.0	74.3	89.6	85.5
Palm Beach Central High	91.1	91.3	91.5	90.4	91.3
Palm Beach Gardens High	75.3	77.5	80.4	83.0	81.7
Palm Beach Lakes High	63.4	64.9	67.5	67.7	72.0
Park Vista High	89.1	89.7	92.2	89.6	92.8
Royal Palm Beach High	70.9	74.9	76.0	77.2	82.8
Santaluces High	75.9	77.8	78.3	83.2	84.0
Seminole Ridge High	82.2	83.7	82.7	87.5	88.1
Spanish River High	91.9	94.5	90.9	93.7	90.3
Suncoast High	99.7	100.0	100.0	99.2	99.4
Village Academy Center	77.8	86.8	89.7	85.7	94.4
Wellington High	83.2	86.2	82.4	88.7	87.0
West Boca Raton High	87.1	86.9	87.7	86.5	85.7
W.T. Dwyer High	80.9	84.3	82.1	89.2	91.0

Table 7 FY2011-2015 Federal Graduation Rates for SDPBC Charter High Schools

	FY2011	FY2012	FY2013	FY2014	FY2015
Believers Academy	0.0	0.0	0.0	0.0	5.6
Ed Venture Charter	0.0	0.0	0.0	0.0	0.0
Everglades Preparatory Academy	16.7	20.0	34.0	23.3	28.3
Excel Leadership Academy	1.6	1.0	1.1	0.0	0.0
G-Star	91.5	96.1	93.3	96.7	95.9
Gulfstream LIFE Academy	*	*	*	*	0.0
iGeneration Empowerment	*	*	16.7	9.1	*
Inlet Grove High	82.8	92.1	86.3	86.6	83.7
Leadership Academy West	57.1	65.6	69.0	52.9	52.0
Mavericks High of Palm Springs	*	10.1	5.8	12.0	13.2
Quantum High	*	*	5.5	8.5	5.7
Renaissance Learning Academy	*	*	0.0	0.0	0.0
Riviera Beach Maritime Academy	81.8	79.3	81.6	90.0	89.8
Seagull Academy	0.0	*	0.0	*	0.0
South Tech Academy	86.7	88.0	89.6	92.8	94.8
Tomorrows Promise	0.0	0.0	0.0	0.0	*
Toussaint L'Ouverture High	2.5	3.9	0.0	1.9	5.7
Worthington High	*	*	4.0	5.1	3.2

\* indicates no data reported or less than 10 students in cohort. NA = Not available.

Table 8 FY2011-2015 Federal Graduation Rates for SDPBC Alternative High Schools

	FY2011	FY2012	FY2013	FY2014	FY2015
Alternative Program Central	*	0.0	*	*	*
Alternative Program North	16.7	*	14.3	NA	*
Amikids Palm Beach	*	*	*	*	NA
Crossroads Academy	12.2	21.4	14.5	18.8	16.5
Drop Back In Academy of PBC	2.1	1.4	0.0	NA	NA
PB Virtual Franchise	84.2	96.2	100.0	100.0	100
Gold Coast Community	0.0	0.0	0.0	*	*
Indian Ridge	*	20.0	26.7	20.0	NA
Intensive Transition South	7.1	25.0	10.0	14.3	15.0
Pace Center For Girls	*	*	*	*	NA
Palm Beach County Jail	0.0	1.3	0.0	4.2	0.0
Palm Beach Juvenile Correction	*	5.9	0.0	*	NA
PB Reg Juv Detention Center	0.0	0.0	0.0	*	NA
Riviera Beach Prep	7.8	13.0	26.1	19.4	22.4
Royal Palm (ESE)	0.0	0.0	0.0	11.1	NA
Turning Points Academy	8.0	4.8	6.7	0.0	18.2

\* indicates no data reported or less than 10 students in cohort. NA = Not available.

### **Meeting Employer Needs**

During the past two program years, CareerSource Palm Beach County engaged with 10,471 employers to provide recruiting, hiring, training and related services to help them connect with local talent.

We also work in close partnership with the Business Development Board (BDB) of Palm Beach County to support companies with human capital needs for relocation, expansion and retention in the county. This model has been embraced by companies who have come through the BDB. Subsequently, we have been invited to partner in 60% of the various prospect business meetings. In addition, our President and CEO serves on the BDB board of directors and members of our senior leadership team serve on key BDB committees, including the international economic development leadership summit committee.

In addition to working on this program with companies that were introduced through the BDB, CareerSource Palm Beach County is working with a variety of Stage 2 businesses across the county. Stage 2 businesses represent firms that have been in business 2 – 5 years, have 5 – 100 employees and generate revenues between \$2.5 M to \$50M annually. These are local entrepreneurial businesses that have the potential to grow and expand which represents an opportunity to hire local talent. Our partnerships with Florida Atlantic University, Palm Beach State College, Lynn University, Keiser University and other institutions and community organizations provide entry into a variety of local businesses.

### **Increasing Employment in Key Industry Sectors**

Our success in recruiting for the local hospitality industry resulted in a state best practice and has served as a model for working closer and more effectively with our community, industry, governmental and educational partners to better meet job placement and training needs in other key industries in Palm Beach County going forward.

The hospitality industry provides approximately 81,000 jobs in Palm Beach County. Our collaborative efforts with government, educational and industry partners resulted in significant increases in hospitality employment for local residents instead of importing foreign workers. The number of hotels/resorts/clubs placing job orders with us increased from 5 to 123. Having industry specific recruiters and weekly on-site pre-screening to determine candidates' suitability for the industry, company and position greatly enhanced our recruiting efforts. As a result, the number of candidates placed into hospitality jobs annually increased from 169 when the initiative began to over 1,400 today.

To build the local talent pipeline, a closer partnership with Palm Beach County School District was developed. High school juniors and seniors from hospitality/culinary career academies were placed

into part-time jobs at area country clubs/hotels. This effort won us the “Employer Partnership Recognition Award” from the National Association for Career Pathways Leadership. This same model is a template for serving the growing healthcare industry, another high-demand category in our local area.

- (5)** Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. WIOA §108(b)(7)

CareerSource Palm Beach County administers adult and dislocated worker employment and training programs such as: On-the-Job Training, Employed Worker Training, customized training, and internships to meet the needs of employers and provide career pathways to job seekers. The ultimate goal of training is employment and, to that end, CareerSource Palm Beach County utilizes internships or paid work experience in conjunction with Individual Training Accounts (ITA) or On-the-Job Training (OJT) grants. An example of the utilization of training dollars is the Security and Automation Systems Technician pilot program provided by a local state college. CareerSource Palm Beach County is providing internship assistance for WIOA eligible participants enrolled in the program. This program was developed at the request of, and to meet the needs of, Palm Beach County employers that collectively have 120 positions open with an average wage of \$17.00 per hour. Security and Fire Alarm Systems Installers is an occupation on the Regional Targeted Occupations List and the trainees will receive a nationally recognized certificate at completion of the course. The internship component will be inserted halfway through college training. Trainees will be placed with reputable industry employers and paid \$10.00 per hour for 25 hours a week for 2 months. Upon completion of the internship, employers will have the choice to retain the trainee utilizing the OJT program or they can opt not to retain the trainee. Employer participation is with the understanding that employment is the suggested outcome.

- (6)** Please provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. The description and assessment must include an identification of successful models of such youth workforce investment activities. WIOA §108(b)(9)

Our Youth Program continues to develop and implement new strategies to improve our focus on positive outcomes. CareerSource Palm Beach County offers a five-week paid work readiness class to eligible participants. This Career Prep class includes: resume building, mandatory job searches, community service projects, college tours, mock interviews, financial literacy training, career exploration, and more. Career Prep graduates move on to a paid internship, unsubsidized employment, or to post-secondary education.

The top graduates from Career Prep get selected for paid internships in manufacturing, hospitality, healthcare, financial/professional, retail and more. The intern is paid \$8.05 an hour and CareerSource pays 100% of the intern's wages. This incentive to the employer has given us the opportunity to increase employer engagement and expose our youth to more training opportunities in various industries in Palm Beach County. To date, the Youth and Young Adult department has recruited 127 Youth internship worksites. Palm Beach County businesses are recruited to hire and coach a young adult for up to 12 weeks/40 hours per week with wages paid by CareerSource. Employers offer: a meaningful work experience for an intern, assigned supervision, and a safe and secure worksite. The internship program includes a rigorous screening process for youth applicants. Career consultants develop job matches based on skills/abilities and monitor the achievements of each intern. Following the online employer registration, employers must attend an employer orientation to learn more about the program. Employers must also complete a worksite contract and a site assessment. Through the entire process, the youth and the employer receive guidance and valuable assessments.

After the internship, employers are encouraged to pursue On-the-Job Training (OJT) opportunities. These positions are \$12.00 an hour and the goal is for employers to hire, train, and retain. A portion of a new employee's wages will be reimbursed to the employer during the training period. Ten percent of our Career Prep participants are youth with disabilities. We plan to serve more youth with disabilities over the next four years.

CareerSource Palm Beach County also facilitates an innovative summer hospitality program for young adults. This program is designed to empower participants to develop soft skills, work maturity, and occupational skills needed to successfully transition into work within the hospitality industry. This five-week program is open to eligible Palm Beach County residents between the ages of 17 to 24 and not attending school. The program includes team building activities, tours, guest speakers, and valuable job shadowing at local hotels/country clubs. Participants prepare for and complete certification exams for the American Hotel & Lodging Educational Institute's Guest Service GOLD, Certified Restaurant Server, and Certified Guest Room Attendant credentials. These are nationally recognized credentials and valued by local industry.

Youth with disabilities can access all of these programs and we offer priority of service for these young job seekers with significant barriers to employment. CareerSource Palm Beach County has also partnered with agencies like South Tech Academy and Vocational Rehabilitation (VR) to better serve youth with disabilities. Our youth career consultants spend two orientation days with potential candidates discussing their challenges as well as their abilities. They conduct assessments and analyze their greatest areas of need. These assessments also allow us to match skills and determine aptitudes. We work with our partner agencies to ensure that we have all the information needed to thoroughly document all of the educational/mental health background that will assist in quality case

management. In addition, we work with employers in Palm Beach County (i.e. Gulfstream Goodwill, Publix, and Resource Depot) who mentor youth with disabilities and prepare them to be full-time working members of our community. CareerSource Palm Beach County offers valuable incentives to employers who hire, train and retain these young job seekers, including full-time paid internships, On-the-Job Training (OJT) opportunities, and scholarships to eligible youth with disabilities.

The Work Opportunity Tax Credit (WOTC) is a Federal tax credit available to employers for hiring individuals from certain target groups who have consistently faced significant barriers to employment. Individuals with disabilities, as well as unemployed and disabled veterans, are among the eligible “target groups” that qualify employers for a tax credit. There is no limit on the number of individuals an employer can hire to qualify to claim the tax credit.

### **Program Background**

The leisure and hospitality industry has traditionally been and continues to be a major employer and component of Palm Beach County’s economy. Members of this industry including hotels, resorts, private clubs and restaurants employed 81,000 workers in June 2015.

The county’s unemployment rate is at a seven-year low, reaching a rate of 5.2% in Sept of 2015. Industry employers have expressed frustration in trying to find and retain qualified people to fill key positions, particularly during the peak tourist season.

Because of the high demand for leisure and hospitality industry workers in the area, CareerSource formed a task force comprised of representatives from the hospitality industry, secondary and postsecondary educational institutions, government officials, and CareerSource staff. The task force developed and implemented a number of initiatives as a way to create a permanent local talent pipeline for area employers and to help Palm Beach County reduce the number of people out of work.

Among these initiatives was the establishment of pilot leisure and hospitality industry training programs for local workers. In addition, CareerSource initiated a Hospitality Occupation and Service Training (H.O.S.T.) program for young adults ages 18 to 21, leading to paid internships, jobs and a career ladder in the area’s hospitality industry. The components of the H.O.S.T. program include hospitality occupational skills, customer service training, nationally recognized certification by the American Hotel and Lodging Educational Institute, a paid internship at a Palm Beach County hospitality business locations, and job placement.

The success of these programs leads to the proposed CareerSource Hospitality Training Program of the Palm Beaches as of the second quarter of 2016. There is a potential talent pool of 70,590 persons between 21 and 64 years of age with disabilities, who have the desire and capability to work. As a result, these individuals with training, coaching, and confidence building can become employed and self-sufficient. To determine preliminary interest in the Hospitality Training Program,

CareerSource Palm Beach County sent a survey to 177 Ticket-to-Work holders and received 23 positive responses, or 13%. At a later date the survey base number may be expanded.

CareerSource Palm Beach County has extensive experience in working with the disabled population through its highly successful Ticket-to-Work program ranking fourth nationally in performance by the U. S. Department of Labor (USDOL). Each Ticket-to-Work participant who secures employment provides an economic benefit in the form of wages replacing Social Security payments.

The USDOL is actively addressing the needs and interests of individuals with unique abilities through policy guidance and research, staffing and program support, as well as technical assistance and training. Our program goals for The Hospitality Training Program of the Palm Beaches' align with many of the USDOL program goals for individuals with unique abilities, as follows:

- Customizing assessments to identify participant needs and develop service plans;
- Training to build staff capacity to better serve the disabled population;
- Expanding the resource base through partnerships and combining funding streams;
- Actively targeting the out-of-school population of youth with disabilities; and
- Providing employment and community service opportunities.

### **Proposed Actions**

The Hospitality Training Program focuses on a person's capabilities not disabilities. The Hospitality Program of Palm Beach County will serve young adults and adults with disabilities to have them job ready and prepared to enter a career in the hospitality industry. Similar to the CareerSource Palm Beach County HOST program, the Hospitality Training Program will use the National American Hotel and Lodging Association curriculum for participants to attain industry certifications in Guest Service, Guest Room Attendants and will expand to Maintenance and Culinary. As part of the certification process, participants participate in internships/part-time jobs/ work-based learning for 3 months.

### **Program Benefits**

The Hospitality Program of the Palm Beaches will provide specific skills necessary to receive a National industry recognized and professional certification from the American Hotel and Lodging Association. The program will prepare students with the capabilities to transition from classroom instruction to the workforce.

This endeavor will be supported by hotel owners and operators with whom CareerSource Palm Beach County has partnered. These owners and operators will employ our students with skills needed for these opportunities.

The curriculum teaches the fundamentals of lodging operations and guest services while the long-term career pathways enable students to succeed in the field. In addition, it promotes professionalism, confidence, positive work ethics, and the soft skills needed for long-term success in the workforce. The support from our partnership with Els for Autism Foundation, Inc., will support and enhance the curriculum.

The students that successfully finish the course and pass the recognized hotel and lodging final exam will receive a certificate of completion and a certification in one of the following hospitality related job titles: Guest Service and Guest Room Attendant. In addition, successful students will receive a voucher from one of our hotelier partners to attain an internship that will reinforce skills learned for potential employment.

### **Five-Year Plan**

The Hospitality Training Program of the Palm Beaches will enhance the lives of young adults and adults and focus training for participants with disabilities in the area of hospitality. This program will be a structured program with emphasis on systematic presentation of material and hands on training, with a small class size. The model will be based on the Els for Autism Foundation, Inc. with other research platforms used to investigate best practices implemented for students with disabilities in today's modern special education system. We will measure students via Wagner Peyser database service codes and track outcomes with BestWork DATA™ Assessment and other industry specific assessments.

Students will have the opportunity to reinforce skills gained through the program by hands-on hospitality experience. The students will work in the hospitality environment, while mentored by a member of the hotel staff, the support staff at Els for Autism Foundation and a CareerSource Palm Beach County team member. Virtual reinforcement of classroom learning and program lessons will promote a sense of predictability that will enable the student to be successful with changes in routine.

The program expects to recruit 50 individuals from a variety of referral services, to then be reviewed by an admissions committee. Fifteen students will be selected according to program criteria, student interviews, and a series of general assessments for candidates. Participants that qualify, but are not selected for the pilot term, are encouraged to apply for the next program cycle to be completed once a quarter. Of the 15 individuals in the original class, about 12 (80%) are predicted to finish the term. It is expected that 100% of the successful students will receive placement in the field of hospitality.

The second phase of the program is running the model and partnering with the School of Autism in Lantana, Florida. The program will include two additional certifications in Culinary and Maintenance.

This will give additional opportunities to people in different geographic areas or sectors of the county to participate in an expanded certification program.

In addition, staff will include a behavioral analysis expert, who will meet with each student once a week discussing their strengths, opportunities for growth, and development of plans for success. Together with the student, the staff member will create a goals plan and help each student create a pathway to these goals.

During class participation, each student will have an electronic tablet with program information, scheduling, activities, and learning support. These tablets have an adjustable screen and features to assure all media is accessible to each individual. This will also facilitate the opportunity to work with a larger group of students. The classroom size will increase with the addition of new teacher's aids and staff to accommodate the students.

For the third phase of the program, we will partner with ITT Tech and/or Renaissance Charter School using their resources to support our program and enhance the lives of our students.

With the opening of new partnerships, the program will be enhanced with new technology. Smartboard learning is an essential part of classroom technology allowing the students to explore various content hands-on with interactive access to the board. In addition, new curriculum options can be adapted to the smartboard to produce new ways of learning material.

The fourth phase of the program will be partnering with South Tech Academy to build a hospitality program for their academy, expanding the program to more students at different levels. It is the goal to have multiple classes with multiple area experts serving as teachers for a variety of section learning. In addition, different levels of classes are to be offered for different functionality of students at the time of the start of the 12-week program. By having this option, we can tailor classes for students who are able to move at a different pace or simply have different interests than other students.

The program may be available for students without transportation. This will be implemented with a bus to transport our students interested in the program that have no transportation.

Fifth and final stage of this five-year plan is to have a stand-alone academy sponsored by a large hotel chain. The academy will be equipped with the latest technology that can create an accessible environment for all disabilities and allow students to learn with best practice methods.

## C) LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

- (1) Please provide a description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to primary indicators of performance described in WIOA section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. WIOA §108(b)(1)(E)

**Vision:** To be recognized by businesses as the primary source for talent in Palm Beach County

**Mission:** Connecting business with talent

The Board of Directors and the President/CEO of CareerSource Palm Beach County develop annual strategic and performance goals. The PY2015-2016 goals for CareerSource Palm Beach County are attached to this plan (Attached C1, C2). These goals are continuously updated and posted on-line; the board of directors and CareerSource Palm Beach County staff use this tool to monitor progress and efficiency. Furthermore, hard copies are provided for review and discussion during Executive Committee and full board meetings. During these reviews the board may modify, edit, and/or add goals as conditions change throughout the year. These goals are also used as the basis of the annual performance review for the President/CEO.

In addition to the strategic goals directed and monitored by the board of directors; program, departmental, and individual performance goals that align with our vision and mission are established each year to ensure accountability in achieving desired programmatic and organizational outcomes.

- (2) Please describe the local area's strategy to work with entities that carry out the core programs to align resources available to the local area to achieve the strategic vision and goals established by the local board.

CareerSource Palm Beach County directly manages all programs under the direction of a consortium. The consortium was established in 2007 pursuant to Florida Statute Section 163.01 as a multi-jurisdictional consortium for the express purpose of carrying out responsibilities under the Workforce Innovation and Opportunity Act of 2014 (WIOA), the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWOR), the Wagner-Peyser Act (WP), the Florida Workforce Investment Act of 2000 (FWIA), and such other funding sources as may be available to support workforce activities in Palm Beach County.

The Consortium approves the direction of CareerSource Palm Beach County, a private, non-profit corporation chartered by the State of Florida to create and manage a workforce development system that is responsive to both businesses and career seekers in Palm Beach County. Our organization plays a key role in the development of the region's economy through the planning and implementation of a demand-driven workforce development program and innovative employment services. As a

result, we are directly responsible for carrying out all core programs and achieving the strategic goals established by the local board.

- (3)** Please describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.

The CareerSource Palm Beach County Board of Directors ensures the success of achieving organizational goals on an annual basis using the tools identified in question one i.e. strategic goals and annual performance goals. The board also directs an annual, in-depth study of how well CareerSource Palm Beach County has performed over time, titled "Organizational Effectiveness Report" (Attached C3). This allows the board to analyze trends related to program effectiveness, and helps identify areas requiring increased focus, and/or resources.

The board also participates in periodic training conducted by CareerSource Palm Beach County staff to increase their understanding of each workforce program or initiative, and therefore more effectively monitor and direct what we do.

Finally, the board directs periodic program and financial monitoring of CareerSource Palm Beach County operations through an outside accounting firm. This helps us to ensure that we are not only in strict compliance with laws and regulations regarding workforce operations, but also that we are meeting both the spirit and intent of all state and federal programs. These monitoring reports are conducted twice per year, and results reported directly to the board.

- (4)** Please describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38.

In addition to ensuring that CareerSource Palm Beach County is in full compliance with the requirements of section 188 through periodic self-audits, CareerSource Palm Beach County has gone beyond what is required to improve the delivery of services to a wider audience. For example, our Virtual Career Center (VCC) was developed and launched in 2015 to provide workforce services to clients that may have limited mobility; language barriers (Google translator for 91 languages), closed caption for the hearing impaired, or for job seekers who find it challenging to travel to one of our career centers. The VCC is available online 24 hours, for job seekers or businesses that find it difficult to use our services during normal business hours. The VCC is not intended to be a replacement for the services provided at a career center, but is intended to supplement and enhance the services available.

CareerSource Palm Beach County also offers a successful and continually expanding Ticket To Work program that assists job seekers on social security disability to return to the workforce. Over the past three years, the program has provided assistance to approximately 252 job seekers with many of them able to re-enter the workforce.

CareerSource Palm Beach County is also engaged with community partners that assist disabled job seekers to re-enter the workforce. Memorandums of Understanding (MOU) are currently in place with organizations such as Vocational Rehab, The Lord's Place, Goodwill Industries, Lighthouse for the Blind, The Ernie Els Foundation, Stand Among Friends, just to name a few.

Furthermore, CareerSource Palm Beach County in partnership with The Els for Autism Foundation, Inc., and Stand Among Friends has developed the "Hospitality Training Program for the Palm Beaches" to assist the disabled in acquiring the skills and training necessary for careers in the hospitality industry, and to help them find local employment.

CareerSource Palm Beach County has been an active participant in Palm Beach County's robust, award-winning county-wide Reentry Task Force (a sub-committee of the Palm Beach County Criminal Justice Commission) since its inception in 2008. CareerSource Palm Beach County serves as the chair of the Employment and Training Subcommittee and routinely convenes service providers, employers and other stakeholders to promote strategies and best practices to reduce the employment barriers faced by formerly incarcerated individuals. The countywide task force has gained national recognition and a Second Chance Act grant for the groundbreaking Regional and State Transitional Offender Re-entry (RESTORE), which brings service providers together to serve state Department of Corrections (DOC) prison inmates before they return to Palm Beach County.

CareerSource Palm Beach County has built upon that existing infrastructure by replicating those award-winning strategies in Pre-Release Employment Preparation and Reentry Engagement (PREPARE), a program which establishes a CareerSource Palm Beach County Career Center inside the Palm Beach County Correctional Facilities. PREPARE, which is directly-funded by the U.S. Department of Labor under the Linking to Employment Pre-Release grant, provides the same type of pre- and post-release services to jail inmates that are received by prison inmates through RESTORE.

- (5)** Describe the process used to develop your area's vision and goals, including a description of the participants in the process.

A strategy development specialist in conjunction with the assigned members of the CareerSource Palm Beach County strategic development team implemented the necessary steps to create a proper vision, mission and strategy for the organization. Members of the strategic development team

included: the directors of each program, the CareerSource Palm Beach County President/CEO, the Chief Operating Officer (COO), and members of the performance department.

The steps undertaken were:

- a. Draft meeting: Under the guidance of the Strategy Development Specialist the team created the basis for our vision, mission and organizational strategy.
- b. Idea submissions: Open period of time for team members to submit any additional ideas.
- c. First draft: First draft encompassing the vision, mission and company strategy was distributed to all team members for comments; including any revisions, adjustments, additions and/or deletions.
- d. Finalization meeting: Initial draft and any other comments or suggestions were revised and edited into a final draft of the strategic plan.
- e. Board approval: Final draft was provided to the Board of directors for consideration and approval.

- (6) Describe how the LWDB’s goals relate to the achievement of federal performance accountability measures to support economic growth and self-sufficiency. WIOA §108(b)(1)(E)

The local vision, goals and priorities are consistent with the state plan and demonstrate a broader strategic planning approach as called by the U.S. Department of Labor’s Employment and Training Administration’s (ETA) in TEGL 21-11.

- (7) Please indicate the negotiated local levels of performance for the federal measures. WIOA §108(b)(17)

<b>Adult and Dislocated</b>			
WIOA Law	WIOA Description	Related Common Measure	PY15-16 Goals
116(b)(2)(A)(i)(I)	Employment Rate (Q2 post-exit)	Entered Employment Rate	70.24% Adult 86.20% DW
116(b)(2)(A)(i)(II)	Employment Rate (Q4 post-exit)	Employment Retention Rate	88.60% Adult 85.90% DW
116(b)(2)(A)(i)(III)	Median Earnings	Average 6 month Earnings	\$25,102 Adult \$21,551 DW
116(b)(2)(A)(i)(IV)	Credential Rate	No related common measure	Pending
116(b)(2)(A)(i)(V)	Measurable Skills Gain	No related common measure	Pending
116(b)(2)(A)(i)(VI)	Employer Measures	No related common measure	Pending

Youth			
WIOA Law	WIOA Description	Related Common Measure	PY15-16 Goals
116(b)(2)(A)(i)(I)	Positive Outcomes (Q2 post-exit)	Placement in Employment or Education	74.48%
116(b)(2)(A)(i)(II)	Positive Outcomes (Q4 post-exit)	No related common measure	Pending
116(b)(2)(A)(i)(III)	Median Earnings	No related common measure	Pending
116(b)(2)(A)(i)(IV)	Credential Rate	Attainment of a Degree or Certificate	78.28%
116(b)(2)(A)(i)(V)	Measurable Skills Gain	Literacy and Numeracy Gains	18.90%
116(b)(2)(A)(i)(VI)	Employer Measures	No related common measure	Pending

- (8)** Please describe indicators used by the LWDB to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers, and the one-stop delivery system in the local area. WIOA §108(b)(17)

CareerSource Palm Beach County manages all the core programs in-house (Attached C1, C2). Strategic and performance goals are created by the Board of Directors and the President/CEO (see sections C1 and C3 for more information). They are used as the indicators of efficiency and effectiveness for our organization.

CareerSource Palm Beach County training provider contracts have two established performance measures:

1. The total number of participants who completed a course and obtained the related credential
2. The total number of participants who completed a course and obtained the related credential must have a training related job placement within 90 days.

- (9)** Please describe the definition of “self-sufficiency” utilized by your local area. WIOA §108(b)(1)

CareerSource Palm Beach County’s definition of self-sufficiency for an adult program job seeker is determined by family unit size to family income of 200% or greater of the current program year’s Lower Living Income Standard Level (LLSIL) for the six-month period immediately prior to application for intensive or training services.

A Dislocated Worker must meet WIOA Section 3 definition of a dislocated worker and has an income of 80% or more of the job of lay-off.

The local definition of self-sufficiency for an Employed Worker is a person who needs services to retain employment with their current employer. The employer is required to provide a letter stating that the employee will not be retained unless additional training, credentials or certificates are obtained.

## D) COORDINATION OF SERVICES

- (1) Coordination of programs/partners:** Please describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. TEGL 3-15

In an effort to coordinate individualized career services across our partners and prevent duplication of efforts and improve services to our customers, CareerSource Palm Beach County has taken the following measures:

- We have convened meetings with partners from Vocational Rehabilitation, Gulfstream Goodwill, Adult Education, South Tech and Blind Services.
- Task teams have been formed to identify the services, resources tools, and assessments each partner provides and the level of disability served.
- The services and resources will be analyzed to determine best practices that can be provided and coordinate the referral process based on client's needs.
- Establish Advisory Boards for all programs and partners to continue improvement and ensure successful outcomes.
- Part of this process could include all partners having access to Employ Florida Market Place.

### Career Services

#### Basic Career Services

Basic career services are available to all individuals seeking services in the one-stop delivery system, and include:

- Determine whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Conduct outreach, intake including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits, and orientation to information and other services available through the one-stop delivery system.
- Provide an initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities skills gaps, and supportive service needed.
- Initiate job search and placement assistance, and, when needed by an individual, career counseling by providing in-demand industry sector occupations.
- Provide referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs;

- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas to include job vacancy listings, information on job skills necessary to obtain the vacant jobs and local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.
- Create performance information and program cost information on eligible providers of training services by program and type of providers.
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and assistance under a state program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Provide assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- Provision information and assistance regarding filing claims under UI programs.
- Ensure that staff is properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim through phone or website.

### **Individualized Career Services**

An intake form is created for every individual that enters the one-stop center and staff will determine which individualized career services are appropriate for an individual to obtain or retain employment.

- Priority of service will be given to veterans and persons with disabilities. These services must be available in all one-stop centers.
- One-stop center staff will use recent and previous assessments by partner programs to determine if individualized career services would be appropriate.
- Develop comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers which include: diagnostic testing and use of other assessment tools; in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve

his or her employment goals, including the list of, and information about, eligible training providers.

- Group and/or individual counseling and mentoring.
- Career planning
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Creation of internships and work experiences that are linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment.
- Financial literacy services.
- Develop a plan for out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

**(2) Coordination with Economic Development Activities:** Please provide a description of how the local board will coordinate workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promote entrepreneurial training and microenterprise services. WIOA §108(b)(4)(iii)

The new federal Workforce Innovation and Opportunity Act mandates that workforce boards across the nation act as conveners and facilitators between business, education and economic development to better understand industry employment needs, work with educational institutions to develop skills and talent requirements, and to facilitate the transition from college/school to jobs. CareerSource Palm Beach County has acted well ahead of this mandate in working with a wide array of partners in the public and private sectors including the Business Development Board of Palm Beach County, Economic Council and local chambers.

Traditionally, economic development agencies recruit businesses to the area, generate financing options for large-scale opportunities or assist existing firms in expansion. CareerSource Palm Beach County works with the Small Business Development Center (SBDC) at Palm Beach State College, local Service Corps of Retired Executives (SCORE) Chapter, Florida Atlantic University Tech Runway, FAU Research Park and others to promote and facilitate entrepreneurial training and microenterprise services. Communities such as Palm Beach County exhibit such a strong pull on employers that local municipalities have leveraged to dictate terms and conditions for local

businesses setting up shop terms and conditions that link economic development with employment and improved career opportunities for local residents.

CareerSource Palm Beach County works with its economic development partners and industry organizations to keep current with the workforce needs of Palm Beach County. Some examples of what we do include:

- a. Conduct “corporation visits” with the Business Development Board as they recruit new businesses to the county. One of the top issues during these visits is a well-prepared workforce. Use our powerful “real-time” data to leverage CareerSource as the expert in providing critical workforce intelligence.
- b. Engage BioFlorida, the South Florida Manufacturers Association, the Palm Beach County Hotel and Lodging Association, Marine Industry Association of Palm Beach County, Gold Coast Builders Association, Internet Coast and the South Florida Technology Alliance to help tackle the workforce challenges and opportunities within these clusters.
- b. Encourage constant input of business using methods such as industry surveys with cluster and economic development organizations.
- c. Encourage partners to make special data requests of us in order to position ourselves as the one to turn to in Palm Beach County for current business and labor market conditions and forecasts.
- d. Target specific clusters requiring specific attention to skill needs:
  - Aviation/Aerospace/Engineering
  - Creative Industries (includes Hospitality)
  - Healthcare
  - IT/Telecommunications
  - Life Sciences
  - Manufacturing
  - Marine

One of the top issues in choosing one area over another for business relocation is a well-prepared workforce. Having access to powerful “real-time” data leverages CareerSource as the expert in providing this critical information. Accordingly, CareerSource is very engaged with key industry cluster associations such as BioFlorida, the South Florida Manufacturers Association, Marine Industry Association of Palm Beach County, the Palm Beach County Hotel and Lodging Association and Gold Coast Builders Association, feeling the pulse of workforce challenges and opportunities within these clusters. Working with industry and economic development organizations, CareerSource Palm Beach County encourages constant input of business and labor market intelligence. We also encourage partners to make special data requests as we want to be the one to turn to in Palm Beach County for current labor conditions and forecasts. Partnering with organizations such as Business Development

Board, BioFlorida, South Florida Manufacturers Association, the Life Sciences Banner Center and BioFlorida Institute, we have worked on joint survey efforts to gauge regional hiring and skill needs. All survey information and business/labor market intelligence gathered in the field is routed to our Performance Analysis team.

The complete list of CareerSource Palm Beach County targeted industry clusters include:

- Aviation/Aerospace/Engineering
- Agriculture
- Financial/Professional Services
- Communications/IT
- Construction/Marine
- Education
- Emerging Technologies
- Government/Non-Profit/Utilities
- Homeland Security/Defense
- Life Sciences/Healthcare
- Logistics/Distribution/Transportation
- Advanced Manufacturing
- Marine
- Retail/Wholesale
- Tourism/Recreation/Entertainment/Hospitality

In supporting these clusters, CareerSource Palm Beach County will:

1. Assist local businesses with human resource and training needs so they remain and thrive in Palm Beach County.
2. Develop skilled human capital with the intent of attracting new businesses to our region.

Labor market information (LMI) and Business Intelligence (BI) are valuable tools for preparing short term, immediate employment and training needs as well as preparing tomorrow's workforce. CareerSource Palm Beach County uses an industry cluster approach to help identify workforce growth opportunities (bright outlook occupations). Clusters make up the cornerstone of our local LMI/BI process; along with partners CareerSource Palm Beach County employs the following tools to identify workforce opportunities within our local industry clusters.

- Targeted Occupation List - Department of Economic Opportunity Employment (DEO)
- Projections (EP) - Department of Economic Opportunity
- Occupational Employment Statistics and Wages (OES) - DEO
- Current Employment Statistics (CES) - DEO

- Local Area Unemployment Statistics (LAUS) - DEO
- Analyst for Workforce Professionals (EMSI) - Economics Modeling Specialists, International
- Help Wanted On-Line (HWOL) - Wanted Analytics, Inc.

Presently, Palm Beach County is poised to move toward increased alignment between its economic and workforce development activities. Our best strategy is to rely on synergies that advance out of well-coordinated public/private ventures bridging economic and workforce development initiatives. Such coordinated initiatives will require the active support and involvement of Palm Beach's business community. To secure this, community leaders and public sector agencies are demonstrating clear evidence initiating a long-term commitment to meeting their labor and skill needs of local businesses.

The county is actively seeking out the best strategies for maximizing the employment and economic growth benefits that can result from leveraging a wide range of public employment and training funds. More closely aligning the functions of workforce and economic development activities generates multiple "wins" for employers, public-sector agencies, and workers by linking public workforce education and training with the skill needs of employers seeking to relocate expand to grow operations in a local municipality. In these communities, employers' on-the-ground knowledge of the county's workforce capacity informs economic development decisions, and the needs of employers drive workforce development decisions. To the extent that these cities have linked workforce development activities with high-wage, high-growth sectors of the economy, closer coordination has led to reductions in poverty and unemployment, as well as to increased employment retention.

- (3) Coordination of education and workforce investment activities:** Please describe how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. WIOA §108(b)(10)

The Workforce Innovation and Opportunity Act requires the coordination of training costs with funds available from other sources. The WIOA legislation stipulates that WIOA funds are to be coordinated with Title V Higher Education Act, such as PELL Grants, FSEOG and Florida Student Assistance. This stipulation is for two main reasons: 1) to avoid duplicate payments in cases where a participant may be eligible for both funds, and 2) to maximize the use of federal funds so that participants will avoid taking out student loans for training.

CareerSource Palm Beach County encourages participants to establish eligibility for PELL Grants, Federal Supplemental Educational Opportunity Grants (FSEOG) grants, Post-Secondary Adult Vocational Grants (PSAV) and other financial aid during the process of determining suitability for participation in a training program. CareerSource Palm Beach County does not permit reducing the amount of WIOA funds by the amount of PELL Grant funds.

CareerSource Palm Beach County will coordinate funds from members of the Army National Guard receiving Federal Tuition Assistance (FTA) in the same manner as persons receiving Title V Higher Education Act, such as PELL Grants, Federal Supplemental Educational Opportunity Grant (FSEOG) and Florida Student Assistance.

In recognition of the inextricable link between economic development and the availability of a skilled workforce, CareerSource Palm Beach County has a long history of partnership and collaboration with educational stakeholders. As result, CareerSource Palm Beach County has been at the forefront of efforts to promote a seamless, aligned service-delivery system that blends, braids, and leverages the resources of all stakeholders. While these efforts pre-date WIOA, they are consistent with the principles expressed in Section 2 of the Act (Purpose):

- “To support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system...”
- “To improve the quality and labor market relevance of workforce investment, education and economic development efforts to provide America’s workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America’s employers with the skilled workers the employers need to succeed in a global economy.”

To that end, CareerSource Palm Beach County has served as a broker, convener, facilitator, engineer and/or implementer of strategic initiatives to align workforce investment and education. Over the next four years, the organization will continue to lead regional stakeholders in the effort to build upon existing successful strategies and spearhead collaborative innovation:

- CareerSource Palm Beach County will continue to serve as the engineer of collaborative efforts between education, industry, and the workforce system to leverage a variety of resources and strategies to address current and/or projected skill gaps. Examples of past successes include a partnership with Florida Atlantic University to build the biotechnology talent pool via customized programs and an initiative involving the School District of Palm Beach County and Palm Beach State College to reduce the reliance on H-2B visas in the hospitality sector by way of work-based learning, internships and customized training.
- The partnership between CareerSource Palm Beach County and Palm Beach State College on four sector-based programs funded under the Trade Adjustment Assistance Community College and Career Training (TAACCT) grant program is a prime example of coordinating and blending workforce investment and post-secondary educational resources. The strategies that resulted from this partnership (e.g. coordinated student and employer

engagement; strategic use of labor market analysis; co-enrollment in workforce and education system; on-the-job training; placement assistance and post-employment outcome tracking, etc.) will serve as a template for future collaborative efforts with public and private educational partners at the secondary and post-secondary level.

- CareerSource Palm Beach County will continue to connect out-of-school youth and under-skilled job seekers to education and training opportunities via traditional workforce investment resources (e.g. individual training accounts, skill and aptitude assessments, cross referrals). In addition, a long-standing partnership with the School District of Palm Beach County, Department of Adult and Community Education, provides on-site GED preparation at both of the organization's two Career Centers; plans have commenced to provide on-site workforce services at an Adult and Community Education site.
  
- In July 2014, CareerSource Palm Beach County convened a series of educational partner roundtable discussions on the development and retention of a workforce with relevant education, training, and skills to meet the needs of the regional economy. In addition to a commitment to leverage traditional workforce investment resources, the following innovations were launched as a result of those discussions and will be built upon over the next four years:
  1. A Virtual Career Center (VCC) will be expanded to provide secondary and post-secondary students with immediate access to the assistance and support offered by the workforce investment system via a user-friendly "app" available on a variety of platforms,
  2. The creation of the Partnerships and Strategic Innovations department, which is charged specifically with strengthening the alignment between education, workforce, and economic development stakeholders. Key strategies include promoting the data-driven development of relevant career pathway program and sector-based partnerships; supporting and building the capacity of campus-based career services staff; developing and incubating proven models (e.g. apprenticeships, internships); convening ongoing platforms to streamline and enhance non-duplicative service delivery efforts. The department is also responsible for working with internal stakeholders to serve as a liaison to educational partners and ensure consistency.
  
- CareerSource Palm Beach County is currently (and will continue to be) an active participant on a variety of communitywide "cradle to career" initiatives launched by funders, policymakers, and interested stakeholders from both the public and private sector. These

CareerSource Palm Beach County-involved initiatives share the common goal of achieving “collective impact” and maximum coordination:

1. Birth to 22: United for Better Futures – designed to improve countywide health, education, and economic outcomes.
2. Palm Beach County Collective Impact for Education – focuses on college access, retention, and alignment with industry demand.
3. Palm Beach County STEM Coalition – aims to increase the STEM talent pool via strategies at the elementary, secondary, and post-secondary level. CSCPBC serves with a member of the Business Development Board as co-chair of the Academic and Career Pathways subcommittee.

- (4) Coordination of transportation and other supportive services:** Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)

CareerSource Palm Beach County coordinates workforce investment activities for transportation, including public transportation, and other appropriate supportive services based on program eligible job seeker needs and funds available. We utilize route connections through Palm Tran, (local transportation authority) for persons with disabilities; attending transportation advisory board meetings monthly for persons with disabilities and the elderly.

Our career consultants in the Client Services department determine eligibility for transportation and other support services. Client Services is responsible for adequately documenting the participant’s eligibility and need. See SOP AL-014 for details (Attached D1).

Vouchers and check requests are issued using the Gazelle system, which tracks support services by individual. If a voucher is issued, the participant takes it to the vendor who provides the merchandise or service and submits an invoice to CareerSource Palm Beach County for payment. If a check request is prepared, it is given to the Finance department to prepare a direct payment to the vendor.

CareerSource Palm Beach County is using Global Cash Card to issue VISA cards. These VISA cards have no value until the Finance department loads funds onto the individual cards. Once loaded, the funds belong to the cardholder and are considered spent by CareerSource Palm Beach County. There are a variety of circumstances in which a debit card is used:

1. To make payments to participants for reimbursements in lieu of checks. Reimbursements are determined by case managers who utilize Gazelle to track the participants’ support services. The supporting documentation is maintained in the participants’ files.

2. To be used in lieu of prepaid gas cards, bus passes, uniform and all other work or training related support services. These payments are determined by case managers who utilize Gazelle to track the participants' support services. The supporting documentation is maintained in the participants' files.

CareerSource Palm Beach County staff establishes participant Global Cash Card accounts and creates a check request in Gazelle for Global Cash (to upload funds on the participant's card) or to the vendor if they are to be directly paid.

The Chief Financial Officer is the administrator for the Global Cash Cards and assigns rights to Client Services department staff. The Finance department is responsible for maintaining an adequate supply of cards, maintaining available cash from which to draw funds, and loading the funds on the cards.

- (5) Coordination of Wagner-Peyser Services:** Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services. WIOA §108(b)(10)

CareerSource Palm Beach County strives to offer universally accessible services to job seekers. Services are provided through resource centers located at each of the two CareerSource Palm Beach County Career Centers.

**Services offered to clients include the following:**

- Center orientation
- Registration in Employ Florida Marketplace (EFM)
- Access to or provision of labor market information
- Completion of an initial assessment
- Career counseling
- Assistance with job searches, referrals and job placements
- Availability of workshops; i.e.: resume writing, on-line job search, interviewing skills
- Assistance with filing claims for Reemployment Assistance benefits
- Comprehensive and specialized assessment
- Development of an employment plan
- Group and individual career counseling
- Case management for individuals seeking training services
- Short-term and pre-vocational services or referrals

Job seekers may also access training services such as occupational skills training, On-the-Job training (OJT), private sector training programs, skills upgrading and retraining, job readiness training and customized training.

At each CareerSource Palm Beach County career center, staff greets all visitors and routes them to the appropriate orientation, workshop or service. Each visitor is “swiped” into the Client Tracking System which monitors the wait time and service time for each visitor.

New job seekers are provided with a center orientation and referrals to appropriate partner agencies to assist them in overcoming any barriers to employment. Following the center orientation, new job seekers are assisted with registration into Employ Florida Marketplace (EFM), development of a basic resume and recommendations to attend appropriate workshops and the possibility of job referral(s).

All job seekers are provided with services that may include the provision of labor market information, resume development or editing, interview coaching, assessment, networking and navigating EFM for their self-directed job search. Computers, fax machines, telephones and copiers are all available at no cost to job seekers.

When a job seeker and/or resource center staff member identifies a possible job match for an existing job order in EFM, a referral is sent to the Talent Acquisition Unit (TAU). The TAU acts as an “internal employer” and is the single point of contact with employers in filling job orders and matching the hiring needs of employers. CareerSource Palm Beach County also provides comprehensive assessment services and uses the assessment results during the pre-screening for job order referral services.

The TAU works closely with the Veterans Unit to obtain job orders from employers. Job seekers are matched with jobs utilizing EFM, matching skills, knowledge and abilities along with education and experience required for specific jobs. In addition, the TAU conducts multiple employer hiring events, both onsite at the career centers or offsite at specific locations that may include the employer’s place of business.

All of the above services and activities assist us in meeting the basic labor exchange as defined in Section 7(a) of the Workforce Innovation and Opportunity Act (WIOA).

CareerSource Palm Beach County also provides comprehensive assessment services and uses the assessment results during the pre-screening. Job seekers are evaluated through our assessment center, using a battery of tools which identify the best match of talent to employers’ needs. We provide state-of-the-art career assessments designed for each management and education level of job seeker, to service the universal population from CEO to associate, and PhD to GED, ticket-to-work, youth and candidates with backgrounds.

We designed, developed and piloted a webinar for the job seeker to understand the content of their assessment reports prior to seeing a career consultant. We have trained career consultants who are skilled at administering and providing feedback to the job seeker and establishing the best job candidate matches for the employer.

We partnered with other local workforce development areas outside Florida to identify best practices in assessment instruments that would identify personality, knowledge and skill of the job seeker, to match the needs of the employer. This resulted in a battery of assessments that could generate special reports to assist in the job seeker in their job search campaign, guidance for the career consultant on how to work with the job seeker and suggestions to the prospective employer to assist in on-boarding the new employee. Additionally, data could be translated into a candidate profile of strengths and development needs.

Our Assessment Center uses two core inventories; the Kenexa Skills Library, and the BestWork DATA™ Personality Assessment.

Kenexa® is a global organization that has provided business solutions for human resources for over 20 years by identifying the best individuals for every job and fostering optimal work environments for every organization. This assessment provides information to identify and select the most talented candidates featuring more than 1,700 validated skill assessments for software, office/professional, call center, accounting, financial, healthcare, industrial, legal and technical job classifications. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit. Kenexa comprises an inventory of assessments which include personality, trait, and skill. The specific assessments target levels, i.e., such as the OPI for CEO to director, manager selector for management positions, and Work Style Placement for high school GED. This also includes a battery of skills tests to measure the ability a job seeker has to fill a position. This can range from basic math to software engineer coding.

BestWork DATA™ is a thought leader in the new world of performance information. Founded on 20 years of experience in the assessment market with leadership in instrument development and technology, BestWork uses the latest assessment technology, to measure hard-wired traits and abilities of employees or job seekers. That data is then converted into easily understood information that is designed to assist the career consultant, the job seeker and the potential employer. This instrument translates the broad elements of a typical job description into measurable components, and provides easy to understand performance potential. It examines cognitive ability; the speed of thinking, how readily new material is learned, and how quickly underlying patterns are recognized and decisions are made. Additionally it analyses how the individual approaches work; such as attention to detail, following rules, how friendly they are when dealing with others, and team involvement.

Our Department of Learning designs, develops curriculum and delivers training modules to assist job candidates in their job search campaign. The workshops will include but not be limited to resume development, EFM registration, online job search, networking, interviewing skills and labor market information.

The Department of Learning works closely with the assessment center to identify skill gaps to provide skills upgrade training, such as tutorials and computer based modules, to make candidates more job ready.

During the course of business, if CareerSource Palm Beach County learns of any strikes or lockouts with an employer that does business (or has in the past done business) with CareerSource Palm Beach County, we will notify DEO of the existence of a dispute as directed by DEO memorandum "Labor Dispute Procedures" of 2/20/2012:

1. We will verify the existence of the dispute, determine the significance of the vacancies in any posted order(s);
2. We will provide written notice to job seekers referred to jobs not involved with the labor dispute via their contact information in EFM, advise each as to the strike/lockout status, and offer additional services as needed.
3. Prior to posting job orders for private employment agencies, CareerSource Palm Beach County will ensure that no fee is charged in accordance with the Wagner-Peyser Act, Section 13(b)(1). The job order will include a statement to that fact.

CareerSource Palm Beach County requires all employers, including private employment agencies using our career centers for recruitment to sign a Memorandum of Understanding (MOU). In section 6 of the MOU, under Partner Statement of Work, the employer agrees to "not collect or charge any fee for services from any job seeker." In addition, the EFM job order stipulates no fee can be collected from the job seeker (Attached D2).

CareerSource Palm Beach County adheres to public posting regulations regarding job order advertising outside of the state EFM system and seeks prior approval from DEO for advertising any positions over \$50,000 per year.

Should formal counseling be deemed an appropriate service, CareerSource Palm Beach County uses the results of the assessments to establish specific goals for a career plan that will be documented via case notes for the job seeker's specific needs.

CareerSource Palm Beach County suppresses job orders when an employer specifically requests to suppress. A job seeker who is requesting a referral to a job order for which they do not meet the job order qualifications will not be issued the referral. However, the individual is encouraged to attend

workshops which provide additional information such as labor market information, resume development or editing, interview coaching and assessment. Additionally the job seeker is encouraged to meet with a career consultant where individualized career counseling and guidance will be provided to include recommendation for additional services, WIOA services, additional assessment and possible interagency referrals.

#### **A. Re-employment Services**

1. Re-employment services are provided to unemployment claimants and Reemployment Services and Eligibility Assessment (RESEA) program participants. These programs have common elements: written notice/invitation to participate in services, orientation to the one-stop center/services available, and completion of an initial assessment.

- RESEA – We provide labor market information, complete an employment development plan, provide staff assisted job search and resume building. If a skills gap or training need is identified, the job seeker will be referred to WIOA orientation for further services. In some cases, counseling and additional assessments may be needed.
- Re-employment Assistance – We provide labor market information and work search review. If a skills gap or training need is identified, the job seeker will be referred to WIOA orientation for further services. In some cases, counseling, assessments, and additional services may be provided.

2. Currently we do not use the Initial Skills Review (ISR). However, we utilize other BestWork DATA™, Kenexa, and EFM assessments. These tools are used by staff to assist in job search services and when recommending appropriate programming options for reemployment assistance clients.

3. The work test is covered during center orientation, i.e., register in EFM, complete the background wizard, build a resume, etc. In the event a job seeker refuses a job referral or employment offer, they are reported to DEO Re-employment Assistance Services.

4. CareerSource Palm Beach County provides tools for job seekers to fulfill their weekly work search requirements. These tools include access to computers, fax machines, telephones, workshops, career counseling and referrals to appropriate jobs in each one-stop career center.

## **B. Rapid Response**

1. We adhere to local operating procedures for Rapid Response activities, highlighted in our on-site presentation (Attached D3). Reemployment Emergency Assistance Coordination Team (REACT; Florida's dislocated worker unit): a team of state and local community representatives who plan and coordinate assistance for Florida's employers and workers affected by temporary and permanent layoffs. The law requires the provision of Rapid Response activities in the event of a disaster, mass layoff, plant closing or other events that precipitate substantial increases in the number of unemployed individuals. The Worker Adjustment and Retraining Notification Act (WARN) offers protection to workers, their families and communities by requiring employers to provide notice 60 days in advance of covered plant closings and covered mass layoffs.

### **Arranging on-site employer/employee visits and informational sessions**

- a) A WARN notice from the state is sent to the local workforce development area and forwarded to the local REACT Coordinator, or an announcement in local news media is identified by the local REACT coordinator. Sometimes a human resources representative will contact the REACT coordinator directly.
  - b) Within receipt of the WARN, the REACT coordinator initiates Rapid Response services by contacting the company representative to set up an appointment to discuss services. During the appointment with the company's representative, the "On Site Rapid Response Visit Report" is completed. After the initial meeting with the company representative, information meeting(s) are scheduled for the affected workers based on the company's needs.
2. The REACT coordinator contacts agency partners to find out their availability for participation, as needed, in accordance with the employer's request.
- a) The event response plan is determined based on employer/employee needs. The REACT coordinator and the company's HR department meet to discuss what services would be beneficial. This may include scheduling employee informational meetings, setting up job fairs at the employer location if they have room, conducting job search workshops at the company location, and/or inviting partner agencies to speak about their programs. The REACT coordinator utilizes services of other CareerSource Palm Beach County departments as appropriate.
  - b) One-stop career center brochures and other program services materials are distributed to the affected employees during employee information meetings. In addition, staff from other career center departments, such as Employer Services, may accompany the

REACT coordinator on information meetings to encourage jobseekers future career center participation. Quick registrations may be used to expedite access to EFM services.

- c) During lay-offs of state employees, affected workers have access to Rapid Response services.
- d) Upon receipt of a WARN notice, the REACT coordinator will initiate Rapid Response Services.
- e) Rapid Response Reports are completed after the employer visit. In the event the employer does not return voice mail or email contact initiated by the REACT coordinator, the REACT coordinator will document the attempts to initiate Rapid Response Service and include this information in the monthly report.
- f) End-of-month activity reports are forwarded to DEO by the fifth day of the following month.
- g) Public awareness marketing materials may be distributed containing information about career center services that provide assistance for downsizing and re-employment for employers and employees.
- h) The Rapid Response program is a function of responding to an employer's obligation to publically announce an upcoming layoff event through a WARN notice. Much of the workforce services which benefit the laid-off worker are dependent upon the employer agreeing to cooperate with CareerSource Palm Beach County and provide access to the soon to be laid-off worker. Timing becomes critical. As access is made available, CareerSource Palm Beach County conducts an orientation to services and provides informational packets which include a hard copy registration to gain name and contact information of the effected workers. Acquisition of individual worker information allows CareerSource Palm Beach County to register and track these workers as customers, and to measure the effectiveness of outreach services with a goal of enrolling no less than 65% of the affected laid-off workers into a service or program.

Once enrolled, CareerSource Palm Beach County tracks participation to measure effectiveness of services by participation rates, number of job seekers completing the BestWork DATA™ assessment, number who conduct job searches in EFM, number who visit the career centers on a regular basis, number who post professional resumes in EFM, and the number of workers who obtain employment through job postings in EFM. All performance measured is used to improve service provision.

- i) The Rapid Response program has two staff members assigned to the program which includes a DEO Rapid Response coordinator and an employer services account manager. These two staff members handle Adult, Dislocated Worker, and employer services related issues with employers. They pull from general staff as needed, i.e. Trade Adjustment Assistance (TAA) staff when TAA services are involved.

**(6) Coordination of Adult Education and Literacy:** Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II. WIOA §108(b)(10)

The partnership between CareerSource Palm Beach County and the School District of Palm Beach County, Department of Adult and Community Education, is one of the organization's longest and most effective collaborations. As a result of this on-going collaboration, the Department of Adult and Community Education provides on-site GED preparation at the organization's two career centers and plans have commenced to provide on-site workforce services at an Adult and Community Education site. In addition, the two organizations collaborate on career pathway programs designed to prepare low-skilled workers for family-supporting careers via the implementation of evidence-based and promising practices (e.g. contextualized and accelerated GED/ABE programs, cross referrals, co-enrollment, and others). These collaborative activities, and the provision to review local applications submitted under Title II WIOA §108(b) (10), will be codified in jointly-signed Memorandum of Understanding.

**(7) Cooperative Agreements:** Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

CareerSource Palm Beach County continues to work with one-stop career center partners for the determination of infrastructure cost contributions. Florida Department of Education Divisions of Blind Services and Vocational Rehabilitation infrastructure cost sharing will be determined by the

Department of Education at the state level pursuant to WIOA requirements. There will be a delay in infrastructure cost sharing for Perkins Act funding as a result of federal reauthorization of the program.

CareerSource Palm Beach County has acted as the convener of community partners and their resources. We have entered Memorandums of Understanding (MOUs) with each partner that may be financial or service oriented (referral) in nature. WIOA requires the MOUs be renewed every 3 years, while CareerSource Palm Beach County reviews and monitors them more frequently. CareerSource Palm Beach County has many partnership MOUs which create relationships that provide a seamless continuum of services for the job seeker and reduce unnecessary redundant providers. There are 14 required partners in the WIOA service delivery process of which CareerSource already has nine in place (Community Services Block Grant, Job Corps, Veterans, Farmworkers, Senior Community Service Employment, TANF, SNAP Employment and Training, Trade Adjustment Assistance, Unemployment Compensation); the other three (HUD Employment and Training, Perkins Act, Second Chance Act 2007) are in the process of being established and the remaining two (Indian and Native American, YouthBuild) are not located within Palm Beach County and therefore are neither required nor applicable.

Job seekers that have been identified through our career center orientation process as having barriers to employment that require more focused attention are referred to the appropriate partner to deliver services and activities that may not be available at CareerSource Palm Beach County.

Partner services are also made available to the job seeker either via a link on the CareerSource website, by referral or another method. Services are provided by cross-referral through the one-stop system for those that are not offered directly by CareerSource Palm Beach County. Examples of these services include, but are not limited to, adult education, ESOL, housing, drug counseling, emergency assistance for family housing, and food. The process begins by identifying the targeted population and their specific needs. If these needs cannot be effectively met within our career centers, a Request for Proposal (RFP) is published. Community organizations are required to respond in accordance with established procurement policy. Bids are reviewed by both staff and our board of directors. The organization that can best service the targeted population is selected and an MOU is developed.

## E) DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

**(1) General System Description:** Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners. WIOA §108(b)(6)

CareerSource Palm Beach County has demonstrated by our performance that we operate the one-stop delivery system very efficiently and effectively. During the past two years CareerSource Palm Beach County assisted nearly 50,000 residents in finding local employment, with salaries from these jobs creating an annual average of \$1 billion dollars in economic impact to our region. This makes CareerSource Palm Beach County one of the largest economic growth engines in our county.

The Workforce Innovation and Opportunity Act (WIOA) requires priority be given to “public benefits recipients, other low-income individuals, and individuals who are basic skills deficient” when providing career and training services. This is intended to improve and strengthen the public workforce system and help Americans, especially high-need youth and adults with significant barriers to employment, obtain skills, postsecondary credentials, and employment. Our service is also based upon the following premises:

- Meeting the demands of businesses and workers by driving workforce solutions.
- Supporting a workforce system that supports strong regional economies.
- Increasing access to education, training, and employment--particularly for people with barriers to employment.
- Creating a comprehensive, high-quality workforce development system by aligning workforce investment, education, and economic development.
- Increasing best practices including career pathways, sector partnerships, and credential attainment to increase employment for in-demand industries and occupations.
- Insuring “priority of service” for veterans, eligible spouses and persons with disabilities.

A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

### Core Programs

#### **Adult & Dislocated Worker programs** (on site)

CareerSource Palm Beach County conducts WIOA Adult and Dislocated Worker formula programs, in coordination with the Wagner-Peyser Employment Service, are pivotal pieces of the career center, which is the foundation of the workforce system. The system provides universal access to career

services to meet the diverse needs of adults and dislocated workers. The adult and dislocated worker programs are core partners in the career center delivery system. WIOA makes some significant reforms to how services are delivered in the career center delivery system to adults and dislocated workers. Under WIOA, adults and dislocated workers may access career services and training services. WIOA provides for a workforce system that is universally accessible, customer centered, and training that is job-driven. Training is supported through a robust Eligible Training Provider List, comprised of entities with a proven capability of securing quality employment outcomes for job seekers. WIOA also provides enhanced access and flexibility for work-based training options, such as Registered Apprenticeship (RA), On-the-Job Training, customized training, and Incumbent Worker Training.

CareerSource Palm Beach County conducts a comprehensive analysis of labor market information in our local workforce development area (LWDA). This includes not only a review of quantitative information such as growth trends and wage data, but we also seek input from business and industry, trade associations, education, economic development and chambers of commerce as part of this review process.

### **Career Services**

WIOA authorizes “career services” for adults and dislocated workers, rather than “core” and “intensive” services, as authorized by WIA. There are three types of career services: basic career services, individualized career services, and follow-up services. These services can be provided in any order. Career services under this approach provide local areas and service providers with flexibility to target services to the needs of the customer. The three categories of career services are defined as follows:

#### **Basic Career Services**

Basic career services must be made available to all individuals seeking services in the One-Stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state’s Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the One-Stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;

- Labor exchange services, including, job search and placement assistance, and, when needed by an individual, career counseling.

### **Individualized Career Services**

If career center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual in all career centers. Career center staff may use recent assessments by partner programs to determine if individualized career services would be appropriate. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers may include:

- Diagnostic testing and use of other assessment tools; and
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

## **Follow-up Services**

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. After closure counseling about the work place can be an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

## **Youth program (on site)**

CareerSource Palm Beach County offers a five-week paid work readiness class to eligible participants. Youth with disabilities can access all of these programs, and we offer priority of service for young people with significant barriers to employment. Career Prep includes: resume building, mandatory job searches, community service projects, college tours, mock interviews, financial literacy training, career exploration, and more. Career Prep graduates move on to a paid internship, unsubsidized employment, or they advance to post-secondary education.

The top graduates from Career Prep are provided paid internships in manufacturing, hospitality, healthcare, financial/professional, retail and more. The intern is paid \$8.05 an hour and CareerSource pays 100% of the intern's wages. This incentive given to the employer has provided us the opportunity to increase employer engagement and expose our youth to more training opportunities in various industries in Palm Beach County. After the internship, employers are encouraged to pursue On-the-Job Training (OJT) opportunities. These positions are \$12.00 an hour and the goal is for employers to hire, train, and retain the intern. A portion of a new employee's wages will be reimbursed to the employer during the training period.

CareerSource Palm Beach County also facilitates an innovative summer hospitality program for young adults. This program is designed to empower participants to develop soft skills, work maturity, and the occupational skills needed to successfully transition into work within the hospitality industry. This five-week program is open to eligible Palm Beach County residents between the ages of 17 to 24 and not attending school. The program includes team building activities, tours, guest speakers, and valuable job shadowing at local hotels/country clubs. Participants prepare for and complete certification exams for the American Hotel & Lodging Educational Institute's Guest Service GOLD, Restaurant Server, and Guest Room Attendant credentials. These are nationally recognized credentials and valued by local industry.

Program participants who are basic skills deficient are required to complete a number of tutoring/study hours as part of their work readiness goals. Academic remediation is offered through our partner agencies to ensure that youth have the resources to increase their math and reading skills.

As part of a new WIOA partnership with the School Board of Palm Beach County, youth who are high school dropouts can access GED preparation and testing on-site at CareerSource Palm Beach County. This aligns with the goal to increase the number of youth who attain a diploma.

Youth participants are exposed to leadership development opportunities, including community service and peer-centered activities that encourage positive social and civic behaviors.

Support services, such as bus passes, gas cards, clothing vouchers, and childcare reduce barriers to youth employment. Support services are determined on a case-by-case basis to enable youth an opportunity to participate in education/training activities identified in their Individual Service Strategy (ISS).

## **Wagner-Peyser Employment Services (on site)**

### **Labor Exchange**

CareerSource Palm Beach County provides a variety of services, typically referred to as labor exchange systems, which have the capacity to:

- Assist job seekers in finding employment
- Assist employers in filling jobs
- Facilitate the match between job seekers and employers
- Participate in a system for clearing labor between the states, including the use of standardized classification systems issued by USDOL
- Meet the work test requirements of the state Reemployment Assistance system

### **Universal Access**

The Wagner-Peyser Act mandates universal access, so those services are available to all. There are, however, requirements on how the services are provided. Services can be delivered through a self-service process, facilitated self-help which includes limited staff assistance, or directly by career center staff, as long as they are state merit-staff employees.

### **Job Seeker Services**

For job seekers, Wagner-Peyser funded services include:

- Job search, referral, and placement assistance
- Reemployment services to unemployment insurance claimants
- Assessment of skill levels, abilities, and aptitudes
- Career guidance when appropriate
- Job search workshops
- Referral to training

## **Employer Services**

CareerSource Palm Beach County meets the needs of employers by offering:

- Recruitment and job order services
- On-site recruitments available at all locations
- Assistance in matching job seeker experience with job requirements, skills, and other attributes
- Customized assessments to screen and successfully onboard and retain staff
- Career fairs
- Assistance with job restructuring and layoffs

## **Adult Education & Literacy**

The School District of Palm Beach County, Adult and Community Education provide on-site instructors to assist job seekers in achieving their GED. These instructors, located in our Central and West Career Centers, utilize state-of-the-art computer laboratories with enhanced audio visual equipment. This service is provided by the school district at no cost to CareerSource Palm Beach County, as an off-set to infrastructure costs.

The School District of Palm Beach County, Adult and Community Education system includes a range of instructional programs that help adults get the basic skills they need to be productive workers, family members, and citizens. The major program areas are Adult Basic Education Adult High School and GED® preparation, and English for Speakers of Other Languages (ESOL). These programs emphasize basic skills such as reading, writing, math, and English language competency.

Adult education programs also help adult learners gain the knowledge and skills they need to enter and succeed in postsecondary education. Some clients use the services offered by CareerSource Palm Beach County career centers, such as job searches, resume building, and other employment training. The School District of Palm Beach County, Adult and Community Education system provides information and referrals to clients who may benefit from these services.

Learners enrolled in adult education programs can earn a high school diploma or earn its equivalent by successfully passing the standard GED® tests. Adult education programs are available to individuals that:

- Are 16 years or older.
- Are not enrolled or required to be enrolled in secondary school.
- Do not have a high school diploma or its equivalent.
- Want to learn to speak, read, and write the English language.

Adult Education anticipates having funds available to provide services at a new South Area Adult Ed Center, which may include space for a Supplemental Nutrition & Assistance Program (SNAP) office. The Delray Beach Collaborative (DBC) has been formed to:

- Decide on the best use of the funds
- Modernize the center to accommodate 3,000 Adult Ed students to include ESOL/Basic English and GED classes
- Determine the usage and partners of the center

### **Vocational Rehabilitation**

Vocational Rehabilitation (VR) is a federal-state program that helps people who have physical or mental disabilities get or keep a job. VR is committed to helping people with disabilities find meaningful careers. VR staff will be subleasing co-located space in the CareerSource Palm Beach County West Career Center in Belle Glade beginning in June 2016.

Their mission is "to help people with disabilities find and maintain employment and enhance their independence." Their vision is "to become the first place people with disabilities turn when seeking employment and a top resource for employers in need of qualified employees." Some clients use the services offered by CareerSource Palm Beach County career centers, such as job searches, resume building, and other employment training. VR will provide information and referral to job seekers who may benefit from these services.

WIOA requires VR to use 15% of their annual federal VR allocation to serve youth:

- Youth must be enrolled in high school
- Specific services are required under WIOA
- Services for youth in high school are known as Pre-Employment Transition Services
- Individual with a disability means an individual who has a physical or mental impairment; whose impairment constitutes or results in a substantial impediment to employment; and who can benefit in terms of an employment outcome from the provision of vocational rehabilitation services.

CareerSource Palm Beach County is a registered vendor in the Florida Department of Education's Employment Network. As such, we are certified through July 2020 to assist these and other job seekers with placement services, supported employment, job coaching, On-the-Job Training and work readiness.

In addition to the general customer employment program, VR has additional specific programs designed to help eligible people with disabilities become employed.

### **Examples of VR Services:**

- Medical and psychological assessment
- Vocational evaluation and planning
- Career counseling and guidance
- Training and education after high school
- Job-site assessment and accommodations
- Job placement
- Job coaching
- On-the-Job Training
- Supported employment
- Assistive technology and devices
- Time-limited medical and/or psychological treatment

### **Division of Blind Services (Florida)**

The Division of Blind Services (DBS) is housed within the Florida Department of Education and administers several program services for individuals who are blind and visually impaired. Some job seekers use the services offered by CareerSource Palm Beach County career centers, such as job searches, resume building, and other employment training.

DBS will provide information and referral to job seekers who may benefit from these services. For instance, some job seekers may have their vision medically restored and be referred to the career center for job matching and placement services (if unemployed). DBS staff may also work with career center staff (such as the disability program navigators) to identify ways to improve accessibility and customer service for individuals with blindness and low vision. DBS programs include:

- The Blind Babies program
- The Children's program
- Employment related services (Transition and Vocational Rehabilitation)
- A residential rehabilitation center
- The braille and talking books library
- The Business Enterprise program (cafeteria and vending training and management program)
- An independent living program for adults not prepared for, not deemed eligible for, or interested in employment
- An independent living program for older adults

As part of its employment programs, DBS administers a Vocational Rehabilitation (VR) program, with a component focused on transition youth beginning at age 14, to help individuals with visual disabilities obtain and maintain gainful employment.

## **Required Partners**

- **Career and Technical Education (Perkins Act)**

CareerSource Palm Beach County and the School District of Palm Beach County will continue to connect out-of-school youth and under-skilled job seekers to education and training opportunities via traditional workforce investment resources (e.g. individual training accounts, skill and aptitude assessments, cross referrals). In addition, a long-standing partnership with the School District of Palm Beach County provides on-site GED preparation at both of the organization's two Career Centers; plans have commenced to provide on-site workforce services at an Adult and Community Education site.

- **Community Services Block Grant**

CareerSource Palm Beach County will continue a long-standing partnership with the Board of County Commissioners of Palm Beach County in the delivery of services to a shared clientele under the Community Action Program, a division of the Palm Beach County Community Services Department that administers programs funded by the **Community Services Block Grant (CSBG)** and the **Low Income Home Energy Assistance Program (LIHEAP)**.

As evidenced by an annual Memorandum of Understanding, CareerSource works closely with the Community Action Program to pursue following federally mandated goals for Palm Beach County's most economically vulnerable residents:

- Low-income people become more self-sufficient
- The conditions in which low-income people live are improved
- Low-income people own a stake in their community
- Partnerships among supporters and providers of services to low-income people are achieved
- Agencies increase their capacity to achieve results
- Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems

To that end, CareerSource Palm Beach County and the Community Action Program strive to provide a seamless system of non-duplicative services via strategies such as joint outreach activities and cross referrals. In addition, a representative from CareerSource Palm Beach County serves on the Community Action Advisory Board. Over the next four-years, the organization will pursue

opportunities to strengthen joint service delivery by exploring the feasibility strategies that include, but will not be limited to:

- Tracking of shared clients to identify opportunities to enhance service delivery and reduce duplication
- Leveraging and/or braiding funding to more effectively connect joint-clients to training and employment opportunities.

### **Indian and Native American Programs**

According to the U.S. census, 6,043 people in this category account for less than 0.5% of total Palm Beach County population. There is no active relationship at this time; however we are open to future engagements.

### **HUD Employment and Training Programs**

CareerSource Palm Beach County will be working with the Housing Authority of Palm Beach County to assist public housing residents on the path towards self-sufficiency. This requires going beyond providing decent, safe, and affordable housing. Public housing residents may face barriers to employment, such as limited education, job skills and/or proficiency in the English language.

Locally, the Palm Beach County Housing Authority offers a voluntary program called Family Self-Sufficiency (FSS), established by Section 554 of the National Affordable Housing Act. The goal of the Family Self Sufficiency Program is to assist families to improve their education and job skills for the purpose of becoming gainfully employed. This is accomplished by encouraging homeownership and entrepreneurship.

### **Job Corps**

CareerSource Palm Beach County provides employment and training services to WIOA youth and adults, who are sometimes co-enrolled with Job Corps. Job Corps is a federally-funded career technical training program that provides students career readiness, career training, employability skills training, counseling, case management, academics, room and board while in training, and transportation related to fulfilling education goals. Cornerstone is a contracted provider of specific services for the U.S. Department of Labor, Office of Job Corps, which includes providing prospective applicants/students with intake processing into the Job Corps program and general career guidance.

### **Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program**

Career Source Palm Beach County's Veterans Unit serves the local veteran population with specific responsibilities to identify and address members with significant barriers to employment and provide

them with resources and direct workforce services. Veterans are screened for significant barriers to employment such as homelessness or near homelessness, unemployment status, qualifying service connected disabilities, age, and other qualifiers. If the veteran has no identifiable barriers to employment they are assisted by Resource Room personnel in career counseling, computer accessibility and job placement services. Veterans with significant barriers to employment are assisted by a Disabled Veteran Outreach Program (DVOP) unit member to ascertain further needs of the veteran client.

The Veterans DVOP Unit has developed a business model with the veteran at its core and external agencies available to assist veterans with the ultimate goal of providing security through employability. The DVOP Unit has partnered with local veteran agencies providing services within work stations at homeless shelters and vet centers. One DVOP is assigned to each of the following centers for a 4 - 8 hour day directly interacting with veterans.

- Greenacres Veteran Center
- Jupiter Veteran Center
- Place of Hope, Salvation Army
- Stand Down House/ Faith Hope Love Charity
- Lewis Center (Housing)
- HUD/VASH VA Housing Assistance
- VA Medical Center
- Building 10: VA Affairs / Disability Verification
- Veteran Justice Outreach / Veteran Court
- Public libraries for free computer use by veterans
- Wounded Warriors of South Florida

The DVOP and Local Veterans Employment Representatives (LVER) also provide informational and educational presentations regarding services provided by CareerSource to employers/business partners, community workshops, career fairs and hiring events. Internally, DVOPS and LEVERs provide quarterly training to CareerSource career counselors and WIOA staff on veteran specific information, legislation and veteran priority of service quarterly training. Utilizing resource room staff, job orders obtained and assessment of skills of the veteran job seeker, job development and placement is coordinated.

The LVERs are aligned with Veteran Services and Business Services. This dual role utilizes our LVERs as business acquisition specialists. They promote CareerSource to employers on behalf of veteran employment, and develop relationships with companies obtaining job orders for CareerSource where veterans have priority of service. They address federal contractors' compliance in utilizing CareerSource for job postings as well. Our LVERs have developed wonderful working relationships with many of our employers thus creating repeat business.

One aspect of our LVERs that has proved to be a tremendous asset is their human resource expertise and business savvy. Having the workforce knowledge related to compliance issues, hiring, training, skills, etc. is a benefit to the job. The LVERs also have direct contact with business leaders, the Business Development Board, local government and veteran related organizations.

Our LVERs provide education and training to CareerSource staff on priority of service, spearhead job fairs and keep CareerSource staff educated in veteran programs and initiatives.

CareerSource Palm Beach County will expand our LVERs from two to six over the next year to expand our business engagement to well over 10,000 employers.

- Regional business activity is anticipated to support a north/south division of the county, each being supported by three LVERs;
- Anticipated shift in Disabled Veterans Outreach Program Specialists (DVOP) eligibility from ages 18 through 24 to veterans 55 years of age and older will significantly increase both LVER and DVOP requirements specifically in south county (Boca Raton and Delray Beach);
- Future best practice of having our veterans services team drive the CareerSource Palm Beach County High Performance Sales Model and improved business relationships.

### **National Farmworker Jobs Program**

CareerSource Palm Beach County provides the same equity of services to Migrant and Seasonal Farm Workers (MSFW) as are provided to non-farm workers. The United States Department of Labor, Employment Training Administration (ETA) established equity and minimum service level standards for MSFW that must be met by states. The standards, designed to measure the level of equity and quality of services provided by a state to workers during the program year, are:

#### **Equity Measures**

- Referred to jobs
- Received staff assisted services
- Referred to supportive services
- Career guidance
- Job development contacts

#### **Minimum Service Level Indicators**

- MSFWs placed in a job
- Placed at 50 cents above minimum wage
- Placed in a long-term, non-agricultural job

Additionally, all farm workers are provided with a copy of form DEO 511N (available in Spanish and Creole) that explains available services. Upon registration, MSFWs are coded as such and a definition selected to justify the code selected. Agriculture job orders have specific requirements that are addressed on the written order.

CareerSource Palm Beach County has identified a significant number of MSFWs in the area, and as such, has a full-time, year-round MSFW Outreach Specialist assigned at our West Career Center. These offices are designated annually by ETA, and include a career center where MSFWs account for 10 percent or more of the annual job seekers.

Whenever possible, persons performing outreach will be from a MSFW background, bilingual, or from a minority group most representative of the MSFW population in the area. During the off season, MSFW outreach workers perform other Wagner Peyser related duties.

### **Senior Community Service Employment Program**

CareerSource Palm Beach County and AARP Foundation have entered into a joint engagement in the Senior Community Service Employment Program (SCSEP). Participants receive training in a community service assignment while actively pursuing unsubsidized employment. CareerSource Palm Beach County provides meaningful training and work experience the participants for them to enhance or learn new skills and to obtain unsubsidized employment.

### **Second Chance Act of 2007 – Re-entry Staff on Site & PREPARE Grant (NOTE: no MOU required)**

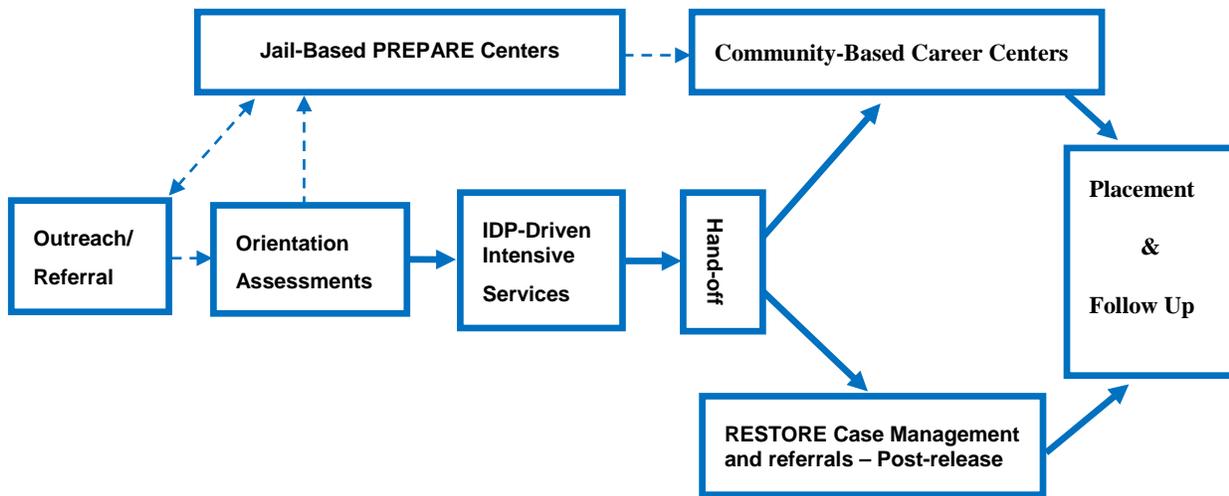
CareerSource Palm Beach County has been an active participant in Palm Beach County's robust, award-winning county-wide Reentry Task Force (a sub-committee of the Palm Beach County Criminal Justice Commission) since its inception in 2008. Comprised of a comprehensive cross-section of stakeholders (from law enforcement; local government; education; workforce and economic development; and health and human services), the task force is charged with coordinating a seamless plan of individualized services and supervision from the time of offenders' entry into prison through their transition, reintegration and aftercare in the community. To that end, CareerSource Palm Beach County serves as the chair of the Employment and Training Subcommittee and routinely convenes service providers, employers and other stakeholders to promote strategies and best practices to reduce the employment barriers faced by formerly incarcerated individuals.

The countywide task force has gained national recognition and a Second Chance Act grant for the groundbreaking RESTORE (Regional and State Transitional Offender Re-entry) which brings service providers together to serve state Department of Corrections (DOC) prison inmates before they return to Palm Beach County. CareerSource Palm Beach County has built upon that existing infrastructure by replicating those award-winning strategies in PREPARE (Pre-Release Employment Preparation and Reentry Engagement), a program which establishes a CareerSource Palm Beach County Career Center in Palm Beach County Correctional Facilities. PREPARE, which is directly-funded by the U.S. Department of Labor under the Linking to Employment Pre-Release grant, provides the same type of pre- and post-release services to jail inmates that are received by prison inmates through RESTORE. In addition to the specialized services in the PREPARE program, CareerSource Palm Beach County has established an in-house Reentry Unit charged with increasing the effectiveness of all career

center staff in serving formerly incarcerated individuals. This is keeping with a “no wrong door” approach that ensures the highest levels of services and effectiveness in the effort to prepare all job seekers to compete for family-supporting careers. These services include bonding individuals after employment has been extended through our experienced CareerSource Palm Beach County staff.

As shown in Figure 1, all inmates will have access to core workforce services at PREPARE centers during the pre-release phase and at CareerSource Palm Beach County’s community-based career centers (post-release). Inmates with moderate to high risk/needs and low levels of job readiness will be offered comprehensive, individualized employment, case management, wrap around, and follow-up services during and after incarceration.

**Figure 1: PREPARE Overview**



**Temporary Assistance for Needy Families (TANF) Employment & Training**

A federally mandated work program where all work eligible parents of families receiving Temporary Cash Assistance (TCA) are required to participate with the TANF Program.

**Applicant Services**

Applicants are required to complete the initial assessment/ job seeker registration and a work activity prior to being scheduled for orientation. Activities include, but are not limited to, the following: register in Employ Florida, job search, attend resume writing workshop, assessment, or engage in other career center services as needed and assigned.

- During the work registration orientation the following programs/services will be introduced WIOA, WIOA Youth, VR services and Adult Education

## **Mandatory Services**

The Individual Responsibility Plan (IRP) is an intensive service activity that is implemented upon completion of core services and is designed to provide guidelines and benchmarks leading to the achievement of the job seeker's job-related goals. The job seeker is assisted with job search and directed to other job readiness activities, including workshops in resume writing, cover letters and interviewing skills.

## **Transitional Services**

For those TANF participants whose cash assistance closes with earned income and providing they are within 200% of the federal poverty level for their family size, the transitional TANF participant is offered some of the same types of support services, e.g. transportation assistance, education/training, clothing, etc. as the mandatory participants. These include:

- Seamless referral process of all participants
- Regularly scheduled meetings and planning sessions with all partners
- Share of database
- Automate processes

## **Supplemental Nutrition Assistance Program (SNAP) Employment & Training**

Effective January 1, 2016, CareerSource Palm Beach County began to offer E & T qualifying components to all referred Able Bodied Adults Without Dependents (ABAWDs). The Department of Economic Opportunity (DEO) will send ABAWDs, ages 18 – 49, a Notice of Mandatory Participation (NOMP) with instructions on how to engage in the program as a condition of receiving SNAP benefits. If the participant does not respond to the NOMP within ten days, DEO sends the Department of Children and Families (DCF) a noncompliance record. DCF will inform participants, through a Notice of Adverse Action (NOAA), that they have a certain period of time to comply with information on how ABAWDs can comply. If the ABAWD fails to engage with the E & T program by a specific date, DCF will impose sanctions for failure to comply with program requirements.

Components offered include workfare, work experience, self-initiated work experience, education and training, and services offered through the WIOA and TAA programs.

## **ABAWDs Population**

Nonexempt household members, defined in 7 Code of Federal Regulations (CFR) 273.7, will be required to register for work and only those meeting the ABAWDs criteria will be required to participate in the SNAP E&T program. Of the 3.7 million individuals currently receiving SNAP benefits in Florida, about 7.8 percent are classified as ABAWDs. It is estimated that between January 1 and September 30, 2016, Florida will make outreach efforts to approximately 563,507 ABAWDs.

## **Community Work Experience Program (CWEP)**

Work experience is structured and supervised work in exchange for benefits for individuals who lack preparation for or experience in the workforce. Work experience is placement of a participant at a worksite to gain experience to help the participant join the workforce.

Work experience provides an individual with an opportunity to gain general employability skills, job knowledge and work habits necessary to obtain and retain employment. The work experience contract includes performance benchmarks, goals, outcomes and time limits to ensure participants are moving toward employment and self-sufficiency.

Community Service Programs are structured programs in which TCA work-eligible recipients perform work for the direct benefit of the community under the auspices of not-for-profit or public organizations.

LWDBs design community service programs to improve the employability of recipients with few skills and little employment experience.

Community service programs are most appropriate for a participant who needs to increase employability by improving his or her interpersonal skills and job retention skills, or who needs to learn stress management, problem solving, and how to attain a balance between job and personal responsibilities.

Currently we have over 130 CWEP contracts with businesses here in Palm Beach County.

## **Trade Adjustment Assistance (TAA)**

Through CareerSource Palm Beach County, TAA assists workers who have been laid off or whose jobs have been threatened because of foreign competition. Workers covered under a certified Trade Act Petition may be eligible to receive an array of services and benefits including:

- Training
- Reemployment services
- Job search allowances
- Relocation allowances
- Trade readjustment allowances
- Wage subsidy for older workers
- Health coverage tax credit benefits

## **Trade Readjustment Allowances**

Trade-affected workers covered under a certified Trade Act Petition that have been totally or partially separated from their jobs because of increased imports or a shift in production may be eligible to receive Trade Readjustment Allowances. Trade Readjustment Allowances provide assistance to workers who are looking for work or who are enrolled in an approved training program. Trade Readjustment Allowances are an extension of regular Reemployment Assistance benefits payable at the same weekly benefit amount.

## **Trade Act Certifications**

A petition must be filed with the U.S. Department of Labor (USDOL) by or on behalf of a group of workers who have experienced a job loss as a result of foreign trade. After the USDOL investigates the facts behind the petition, it determines whether statutory criteria are met. If the department grants the petition to certify the worker group, individual workers may apply for TAA benefits and services through CareerSource Palm Beach County.

## **Unemployment Compensation Programs**

CareerSource Palm Beach County provides assistance to employees who are temporarily out of work through no fault of their own and may qualify to collect unemployment benefits. In Florida, the agency responsible for unemployment benefits is the Department of Economic Opportunity (DEO), which provides call centers for technical support to claimants. Phone banks and merit staff are available in all career centers to assist with this cumbersome process.

## **Eligibility for Unemployment**

There are three eligibility requirements to collect unemployment in Florida:

- Your past earnings must meet certain minimum thresholds.
- You must be unemployed through no fault of your own, as defined by Florida law.
- You must be able, available, and actively looking for work.

## **Reasons for Unemployment**

Claimants must be out of work through no fault of their own to qualify for unemployment benefits.

**Layoffs:** If you are laid off, lose your job in a reduction-in-force (RIF), or get "downsized" for economic reasons, you will meet this requirement.

**Firing:** If fired for a reason like not being good at the job or not having the skills to perform the job, you may be able to collect benefits. Employees who are fired for misconduct connected with work may not qualify for unemployment benefits. Misconduct is defined as an intentional or controllable act (or failure to act) that shows a deliberate disregard of the employer's interests. Misconduct also includes failure, without good cause, to maintain a license or certification required for the job. An employee who is fired for performance problems, carelessness, inefficiency, or good faith errors in judgment will ordinarily qualify for benefits.

**Quitting:** If you quit your job, you won't be eligible for unemployment unless you had a good reason for doing so relating to your work or a personal illness or disability. If you left your job because your spouse was transferred by the military, you will remain eligible for benefits. And, if you left a temporary job because you were recalled by your permanent employing unit within six months after termination, you will be eligible for benefits.

### **Availability to Work**

To maintain your eligibility for unemployment compensation, you must be able to work, available to accept a job, and looking for work. If claimants are offered a suitable position, they must accept it. They must also keep a written record of their work search contacts, which the agency may ask them to submit at any time.

## **YouthBuild**

B. Identify any non-required partners included in the local one-stop delivery system.

### **Gulfstream Goodwill Industries, Inc.**

Gulfstream Goodwill Industries, Inc. is a non-profit organization operating in Palm Beach County that assists in the rehabilitation of individuals with disabilities. This is accomplished through the sale of donated goods.

Their mission is “to assist people with disabilities and other barriers to employment to become self-sufficient, working members of our community.” They believe in “giving people a hand up rather than a hand out results in self-esteem and independence.”

A comprehensive vocational evaluation is conducted. The process involves detailed interviewing, assessment of academics, vocational interests, aptitudes, physical functioning, problem solving and taking direction. The evaluation systematically utilizes work, real or simulated, as the focal point for the purpose of assisting individuals. The anticipated outcome of evaluation is to provide individuals

with options for training and job development as well as ancillary services. An evaluation is always tailored to an individual's needs as well as referral questions.

On the job evaluation is conducted and provides realistic and detailed information regarding a participant's performance and work habits in a setting beyond traditional paper/pencil testing. A work trial is arranged in the community with an actual employer. Positions are established on a temporary basis to provide a choice of sites closely matched with a participant's interest. A job coach is assigned to work with the individual and provide observations during the assessment period.

Participants are observed and interacted with in their homes and familiar environments to capture true skill sets. A Vocational Profile of the participant is generated as a result of the discovery process, moving the individual towards employment and identified supports needed to maintain employment.

Additional services provided include:

- Job placement
- Assisting individuals by working with faith and community based organizations
- Assisting individuals with disabilities to learn about work incentives
- Training and supported employment opportunities through contract services
- Transportation access
- Various youth services

A task team has been formed with CareerSource Palm Beach County and Gulfstream Goodwill Industries to help meet client needs, the needs of the employers and the local community. Non-duplication of services is the ultimate goal.

There is an added emphasis on ensuring persons with unique abilities are given preference when applying for a CareerSource Palm Beach County scholarship. For a complete list of those receiving priority of service, refer to QualDocs #PO-112 (Attached E1). On the Job Training (OJT) program will be given greater emphasis and resources, such as offering a specialized hospitality program for persons with unique abilities. Both parties have agreed to put an MOU in place to ensure CareerSource Palm Beach County offers this particular training in Palm Beach County.

### **SouthTech Academy**

SouthTech Academy is credited with being an A" rated school with a 92.8% graduation rate. Their mission "is to graduate students prepared for work, higher education, and productive citizenship." They believe that every individual is entitled to the opportunity to achieve their maximum potential in life. They also believe that public education must play a central role in attaining that potential. To that end, they are "creating success stories...one student at a time." They serve students throughout Palm Beach County and offer 13 different academies to choose from. SouthTech Academy maintains

regional AdvancED/SACS (Southern Association of Colleges and Schools) accreditation as a secondary public or private school district.

The academies include:

- Auto body repair
- Automotive technology
- Cosmetology
- Culinary art
- Entertainment management/rock and roll
- Business management commercial arts
- Information technology
- Marine technology
- Medical sciences
- Motorcycle technology
- Recording arts
- Veterinary assisting

### **Pilot Program**

The new core partners required under the Workforce Innovation & Opportunity Act (WIOA) have an emphasis on serving persons with disabilities. WIOA mandates that priority of service be given to veterans, eligible spouses, persons with disabilities, and those who are basic skills deficient. The goal is to have improved, competitive integrated employment and economic self-sufficiency outcomes for individuals across the spectrum of disability. In the spirit of WIOA, CareerSource Palm Beach County is strengthening partnerships through a pilot program to serve persons with disabilities. CareerSource Palm Beach County, Gulfstream Goodwill Industries, SouthTech Academy, Vocational Rehabilitation, Blind Services, Wounded Warriors of South Florida and the Els Foundation For Autism have come together to provide a seamless delivery system for persons with a disability with employment as a goal.

SouthTech Academy and Gulfstream Goodwill Industries and the Els for Autism Foundation are not ITA providers licensed under the Florida Department of Education Commission for Independent Education, but they do provide industry recognized certificate courses where an individual obtains employment or advances within an occupation (including a recognized certificate of attendance or similar document for individuals with disabilities). Such programs are for training in occupations that are on CareerSource Palm Beach County's TOL, current at the time of training. SouthTech Academy provides occupational skills training that lead to a formal nationally recognized credential. The Division of Vocational Rehabilitation presently uses SouthTech Academy and Gulfstream Goodwill as approved training providers.

A task team has been formed with CareerSource Palm Beach County, SouthTech Academy, Gulfstream Goodwill, Wounded Warriors of South Florida, the Els for Autism Foundation and the Division of Vocational Rehabilitation to ensure persons with disabilities are helped to meet their needs, the needs of the employers and the local community. Since WIOA mandates that priority of service be given to persons with disabilities, CareerSource Palm Beach County, through a partnership with these organizations, plans to set aside program funds to assist in training individuals with disabilities in lieu of using an ITA process. Additionally, Vocational Rehabilitation will set aside funds to provide occupational skills training at SouthTech for clients referred from any of the above mentioned partners. The other partners mentioned will provide funding and services where possible. Fund raising will also be a part of this initiative to serve this diverse population. With referrals from any of the partners, coursework with stackable industry recognized credentials will be delivered to SouthTech for persons with disabilities. The business community will be drawn into the program once it is running and has shown success. Referrals, dual enrollments and sharing of information will be critical to assure we are providing a combination of services that will have the greatest impact for our clients. The ultimate goal is to have improved, competitive integrated employment and economic self-sufficiency outcomes for individuals across the spectrum of disability.

There is an added emphasis on ensuring persons with unique abilities are given preference when applying for a CareerSource Palm Beach County scholarship. For a complete list of those receiving priority of service, refer to QualDocs #PO-112 (Attached E1). CareerSource Palm Beach County will also be offering a specialized hospitality program for persons with unique abilities, either through our existing funding or through the Els for Autism Foundation or SouthTech Academy.

### **Wounded Warriors of South Florida**

Wounded Warriors of South Florida is an organization designed to helping veterans in need of immediate assistance.

Their mission is “to provide temporary, immediate, financial assistance to service connected disabled veterans from conflicts and wars since 9/11.” This includes: Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF) and Operation New Dawn (OND). Wounded Warriors of South Florida assists wounded warriors returning from such combat areas, while maintaining a high respect for privacy for the veteran and their families (Attached E3).

Additional resources, besides CareerSource Palm Beach County, that are available at no, or very little cost to disabled veterans and their families include:

- Genesis assistance dogs
- Heroes on the water
- Habitat for humanity
- Diveheart
- Welcome Home resumes

- Awesome greyhound adoptions
- Veterans ocean adventures
- Veracity financial services
- Veterans Airlift Command
- Gimme Shelter animal rescue
- Good Hope equestrian training center
- Invictus security & firearms license training
- American Heroes Ride Free

### **Urban League of Palm Beach County**

Urban League of Palm Beach County is an organization that has programs and services designed to empower individuals and families to economic and social equality.

Their mission is “to enable African Americans to secure economic self-reliance, parity, power and civil rights“.

Their programs prepare the residents of Palm Beach County for education, careers and life. Their programs are as follows:

- Economic Empowerment Programs that empower individuals to break down barriers and obtain economic equality through education, self-reliance and a greater understanding of financial tools and services. The goal is to break the cycle of poverty and level the economic playing field.
- Community and Health Empowerment programs that work to build healthy, safe and strong communities.
- The Urban League of Palm Beach County and CareerSource Palm Beach are partnering for the purpose of providing services and establishing a relationship conducive for the referral of qualified seniors to the Senior Community Service Employment Program (SCSEP). This will help clients obtain permissible job training, community-service work based training and unsubsidized employment.
- The Urban Youth Empowerment Program WORKS (UYEP WORKS) aims to help people increase their education, skills, and find a job. They will also have a chance to give back to their community. As a participant, they may also receive:
  - Hands-on work experience and access to employers
  - GED instruction, study materials, and test vouchers
  - Job placement assistance and follow-up services
  - Access to legal advisers, mentors, and tutors
  - Stipends for participation in select activities

The Urban League of Palm Beach County and CareerSource Palm Beach County are partnering for the purpose of providing services and establishing a relationship conducive for referrals to their various programs.

### **Career Training Concepts (CTC)/Forward March Program**

Career Training Concepts (CTC)/Forward March is a veteran-owned small business. The Forward March program is provided through contract with Career Training Concepts, Inc. (CTC) who administers this program at both career centers on behalf of the Department of Military Affairs. CTC has delivered a wide range of training programs for government agencies, corporate clients, and non-profit entities.

Their training services are based on the principle that a well-trained employee is more productive. Clients are provided customized, comprehensive, high-quality instruction. Subject matter is highly flexible and is continually evaluated for modification. Classroom sessions incorporate numerous instructional methods based on effective adult learning techniques and are highly participatory. By including action plans in most workshops, training is designed and delivered to ensure the content is immediately applicable on the job.

Their mission is to “assist struggling youth.” Special requests may be made for customers that are outside this age range to register, but must be approved on a case-by-case basis. They provide services to older youth and adults who are 17 to 29 years old. Participants are unemployed and receive some form of government/public assistance (food stamps, public housing, etc.). They provide services to seek, secure and succeed in a high-demand profession. Participants receive instruction in writing resumes and cover letters, preparing for and succeeding in interviews, and excelling and advancing in the workplace. The year-round program also features an effective job-placement component.

Forward March is an employability training program whose clients learn by doing an activity-based curriculum. The 10:1 client/instructor ratio creates tremendous opportunities for personal attention in an environment that maximizes interaction in a limited amount of time. Moreover, all activities are reality-based, allowing the clients to see the relevance of the skills they are learning as well as giving them an opportunity to practice those skills in a real life setting.

### **Jupiter Vet Center**

Jupiter Vet Center provides services for returning veterans. This program is provided under the auspices of the U.S. Department of Veterans Affairs and is available to eligible veterans and their

families. CareerSource Palm Beach County provides outreach services through the use of temporary space provided by the Jupiter Vet Center.

The objectives of the outreach efforts of CareerSource Palm Beach County are to provide assessments, counseling and intervention services for eligible veterans who have readjustment problems related to their military service. CareerSource Palm Beach County has a number of veterans who require these services. Transition and employment services assist returning veterans to return to work and make an economic impact both individually and to the community at large. Assistance at the Jupiter Vet Center allows for earlier and effective intervention for problems.

### **Palm Beach State College**

The partnership with Palm Beach State College on four sector-based programs funded under the Trade Adjustment Assistance Community College and Career Training (TAACCT) grant program is a prime example of coordinating and blending workforce investment and post-secondary educational resources. The strategies that resulted from this partnership (e.g. coordinated student and employer engagement; strategic use of labor market analysis; co-enrollment in workforce and education system; on-the-job training; placement assistance and post-employment outcome tracking, etc.) will serve as a template for future collaborative efforts with public and private educational partners at the secondary and post-secondary level (Attached E 13).

### **The Els for Autism Foundation, Inc.**

The Els for Autism Foundation, Inc. has a newly designed center of excellence focused on a digital e-learning platform that gives children on the spectrum around the world access to best practices in education and therapy. It connects the international autism community with best practices and the very latest information and research. The facility has on-site education for students ages 3-21, medical and professional services, research, transition to adulthood, adult living and on-site job training. The Els for Autism Foundation, Inc. is a U.S. public charity.

The Els for Autism Foundation, Inc. and CareerSource Palm Beach County will be cooperating in providing hospitality industry training programs, for adolescents and/or adults with disabilities. CareerSource works with Palm Beach County businesses to provide job placement, recruitment assistance and employment skills training. The Foundation is committed to helping people on the autism spectrum fulfill their potential to lead positive, productive, and rewarding lives.

CareerSource Palm Beach County's Hospitality Training Program of the Palm Beaches will provide hospitality industry classroom-based instruction to adults with disabilities. The program will be taught using materials and curriculum from the American Hotel & Lodging Educational Institute (AHLEI),

adapted to fit the needs of learners with cognitive disabilities, learning disabilities, and Autism Spectrum Disorder.

The Foundation's Hospitality Work Experience Program will provide unpaid work experiences within a partner hotel or resort to adolescents and adults with disabilities. "Unpaid work experience" is defined as a carefully monitored volunteer experience in which an individual has intentional learning goals. This reflects actively, through both traditional and supported communication means, on what he or she is learning throughout the experience.

Applicants, who are eligible and selected, may elect to participate in both the Hospitality Training Program of the Palm Beaches and the Foundation's Hospitality Work Experience Program. For participants enrolled in both programs, parties will collaboratively assist participants in securing a paid employment position upon completion of the program.

C. The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs. WIOA §108(b)(6)(D).

**CareerSource Palm Beach County has the following executed MOU's in place:**

- AARP -- Foundation Senior Community Service Employment Program (Attached E2)
- Wounded Warriors of South Florida (Attached E3)
- Gulfstream Goodwill Industries, Inc. (Attached E4)
- Cornerstone Solutions/Job Corp (Attached E5)
- School District of Palm Beach County (Attached E6)
- Urban League of Palm Beach County Urban Youth Empowerment Program (Attached E7)
- Urban League Senior Community Service Employment Program (Attached E14)
- Jupiter Vet Center for Disabled Veterans Outreach Program (Attached E8)
- Career Training Concepts Forward March Program (Attached E9)
- The Els for Autism Foundation, Inc. (Attached E10)
- SouthTech Preparatory Academy (draft) (Attached E11)
- Vocational Rehabilitation (pending state approval with DOE)
- Division of Blind Services (pending state approval with DOE)
- Community Services Block Grant – Community Action Program (pending)
- HUD Employment and Training Program – Family Self-Sufficiency Program (pending)
- Aid to Victims of Domestic Abuse, Inc. (Attached E15)
- American Red Cross (Attached E16)
- Board of County Commissioners Farmworker Program (Attached E17)

- Farmworker Coordinating Council of Palm Beach County (Attached E18)
- FoundCare, Inc. (Attached E19)
- Greenacres Vet Center for Disabled Veterans Outreach Program (Attached E20)
- Human Resources of Palm Beach County (Attached E21)
- Palm Beach County Family Drug Court Program (Attached E22)
- Palm Beach County Sheriff's Office (Attached E23)
- US Department of Veteran Affairs (Attached E24)
- US Department of Veteran Affairs Palm Beach Vet Center (Attached E25)
- Women's Circle Moving Forward Program (Attached E26)
- Interagency Agreement with Agency for Persons with Disabilities, FL. Dept. Children & Families, FL. Dept. Juvenile Justice, ChildNet, Inc., Early Learning Coalition, School Board of Palm Beach County (Attached E27)

**(2) Customer Access:** Describe actions taken by the LWDB to promote maximum integration of service delivery through the one-stop delivery system for both business customers and individual customers.

- A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. WIOA §108(b)(6)(C)

CareerSource Palm Beach County ensures that we are in compliance with all requirements of the Americans with Disabilities Act (ADA) through periodic internal audits of each facility. Those audits are verified by random onsite inspections by the Department of Economic Opportunity, Office of Civil Rights. To supplement the requirements of the ADA and ensure we are meeting both the letter and spirit of the law, CareerSource will be conducting refresher training for those staff in direct contact with job seekers on the proper use of all assistive devices. This training will also include information regarding sensitivity to the needs of disabled clients and how best to meet those needs. This training will be conducted prior to July 1, 2016.

CareerSource Palm Beach County also has a successful and continually expanding Ticket to Work program to assist job seekers on Social Security Disability to return to the workforce. Over the three years of the Disability Employment Initiative (DEI) Grant, the program has provided assistance to 252 clients with many of them able to re-enter the workforce.

CareerSource Palm Beach County is also engaged with community partners that have a sympathetic interest in assisting disabled job seekers to re-enter the workforce. Furthermore, CareerSource Palm Beach County in partnership with The Els for Autism Foundation, Inc., and Stand Among Friends has developed the Hospitality Training Program for the Palm Beaches to assist the disabled in acquiring

the skills and training necessary for careers in the hospitality industry and place them in positions here locally.

- B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

CareerSource Palm Beach County provides standardized services at each of our career centers. Job seekers moving from our West Career Center in Belle Glade to our Central Career Center in West Palm Beach will find a seamless transition in services, policies, and practices. We also see this as a key aspect of effective customer service, particularly as the state workforce system changes to provide for areas/regions that cover larger geographical areas.

- C. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. WIOA §108(b)(6)(B)

In addition to ensuring that CareerSource Palm Beach County is in full compliance with the requirements of the Americans with Disabilities Act through periodic self-audits, CareerSource Palm Beach County has gone beyond what is required to improve the delivery of services to a wider audience. The Virtual Career Center (VCC) was developed and implemented in 2015 to provide workforce services to remote job seekers or those that may have limited mobility or for some other reason find it challenging to travel to a career center. The VCC provides a more efficient service delivery by allowing all job seekers virtual access to career center services and workshops. Also, for job seekers or businesses that find it difficult to use our services during normal business hours, the VCC is available online 24 hours a day, seven days a week.

Key design features include online orientation/registration in Employ Florida Marketplace, online workshops, job readiness skills and skills testing to determine skill gaps, along with resources to enhance skills and web-based career exploration tools. Additionally the Strength Identifier assessment tool is provided, which will help job seekers understand their unique strengths, talents, and assist them in examining career options.

The VCC is not intended to be a replacement for the services provided at a career center. Rather, it is intended to supplement and enhance the services available at one of our centers, and, for some, meets their immediate needs without the necessity to travel to one of our centers.

**(3) Integration of Services:** Please describe how one-stop career centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop career center partners. WIOA §108(b)(21)

CareerSource Palm Beach County encourages the state to vigorously pursue the development of a case management system that integrates at a minimum, all core WIOA partner programs. In SB 7040, the Department of Management Services is given the lead to strategically navigate the state toward a universal tracking system. This would enable career centers and our partner programs to ensure that businesses and job seekers with a shared client base across the multiple programs have access to information and services that lead to positive employment outcomes. Under WIOA, career centers and their partners:

- provide job seekers with skill tests to determine skill gaps
- provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- enable businesses and employers to easily identify and hire skilled workers and access other support, including education and training for their current workforce;
- participate in rigorous evaluations that support continuous improvement of career centers by identifying which strategies work better for different populations.

CareerSource Palm Beach County has capitalized on the use of technology with the implementation of our Virtual Career Center (VCC) which includes online workshops, streaming videos, and video mock interviews, development of a video resumes, professional websites and e-folios to create an online footprint for the job seeker.

We have also purchased an e-learning software authoring tool which transforms PowerPoint content into customized interactive online and mobile courses. This software will take our VCC to the next level by allowing us to create courses which will outline what learners will need to grasp and the simulations, screen recordings, quizzes and decision-making activities to measure transfer of learning.

In addition, our Information Technology department is creating electronic forms and automated databases to perform and process job seeker applications. This process automates various departmental forms, job seeker documents, and delivers reporting and document retention on a job seeker's trip through the system providing quicker service at reduced cost.

**(4) Competitive Selection of OSO:** Describe the steps taken or to be taken to ensure a competitive process for selection of the one-stop operator(s). WIOA §121(d)(2)(A)

As more information is learned on the definition of a one-stop operator, CareerSource Palm Beach County will ensure appropriate steps are to align our plan in accordance final rules, regulations, law and guidance.

In lieu of selection of a one-stop operator and in accordance with the requirements of WIOA sec. 107(g)(2) and Proposed Rule §679.410(b) (P.R. pg. 634) CareerSource Palm Beach County will act as the provider of career services with the agreement of the Chief Elected Official in the local area and the Governor. The United States Department of Labor (USDOL) interprets WIOA sec. 107(g)(2) to operate as a general exception from the requirement that the Local Board award contracts to providers of career services consistent with 2 CFR part 200. However, unlike the selection of one stop operators, which are statutorily required to be competitively selected, there is no similarly clear statutory requirement for providers of career services. Therefore, the USDOL does not propose to require that a competition fail before the Local Board may provide career services

**(5) System Improvement:** The state's certification policy has not been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service than required in order to respond to labor market, economic and demographic conditions and trends in the local area. WIOA §108(b)(6)(A)

Any Local Workforce Development Board (LWDB) approved to be designated as a career center operator or approved to be a direct provider of workforce services must submit a performance report at the end of each program year that the service(s) has been provided. CareerSource Palm Beach County submitted this report for PY 2014-2015 (Attached E12).

The report demonstrates how CareerSource Palm Beach County continues to be recognized as a leader in performance, innovation and best practices by the Department of Economic Opportunity, the USDOL and CareerSource Florida. Examples of how systems and business practices implemented at CareerSource Palm Beach County have set the pace for other LWDBs across Florida in serving career seekers and employers are provided in this report. Many of these initiatives are above and beyond required services.

- Following is an analysis of the actual cost savings realized as a result of the LWDB providing the workforce service:

Effective November 1, 2007, CareerSource established a multi-jurisdictional consortium called the Palm Beach Workforce Development Consortium. The consortium consists of five members: the Mayor of the Palm Beach County Board of Commissioners, the mayors of the municipalities of Delray

Beach, Palm Beach Gardens, South Bay and West Palm Beach. This consortium allows for the establishment of an Independent Special District and is the employer of record for all workforce services and assigns its staff to CareerSource Palm Beach County locations. The consortium contracts the duties and responsibilities to run career centers and deliver services to CareerSource Palm Beach County who also acts as the fiscal agent and recipient of all workforce funding in the Local Workforce Development Area 21 (LWDA21). Additionally, CareerSource Palm Beach County is the administrative entity for the consortium and assumes the oversight and administrative systems for all workforce program operations. The CareerSource Palm Beach County Board of Directors, based on staff recommendations, identifies local area needs and informs the consortium of such. The consortium, together with CareerSource Palm Beach County, approves the Workforce Development Plan for LWDA21 and any modifications hereto.

As LWDB, one-stop operator and direct service provider of workforce services, CareerSource Palm Beach County is responsible for constantly improving the organizational structure to efficiently and effectively manage the day-to-day operations to ensure CareerSource Palm Beach County's Local Workforce Services Plan is carried out and provides excellent customer service, achieving state required performance measures, completing all reports and meeting all deadlines.

The original application under the Bennett Bill (2007) anticipated a realized reduction in costs and a savings of approximately \$960,000. We continue to revise the organizational structure of CareerSource Palm Beach County to provide services in an effective and efficient manner. By providing direct services, several positions were eliminated that were duplicated by the contracted service provider. The approved provisional indirect cost rate for the upcoming year is 17.1%. If we were to return to utilizing a contracted direct service provider, the financial impact would be significant. An analysis of the estimated costs that would have been incurred for the year ended June 30, 2015 has been performed. This cost analysis considered the additional staff, reimbursement of indirect expenses (17.1%) incurred by the contractor and the payment of profit (8%). The estimated annual savings realized as a result of LWDA21 directly providing services was \$1,368,500.

- Following is a description of realized improvement to the local service delivery system and realized improvement in performance outcomes:

CareerSource Palm Beach County has demonstrated by our regional performance that we are running the centers as the direct service provider very efficiently and effectively. During the past two years CareerSource Palm Beach County assisted nearly 50,000 residents in finding local employment, with salaries from these jobs creating an annual average of \$1 billion in economic impact to our region. This makes CareerSource Palm Beach County one of the largest economic growth engines in our county!

CareerSource Palm Beach County's vision is to be recognized by business as the primary source of talent in Palm Beach County. To accomplish this, we operate as a competitive business, rather than a nonprofit or governmental organization. This corporate, entrepreneurial approach is unprecedented (most workforce investment boards look, feel, and act like government agencies) and is the driving force behind the organization-wide culture of innovation and high-performance.

Accordingly, CareerSource Palm Beach County is:

- Leveraging technology to improve efficiency and effectiveness while reducing costs
- Convening business and educational partnerships to better understand industry needs, work with educational institutions to develop the skills and talent required, and to facilitate the transition from college/school to job
- Cultivating business-to-business focus processes and tools to continue increasing our business penetration and retention rate.
- Serving a broader range of job seekers from entry level to C-suite as the economy improves and businesses run out of easily obtainable talent.

## F) DESCRIPTION OF PROGRAM SERVICES

**(1) System description:** Please describe the local workforce development system. Identify the programs that are included in the system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment in provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State Plan under WIOA section 102(b)(1)(E). WIOA §108(b)(2)

CareerSource Palm Beach County is a multi-jurisdictional consortium under authority of section 163.01 Florida Statutes and a special purpose unit of local government. CareerSource Palm Beach County is a direct service provider, carrying out core programs and other workforce development programs to support alignment in the provision of services, operating career centers that provide excellent customer service to both job seekers and local businesses.

Our local workforce development board (LWDB21) is committed to leveraging the resources entrusted to it with those of its primary workforce system partners and its many other strategic partners in business, economic development and education to address talent needs at every skill level and cultivate a competitive workforce for Palm Beach County. To ensure the workforce strategies and policies developed by our board are implemented and consistent with approved state plans, the board cultivates collaboration with DEO, other regional LWDBs, and other partners vital to workforce services delivery.

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), CareerSource Palm Beach County has a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system fosters customer service excellence, seeks continuous improvement and demonstrates value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce and economic development is designed to maximize the competitiveness of the Palm Beach County business community and the productivity of our local workforce, increasing local economic prosperity. Our board's strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Palm Beach County residents with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.

- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that refines strategies, drives operational excellence, leads to the identification and replication of best practices, and empowers an effective and efficient workforce delivery system.
- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Palm Beach County youth that lead to enhanced employment, career development, credentialing, and post-secondary education opportunities.

The following are local initiatives that will be expanded over the next four years:

- Redefining customer service standards for business talent support
- Expanding our total talent delivery system and business engagement
- Expand virtual access to service delivery systems for job seekers and employers
- Implementing local sector strategies
- Establishing new demand based career pathways
- Expanding our use of a market-driven system approach
- Enhancing local performance measurement systems
- Expanding the provision of services to individuals with disabilities (Ticket to Work)

The programs and services listed below are included in our local workforce development system. For details on the individual programs and how the board works with entities in carrying out core and other workforce development programs, please refer to plan section: See section E1 “General System Description”

### **Core Programs**

Adult & Dislocated Worker programs

- Career services
- Basic career services
- Individualized career services
- Follow-up services

Youth program

Wagner-Peyser employment services

- Labor exchange
- Universal access
- Job Seeker services
- Employer services

Adult Education & Literacy  
Vocational Rehabilitation  
Division of Blind Services

Required Partners  
Career and Technical Education (Perkins Act)  
Community Services Block Grant  
Indian and Native American Programs

HUD Employment and Training Programs

Job Corps

Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program

National Farmworker Jobs Program

Senior Community Service Employment Program

Second Chance Act of 2007 – Re-entry Staff on Site & PREPARE Grant

Temporary Assistance for Needy Families (TANF) Employment & Training

- Applicant Services
- Mandatory Services
- Transitional Services

Supplemental Nutrition Assistance Program (SNAP) Employment & Training

- ABAWD Population

Trade Adjustment Assistance (TAA)

- Trade Readjustment Allowances
- Trade Act Certifications

Unemployment Compensation Programs (Reemployment Services)

**(2) Subgrants and contracts:** Please provide a description of the competitive process to be used to award subgrants and contracts in the local area for WIOA-funded activities. WIOA §108(b)(16)

CareerSource Palm Beach County applies the procurement and expenditure procedures required by federal law and state law, the standards set forth in 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, the policies of the Department of

Economic Opportunity and CareerSource Florida, Inc. for the expenditure of federal, state, and non-pass-through funds.

The IT Department is responsible for procurement functions relating to data processing equipment. The Facilities Supervisor is responsible for procurement functions relating to furniture, equipment and vehicles. All other purchases are made by the department needing the item on an as-needed basis. If the item is included in the budget and is \$5,000 or less, no additional approval is required. However, purchases of items not included in the budget, and budgeted items over \$5,000 require prior approval from the President/CEO.

Procurements are awarded as the result of an evaluation of the proposal submitted by the party together with other relevant factors such as ability to perform, prior experience with the party and past performance, technical and financial resources, reasonableness of cost, cost/price analysis, record of integrity, business ethics, and fiscal accountability, availability of services and other evaluation criteria included in the procurement documents. Evaluation of the proposals is reviewed at several levels:

- For completeness and compliance with the information and documentation required per the procurement document,
- by a committee,
- depending on the dollar value or type of procurement approval by the President/CEO and/or Board of Directors and if applicable Chief Elected Official may be required.

Prior to a CareerSource Palm Beach County employee participating in any stage of the procurement process including, but not limited to, the development of specifications, scopes of work, answering procurement questions or evaluating bids/submittals/quotes/proposals (collectively referred to as "quote") the CareerSource employee shall certify that a conflict of interest is not present. Vendor, contractor, subrecipient and consultant are collectively referred to as "vendor". Beginning with issuance of the procurement, vendors may submit questions regarding the procurement via e-mail to CareerSource Palm Beach County. The vendor questions and CareerSource Palm Beach County answers to vendor questions are posted on the CareerSource website. Vendors with a federal or state contract for the same/similar goods or services may be utilized in lieu of publicly noticing the procurement and obtaining quotes. Some form of cost or price analysis shall be made and documented in the procurement file in connection with every purchase action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

Prior written approval is required from the funding source for equipment purchases over \$5,000. Exceptions to the below procurement threshold are when purchases are made during an emergency or are sole sourced. Sole source documentation is required in accordance with 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Purchase thresholds and public notice requirements are as follows:

Purchase Threshold	Public Notice Requirement
A. Micro Purchases Of \$3,000 Or Less	No public notice requirements. May be awarded without soliciting competitive quotations if CareerSource considers the price to be reasonable. To the extent practicable, the micro-purchases will be distributed equitably among qualified suppliers
B. Small Competitive Purchases Of More Than \$3,000 And Less Than \$50,000	No public notice requirements. Requires a minimum of three written quotes. Exceptions to this threshold are when purchases are made during an emergency or are sole sourced as outline in E. below. Sole source documentation is required in accordance with 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and CareerSource's Procurement Policies & Procedures.
C. Small Competitive Purchases Of More Than \$50,000 And Less Than \$100,000	Publicly noticed on CareerSource website and Palm Beach County procurement channel. Requires a minimum of three written quotes. Exceptions to this threshold are when purchases are made during an emergency or are sole sourced as outline in E. below. Sole source documentation is required in accordance with 2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and CareerSource's Procurement Policies & Procedures.
D. Sealed Proposal Purchases Of \$100,000 Or More	Publicly noticed on CareerSource website and Palm Beach County procurement channel and other local media.
E. Consultant Services	Contracts with consultants whose total compensation will exceed \$50,000 during any fiscal year shall be subject to the approval of the Finance Committee as soon as it is reasonably determined that the consultant's compensation will exceed \$50,000.
F. Noncompetitive Proposal / Sole Source	Solicitation of a proposal from only one source may be used only when one or more of the following apply: <ul style="list-style-type: none"> <li>• The item is available only from a single source</li> <li>• The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation</li> <li>• The Federal awarding agency (or pass-through entity) expressly authorizes this method in response to a written request from CareerSource</li> <li>• After solicitation of a number of sources, competition is determined inadequate</li> </ul>

Purchase thresholds A through C above does not include the purchase of office supplies and furniture. Office supplies and furniture are purchased from a CareerSource approved vendor(s) via a Request for Quotation in accordance with D above.

**(3) Expanding access to employment:** Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). WIOA §108(b)(3)

CareerSource Palm Beach County provides core partner programs such as; WIOA Adult, Dislocated Worker and Youth Programs, Wagner-Peyser Employment Services, Adult Education and Literacy and Vocational Rehabilitation through the one-stop system. Eligible individuals with barriers to employment are provided priority of service as per policy for employment and training along with education programs. Eligible individuals can be co-enrolled into appropriate core programs that best fit the need of the individual. Credential, certificate or certifications are the required outcomes of training / education programs.

A large body of research indicates that a multidisciplinary effort is required to address complex issues faced by individuals with barriers to employment. To that end, CareerSource Palm Beach County leverages long-standing partnerships with a wide variety of public and private stakeholders from industry, education, economic development, and health and human services to maximize outcomes among this jointly-served population. These partnerships have resulted in effective initiatives that have placed individuals on the pathway to success while simultaneously increasing the pool of candidates with relevant skills and credentials. Examples of the effective strategies that will be sustained, replicated, and/or expanded include:

- Leveraging existing resources (e.g. On-the-Job Training Funds, Individual Training Accounts, assessments, etc.) in support of proven practices (e.g. sector-strategies, career pathway programs, registered apprenticeships) that engage all stakeholders (employers, service providers, educators) and the design level.
- The establishment of the Department of Community Engagement which is not only charged with educational and industry alignment, but also with convening partners and funders from the public and private sectors to design, incubate, and sustain proven models to address barriers and increase access to in-demand education, training, and employment opportunities. Examples of such programs include PREPARE (Pre-Release Employment Preparation and Reentry Engagement), a program that establishes a CareerSource Palm Beach County career center inside local jail facilities; and the GGHC (Gateway to Geriatric Healthcare) initiative, an employer-driven career pathway program that provides employment and credentials from certified nursing assistant to registered nurse. The GGHC concentrates on geriatric healthcare in response to local employers' input regarding a current and anticipated shortage of professionals with this specialization.

**(4) Key Industry Sectors:** Identify how the LWDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations. WIOA §134(c)(1)(A)(v)

CareerSource Palm Beach County conducts a comprehensive analysis of industry sectors utilizing labor market information relative to our region. This includes not only a review of quantitative information such as growth trends and wage data, but we also seek input from business and industry, trade associations, education, economic development and chambers of commerce as part of this review process. While many jobs in the region may be in demand, we have selected a limited number of occupations that we will make the investment in considering our resource constraints. CareerSource Palm Beach County reviews this list as presented by the state as well, and based on local workforce needs and input from partners in the communities to make any necessary changes or revisions.

Priority for training is linked to job openings for businesses in our targeted infrastructure industries and economic development priorities. All training is limited to two years in duration and the attainment of industry-recognized certificates or certifications, an associate's degree or a bachelor's degree is required for a successful outcome.

**(5) Industry Partnerships:** Describe how the LWDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed. WIOA §134(c)(1)(A)(iv)

In Palm Beach County, we view industry partnerships as the way we work with business to identify their challenges and opportunities related to the workforce. In partnership with regional partners, CareerSource Palm Beach County has developed and implemented a variety of industry partnerships to serve Palm Beach County and the region. Industry partnerships are a public/private collaborative that brings together business, education, economic development and industry entities with a mission of improving the competitiveness of a cluster of companies. The industry partnerships help address common industry challenges such as developing human capital, accessing business financing and resources, and developing innovative responses to emerging trends and opportunities.

Palm Beach County has built a successful network of regional sectors partnerships that have laid the foundation to launch additional sectors partnerships, which will utilize career pathways to meet industry needs for a skilled workforce. Each industry partnership is unique and designed to meet its respective economic and workforce development needs. Employers, workers and jobseekers benefit from workforce partnerships in their communities. Employers of any size can work with a regional collaborative to develop talent supply chains to increase their competitiveness while workers and job seekers can obtain careers paying family-supporting wages.

Examples of Industry partnerships include:

- South Florida Manufacturers Association
- Marine Industry Association of Palm Beach County
- Gold Coast Builders Association
- BioFlorida
- South Florida Technology Alliance
- Life Science and Technology HUB
- Florida Economic Development Corporation
- Palm Beach County Medical Society
- South Florida's InternetCoast
- Manufacturing Association of Florida
- South Florida Hotel & Beverage Association
- Palm Beach County Bar Association
- Manufacturing Extension Partnership
- Human Resource Association of Palm Beach County

**(6) In-demand training:** Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. WIOA §134(c)(G)(iii)

In-demand training is linked to the Regional Targeted Occupations List (RTOL) based on job openings for businesses in our targeted infrastructure industries and economic development priorities. Training is limited to two years in duration and the attainment of industry-recognized certificates or certifications, or an associate's degree. Local in-demand occupations (such as marine) can be notated on the RTOL for CareerSource Palm Beach County.

CareerSource Palm Beach County conducts a comprehensive analysis of labor market information in our region. This includes not only a review of quantitative information such as growth trends and wage data, but we also seek input from business and industry, trade associations, education, economic development and chambers of commerce as part of this review process. While many jobs in the region may be in demand, we have selected a limited number of occupations that we will make the investment in considering our resource constraints. CareerSource Palm Beach County reviews this list as presented by the state as well, and based on local workforce needs and input from partners in the communities to make any necessary changes or revisions.

**(7) Employer Engagement:** Please describe the strategies and services that will be used in the local area to:

A. facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;

CareerSource Palm Beach County has a strategic plan to engage local employers, specifically in small-to-medium-size businesses. These businesses span multiple industries including those on our targeted occupation list such as healthcare, aviation/aerospace/engineering, hospitality, IT/telecom, life sciences, manufacturing and marine. Our strategy is to meet marketplace demand that is needed to grow our local economy including industries that are poised for growth with higher-wage jobs. While focusing on our regional economic and workforce development strategic targets, we leverage and invest in local talent, resources and programs to benefit the business community.

B. supports a local workforce development system that meets the needs of businesses in the local area;

We provide a workforce development system that meets the needs of businesses in Palm Beach County by developing world-class talent through measurements including: monitoring customer satisfaction analytics and industry task forces and supply/demand metrics. We are working with the School District of Palm Beach County to identify specific industries and jobs to assist students in selecting a career path and training needed to enter employment within those sectors. Behavioral assessments and other tools help students identify which jobs will lead to long-term employment success.

C. better coordinate workforce development programs and economic development; and

Palm Beach County is home to an abundance of skilled personnel who are drawn by an exceptional quality of life. Our workforce is hard-working and industrious. The industries that cluster within the county are great indicators of the types of jobs, salaries commanded, skill levels required, and educational institutions supporting them that help explain employment dynamics. A key element in enhancing workforce development is utilizing business and community partners to ensure a skilled and reliable workforce is available for our employers. CareerSource Palm Beach County works closely with the Business Development Board and the Palm Beach County Education Commission to ensure that successful job preparation and training is available in Palm Beach County.

D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)

CareerSource Palm Beach County has strengthened linkages between the one-stop delivery system and unemployment services by offering career center services at two locations in West Palm Beach and Belle Glade. Job seekers can receive assistance in building a resume, interviewing skills and dressing for success through our workshops. We have recently created a Virtual Career Center that

offers these same services through internet-based devices including laptops, tablets and smart phones. Job seekers are able to access services at their convenience anytime.

- (8) Priority for Services:** Describe the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.

WIOA has established a priority requirement with respect to funds allocated to the local area for adult employment and training activities as referenced local QualDocs PO-112 (Attached F2). One-stop center staff responsible for WIOA adult funds must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services. WIOA priority must be provided regardless of the level of funds. Veterans and eligible spouses receive priority of service for all USDOL-funded job training programs, such as WIOA programs. Currently priority is provided in the following order:

- Veterans and eligible spouses who are also included in the groups given statutory priority of WIOA adult formula funds,
- Veterans and eligible spouses who are also recipients of public assistance, other than low-income individuals,
- Individuals who are basic skills deficient.

For more details on priority of service:

1. Veterans and eligible spouses who are also included in the groups given statutory priority of WIOA adult formula funds.
  - Veterans and eligible spouses who are also recipients of public assistance,
  - Other than low-income individuals or individuals who are basic skills deficient would receive first priority for services provided with WIOA Adult funds.
2. Non-covered person (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds.
  - CareerSource Palm Beach County provides local priority of service to individuals with Disabilities as defined in section 3 of the Americans with Disabilities Act of 1990(42 USC 12102).
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Non-covered persons outside the groups given priority under WIOA.

- (9) Training Services:** Please describe how training services will be provided, including, if contracts for training services are to be used, how such contracts will be coordinated with the use of ITAs. WIOA §134(c)(1)(A)(v)

## **TRAINING PROVIDER APPROVAL**

CareerSource Palm Beach County (CSPBC) has an open and on-going application approval process. The application for CareerSource Palm Beach County selection and retention of Eligible Training Providers (ETP) and Programs is consistent with WIOA and CareerSource Florida (CSF) Administrative Policy #90, WIOA Eligible Training Provider List, Effective date: March 1, 2016. Eligible providers of training services programs (ETP) are entities that are eligible to receive WIOA title 1-B funds for adult and dislocated worker participants who enroll in training services programs through Individual Training Accounts (ITA). ITA's may also be used for WIOA Title 1 youth funds to provide training to older, out-of-school youth, between the ages of 18 to 24.

### **Training Provider Approval Criteria:**

1. Submit a complete and accurate training provider program application including all requested information and documentation (Attached F5).
2. Must be in business under the current ownership for a minimum of two years.
3. Be a public school or licensed by the Florida Department of Education Commission for Independent Education to provide the proposed training programs. Licensure documentation for each course proposed in the application must be provided to CareerSource Palm Beach County.
4. Provide direct training to the client, or without subcontracting the delivery of the training.
5. Participate in the Florida Education & Training Placement Information Program.
6. Approved Federal PELL grant schools, must use Federal PELL grant payments first before CareerSource Palm Beach County. ITA funding.
7. Training provider/school approved by an IT software developer, whose products are considered universal products used nationally or globally to train individuals on their software, is not required to be accredited nor is the course of training required to be accredited; however, the training provider/school must be listed by the IT software developer on the developer's website.
8. Demonstrate fiscal solvency.
9. Track and supply program completion/placement information to CareerSource Palm Beach County.
10. Respond to renewal applications annually.

To train eligible service providers we hold quarterly ITA provider meetings. Topics address the Targeted Occupational List and what it takes to revise it, and placement and graduation targets and the effect of not meeting them and submission of progress and outcome reports. Palm Beach County

has a diverse and responsive group of service providers. Local providers have adjusted to the changes in the local workforce (the arrival of bio-tech firms and the increased demand for a variety of occupations in the hospitality industry for example).

Procurement policies dictate how services outside the ITA program are approved. Some examples where this could apply are OJT, customized training, special projects and purchase orders. The career center operations staff is responsible for developing the work experience sites. This may include, but is not limited to, career consultants, business services consultants, managers and supervisors. CareerSource Palm Beach County may also receive inquiries from employers about our work experience program. Career center operations staff provides the potential work experience partner with a copy of the worksite agreement to complete and return to the particular staff person who initiated the worksite partnership. Staff reviews the Florida Department of State, Division of Corporations website (SUNBIZ) to determine if the employer has an active business license in Florida. The agreement is then reviewed by the appropriate program staff to ensure completeness and to attach a mastery skill set component as part of the agreement. The appropriate program director signs the agreement and forwards the original copy to CareerSource Palm Beach County's administrative office for assignment of a contract control number. The agreement is then reviewed and signed by CareerSource Palm Beach County's President/CEO. The original agreement is retained in the administrative office and a copy is mailed to the partner. CareerSource Palm Beach County's Contracts department notifies all career center staff that a new agreement has been executed and a copy has been placed online and is accessible by all career center staff. An email notification is sent by the Contracts Manager to all career center staff advising them that a new worksite agreement has been signed and a worksite spreadsheet (also accessible by all career center staff) is updated accordingly.

Activities and services not funded with ITA's include On-the-Job training, customized training, and various grant awards for specialized populations.

## **ON-THE-JOB TRAINING**

The processes for developing OJT sites and agreements for all job seekers enrolled in workforce programs are as follows:

1. OJT will be presented to an employer as "training by an employer that is provided to a paid job seeker while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job."
2. Potential employers will be approached to determine their willingness to participate with the OJT program.

3. Specific qualifying characteristics include for-profit, and not-for-profit organizations with the following exceptions:
  - a. Any firm in violation of local, state, or federal labor laws.
  - b. Any establishment or its affiliates where a strike, lockout, or other similar condition exists.
  - c. Members of the CareerSource Palm Beach County Board of Directors may not engage in OJT contracts.
  - d. An employer who has an OJT agreement and exhibited a pattern of failing to provide job seekers continued long-term employment as regular employees with wages and working conditions at the same level and to the same extent as similar situated employees.

### **EMPLOYED WORKER TRAINING/CUSTOMIZED TRAINING**

Employer Worker Training / Customized Training programs provide training funds to an employed worker who is currently working and has been determined to be in need of employment and service in order to obtain or retain employment that will allow for self-sufficiency. Employers can be required to provide documentation stating the employee will not be retained unless additional training or services are received.

The local process for determining employed worker eligibility for WIOA training services is based on the priority of service rules regarding WIOA adult eligibility. Individuals that do not meet the low income eligibility standard Priority 1 are screened for eligibility under Priority 2 lacking self-sufficiency. Individuals whose earnings are below 250% of the 100% LLSIL Metro for the family unit size is considered to be lacking self-sufficiency.

### **NON-ITA FUNDED GRANTS**

CareerSource Palm Beach County procures non-ITA funded grants for services through the RFP/RFQ process in accordance with our procurement policy. CareerSource Palm Beach County procurement activities are conducted in a manner consistent with the standards set forth in the 2 CFR Part 200, and all other applicable laws and regulations of the federal government and the state of Florida.

### **DISABILITES PILOT PROGRAM**

As previously referenced in Section E) Description of the Local One-Stop System, in the spirit of WIOA, CareerSource Palm Beach County is strengthening partnerships through a pilot program to serve persons with disabilities. CareerSource Palm Beach County, Gulfstream Goodwill Industries, SouthTech Academy, Vocational Rehabilitation, Blind Services, Wounded Warriors of South Florida and the Els Foundation For Autism have come together to provide a seamless delivery system for persons with a disability with employment as a goal.

## **LOCAL LEVEL LAYOFF AVERSION INCUMBENT WORKER TRAINING**

WIOA provides CareerSource Palm Beach County the opportunity to provide a locally funded Incumbent Worker Training (IWT) Program. CareerSource Palm Beach County partners with state and local economic development organizations, Chambers of Commerce and community based organizations to help identify businesses /industries in jeopardy of a potential lay off.

The purposed of IWT is only conducted with a commitment from an employer or group of employers to retain or avert the layoff of incumbent workers being trained. (CareerSource Florida Administrative Policy FG –OSPS 89) Employers must demonstrate a need for appropriate training which will allow existing workers to gain the necessary skills to operate new processes or technologies, employers may find necessary to lay off workers with obsolete skills. Skills training will contribute to the maintenance of employment or increase employment security by providing the trainee(s) with:

1. Higher level of occupational skills and job security
2. A nationally or industry recognized certificate provides mobility for the trainee should they wish to seek employment elsewhere
3. The potential of increased earnings to the employer
4. Training and strategies to improve efficiency of business operations.

TAU staff conduct an in-person, customized needs assessment with businesses that:

1. Have been in operation (brick & mortar location) a minimum of one year prior to application date and current on all local, state and federal tax obligations
2. Are for-profit businesses
3. Have at least one full-time employee, apart from the owner
4. Have not received training grant(s) from CareerSource Palm Beach County during the last 12 calendar months.

Employers complete a grant application which includes the submission of a written statement as to the reason the business is requesting grant assistance. The statement includes the business circumstances surrounding the potential layoff and how the training will prevent or reduce the magnitude of the layoff. Applications are scored by the TAU staff on a standardized rating based on the specific criteria on a point structure, i.e., size of business, businesses located in U.S. Department of Housing and Urban Development (HUD) Zones, layoff aversion, upgrading skills, wage increases, and matching funds. Only those applications with a score of 80 points or higher will be considered for funding.

An incumbent worker is defined in the Training and Employment Guidance Letter (TEGL) 26-09 as "an individual who is employed, but does not necessarily have to meet the eligibility requirements for intensive and training services for employed adults and dislocated workers at 20 Code of Federal

Regulation (CFR) 663.22 (b) and 663.31.” Incumbent worker participants are required to complete a WIOA application and enter participation information into the state’s management information system. Incumbent workers must be at least 18 years of age, provide citizenship/right to work and compliance with Selective Service registration requirements. All eligibility documentation requirements apply to the IWT participant for federally mandated data validation.

**(10) Customer choice process:** Describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. WIOA §108(B)(19)

CareerSource Palm Beach County ensures informed customer choice for the selection of training program regardless of training services by providing job seekers with:

- a) Electronic WIOA application process along with program orientation, eligibility requirements and instructions for completion of the application.
- b) Access to CareerSource Palm Beach County website for Labor Market Information (LMI), Regional Targeted Occupations List (RTOL), local Consumer Report Card (Attached F1), approved courses and Eligible Training Provider List (ETPL).
- c) CareerSource Palm Beach County career consultants suggest applicants visit with the training provider of choice to explore the program of interest and ask any questions they might have of the training provider. Applicants are advised to visit several training providers on the ETPL to make an informed choice.
- d) Assessments such as Test of Adult Basic Education (TABE), Kenexa ProvelT and BestWork Talent Identifier are provided as needed.
- e) Applicants are provided a one-on-one meeting with a CareerSource Palm Beach County career consultant to discuss their choices and begin the enrollment process.
- f) Payment vouchers are issued upon completion of the enrollment process.

**(11) Individual training accounts:** Describe the process and criteria for issuing Individual Training Accounts. WIOA §108(b)(19)

CareerSource Palm Beach County awards Individual Training Accounts (ITA)’s to applicants who meet WIOA eligibility. Applicants must be 18 years of age or older; be a citizen or noncitizen authorized to work in the U.S.; meet Military Selective Service registration requirements (males), are suitable for training based on training funds availability. Training must be for an occupation listed on the Regional Targeted Occupations List (RTOL) for Palm Beach County. Quick links for the Regional Targeted Occupations List, Training Programs and Courses, as well as a list of approved training providers in Palm Beach County are provided on the CareerSource Palm Beach County website.

A. Describe any ITA limitations established by the board

CareerSource Palm Beach County Board established ITA limitations:

- ITA's provided to WIOA eligible applicants must be 18 years of age or older; be a citizen or noncitizen authorized to work in the U.S., meet Military Selective Service registration requirements (males) and suitable applicants
- Occupational Skills Training for occupations on the RTOL
- Up to an associate of science degree (2 year degree)
- Training by board / state approved training providers

B. Describe any exceptions to the use of ITA

CareerSource Palm Beach County ITA use exceptions are training programs that are not required to be on the RTOL and the training provider is an employer or chosen by an employer:

- On-the-Job Training program enrollment - as stated in CareerSource Palm Beach County Local SOP PO-093 Release 05 Section 10h: employers must be a for-profit business. (Attached F3)
- Employed Worker Training (EWT) / Customized Training employer eligibility as per local EWT Guidelines PY15 -16. (Attached F4)
  - Businesses that have been in *operation* a minimum of one year (brick & mortar location), and be current on all local, state and federal tax obligations.
  - Businesses must be a for-profit located in Palm Beach County.
  - Must have at least one regular (W2) full-time employee, apart from the owner.
  - Businesses that have not received EWT funding for 1 or more previous program years.
- Employed Worker Training / Customized Training
- Registered Apprenticeship programs
- Internships

**(12) Microenterprise and Entrepreneurial Training:** Please describe mechanisms that are currently in place or will be in place to provide microenterprise and entrepreneurial training, and support programs and co-enrollment, where appropriate, in core programs as described in WIOA section 134(a)(3)(A)(i). WIOA §108(b)(5)

Entrepreneurship drives the U.S. economy, accounting for the majority of Palm Beach County's job creation and innovations. Supporting entrepreneurship is an employment strategy that leads to economic self-sufficiency for our local community. Through entrepreneurship training, individuals learn organizational skills, time management, leadership development and interpersonal skills.

CareerSource Palm Beach County works with higher education institutions and community partners to provide the tools entrepreneurs need for idea generation, business model proof of concept and company launch. Through instruction, guest speakers, coaching & mentoring, available courses serve those who are considering starting a business, owners of existing businesses and those with successful companies that want to grow and expand. Entrepreneurs are taught how to identify and appeal to customers, apply for financing or attract an investor and manage their company efficiently.

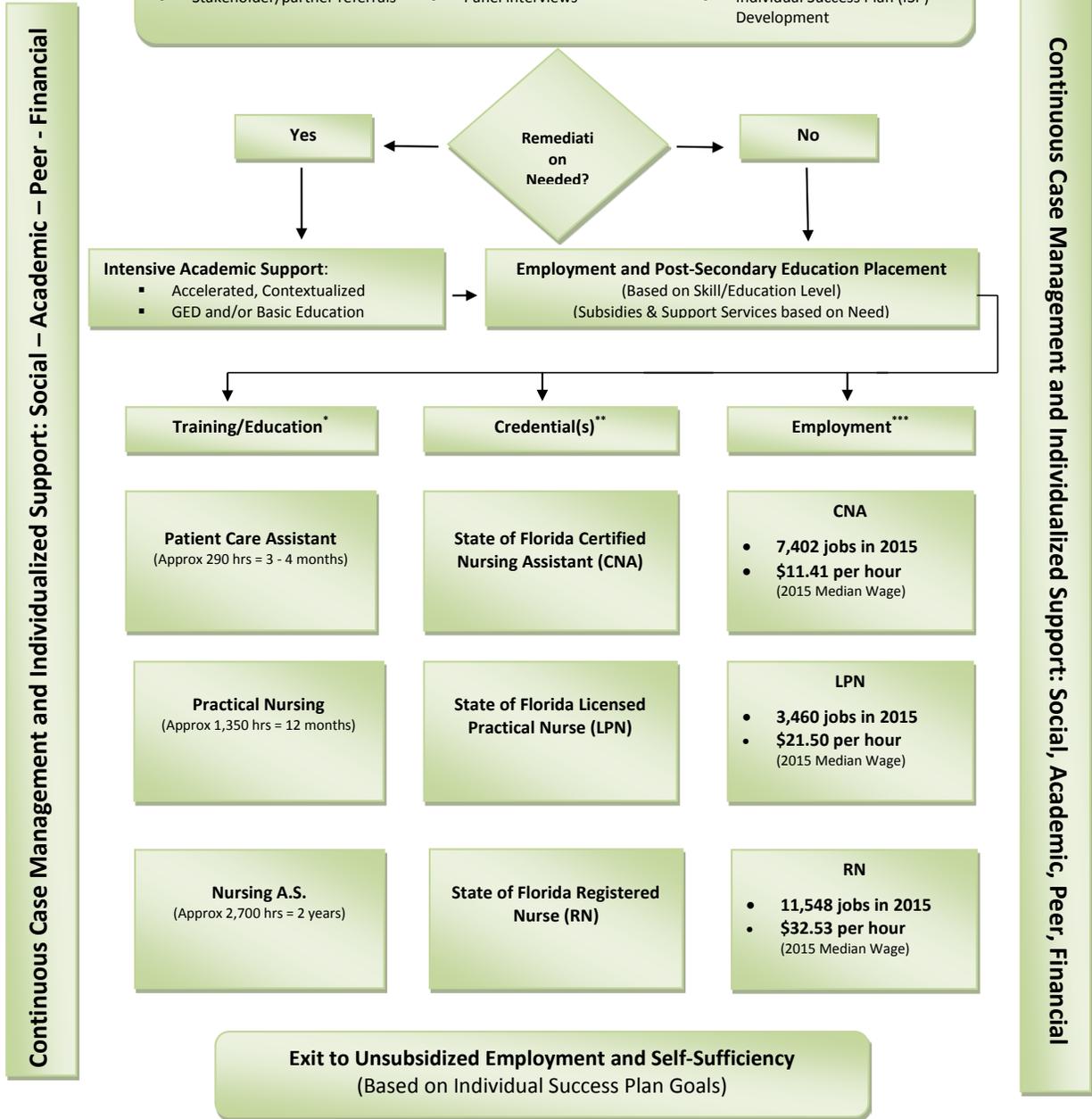
In collaboration with Florida Atlantic University, Small Business Development Center at Palm Beach State College (SBDC), Lynn University, Keiser University, The Research Park at Florida Atlantic University, Tech Runway, The Institute for Entrepreneurship, Service Corps of Retired Executives (SCORE) and others, educational curriculum focuses on creating an executive summary, building a portfolio of products or services, defining a market to sell into, identify competitors, understanding the risks/opportunities, assembling a management team, where operations will exist, establish capital requirements and generating a financial snapshot of the business.

In addition, business incubators are available to sprouting entrepreneurs across Palm Beach County. These facilities offer a combination of structured mentoring, shared facilities and a pool of local resources that provide an environment to grow startup businesses. The Research Park at Florida Atlantic University, Paragon Systems and others offer resources that are specifically designed to cater to the needs of entrepreneurs looking to grow their business.

**(13)Enhancing Apprenticeships:** Please describe how the LWDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's career centers. TEGL 3-15

CareerSource Palm Beach County is keenly aware of how the effective use of registered apprenticeships (and those modeled after the same concepts) can enhance outcomes for individual career seekers and the community at large. To that end, seven apprenticeship and seven pre-apprenticeship programs (primarily in the skilled trade sector) are included in the organization's list of WIOA-eligible training programs. In addition, the apprenticeship "concept" (i.e. technical skills training combined with employer-designed occupational training and incremental career advancement) is utilized in special projects such as the GGHC (Gateway to Geriatric Healthcare), an employer-driven career pathway program that provides employment and credentials from Certified Nursing Assistant to Registered Nurse, and will be used in future sector-partnership initiatives. See the GGHC flowchart on the next page for a complete overview.

## Gateway to Geriatric Healthcare Careers Participant Flow Chart



\* Source: Palm Beach State College \*\*Source: FL Board of Nursing \*\*\* Source: FL Department of Economic Opportunity

**(14) Other Program Initiatives:** Describe the services to be provided that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies career pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)

Information on training program services provided is described in the "Analysis of Need and Available Resources" section under item #5 and the "Description of Program Services" section under item #9 Training Services.

Industry and sector strategies career pathway initiatives are described in the "Coordination of Services" section under item #2 and #3.

Other key initiatives in support of the board's vision and strategic goals include:

#### **Virtual Career Center**

CareerSource Palm Beach County implemented a unique online Virtual Career Center (VCC) in 2015 not only to increase traffic to "bricks and mortar" career centers, but also to increase awareness and "clicks" to our online services. The project has been recognized as a best practice and has resulted in more efficient service delivery by allowing all career seekers virtual access to career center services and workshops anytime.

The VCC provides workforce services to clients that may have limited mobility; language barriers (Google translator for 91 languages), closed caption for the hearing impaired, or for job seekers who find it challenging to travel to one of our career centers. The VCC is available online 24 hours, for job seekers or businesses that find it difficult to use our services during normal business hours. The VCC is not intended to be a replacement for the services provided at a career center, but is intended to supplement and enhance the services available.

VCC views have exceeded 10,000 since its implementation. Next steps to expand the VCC include the addition of the following specialized targeted portals:

- Employers
- Veterans
- Individuals with disabilities
- College graduates and alumni
- Youth and Young Adults
- High school seniors

Other plans being considered for expansion and improvement include live-chat, live-stream workshops and coordination with web-based career exploration platforms.

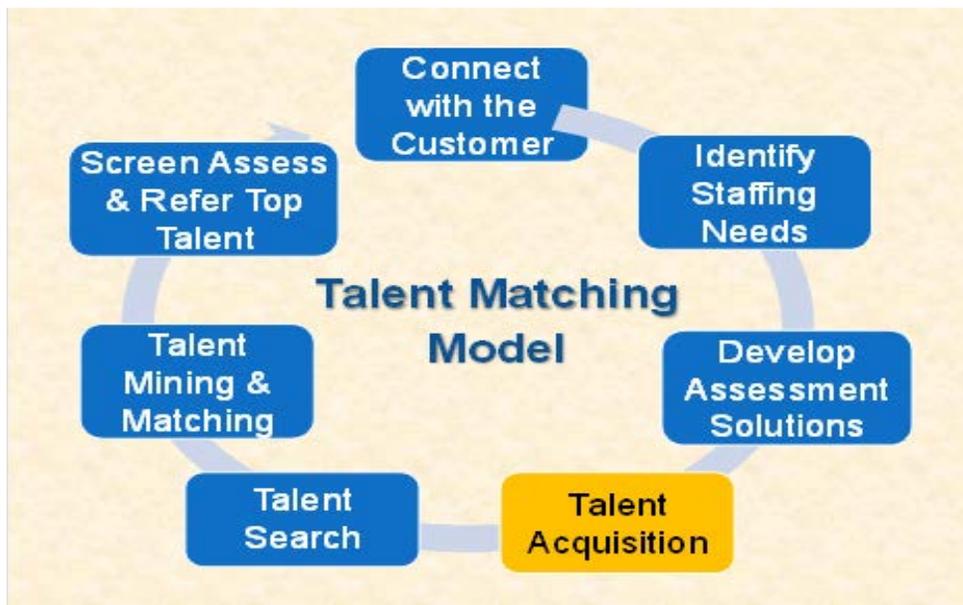
## Customer Relationship Manager

Following the development of our own Customer Relationship Manager (CRM) to track market penetration, account management, territory management and individual and team staff production, the state purchased Salesforce CRM for use statewide. CareerSource Palm Beach County also is a key driver in the development of a Business Service Sales Toolkit that is used in Florida's regional network for sales planning/processes, territory management and outcome reporting.

## Talent Matching Model

CareerSource Palm Beach County is the first in the state (and one of only a handful of workforce regions in the nation) to implement this innovative tool to identify and refer candidates with the best skills and talent to employers.

The process begins with determining the employer's talent needs. The next step is a state-of-the-art career assessment designed for each management and education level i.e., Ph.D. for job candidate from entry level to the C-Suite. Our Talent Acquisition Unit, a team of Industry specific recruiters, identifies the best candidate based on preferred style of skill and behavior saving time on the front end of the interview process. Our recruiters have been trained on comprehensive data mining guidelines in conjunction with the Employ Florida Marketplace platform based on Boolean logic and utilizing various search engines to source talent. The final step is referring the best qualified talent to the employer.



A key process used in identifying talent is "talent cloning" -- identifying people in the company that are successful (top performers) in the position and fit within the company's culture; we call this determining the "clone." We also assess other talent not considered to be the top talent to determine

the gap analysis between the two factors. We provide the same level of talent or better to fill the companies staffing requirements. The assessment also examines speed of thinking, rate of learning new material, decision-making process, attention to detail and other desirable traits.

### **Improving Employment and Economic Development in the Glades Communities**

CareerSource Palm Beach County and its community, governmental, business and educational partners were selected to receive the U.S. Department of Agriculture's 2014 Community Development Award/Rural Community of the Year for our collaborative efforts to increase employment and economic development in the Glades communities of Belle Glade, Pahokee and South Bay located in western Palm Beach County. The Glades communities historically have had among the highest unemployment rates in the nation and were particularly hard hit by the Great Recession.

Because of the critical service needs in the Glades area, CareerSource established and operates the West Career Center in Belle Glade. Since convening a series of collaborative meetings beginning in mid-2011, CareerSource has:

- Helped place more than 8,400 Glades area residents into jobs and provided more than \$1.25 million in training funds to area employers and residents.
- Increased outreach to actual and potential major projects in the area. A direct result of this has been the addition of two new major area employers that are expected to ultimately employ up to 425 jobs.
- Connected project developers and organizations to facilitate purchases of more than \$25 million in products and services from businesses in the Glades communities since 2009.
- Helped to form the Glades Career Readiness Roundtable to prepare local youth and young adults for skilled jobs, including the development of the Glades Construction Academy Youth Build program, a construction pre-apprenticeship program to help out-of-school, unemployed young adults attain their GED, earn industry-recognized credentials and gain hands-on experience in a region designated as a Rural Area of Critical Economic Concern.
- Hosted Glades Business Day where 40 area employers learned how to apply for training grants and take advantage of special funding and tax incentives to help their businesses grow.
- Helped to establish new direct bus routes to better connect Glades communities' residents with greater employment opportunities in other parts of Palm Beach County.
- Participated in the Corporate College Steering Committee, formed by public and private entities to address training needs in the Glades communities.

These actions will be expanded and improved over the next four years.

**(15)Service Provider Continuous Improvement:** Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the needs of local employers, workers and jobseekers. WIOA §108(b)(6)(A).

To ensure that providers are performing adequately, CareerSource Palm Beach County conducts monthly performance reviews, the results of which are available on our website detailed in the Consumer Report Card (Attached F1). In terms of performance the training provider contracts have established two performance measures: the total number of participants who complete a course and obtain the related credential, and the total number of participants who complete a course and obtain a training related job placement within 90 days of course. The evaluation period used to determine if a course met the completion rate is January 1st through December 31st. The population captured in the evaluation includes those participants who received ITA funds (regardless of Program Year), and who completed course/program requirements or were dropped from a course/program during the evaluation period.

To ensure that providers we do business with are helping meet the needs of local employers CareerSource Palm Beach County creates a Regional Targeted Occupation List (RTOL). The RTOL is developed by utilizing various sources for labor market information as well as candid discussions with local employers. From a programmatic side, we obtain feedback from our training providers as to what employers are telling them. From an industry relations side, information from companies helps us determine what occupations are growing in demand. Together, we work with partners or individually to poll/survey companies to confirm whether specific occupations should be considered for placement on the list.

**(16)Youth Program Design:** Describe the design framework for youth programs in the local area, and how the 14 program elements required in §681.460 of the proposed WIOA regulations are to be made available within that framework. WIOA §129(c)(1)

Every youth and young adult that enrolls in CareerSource Palm Beach County's WIOA youth program must participate in our five-week structured work readiness training. We have integrated WIOA's 14 required program elements within the framework of Career Prep. Once program participants complete the five-week training, they move on to one-on-one coaching to prepare for enrolling in higher education or seeking a career path.

1. Youth are offered paid and unpaid work experiences that have an academic and occupational education component, including internships, summer employment, job shadowing, and on-the-job training.

2. Program participants who are basic skills deficient are required to complete a number of tutoring/study hours as part of their work readiness goals. Academic remediation is offered through our partner agencies to ensure that youth have the resources to increase their math and reading skills. In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, we will competitively procure youth program elements consisting of; tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
3. As part of a new WIOA partnership with the School Board of Palm Beach County, youth who are high school dropouts can access alternative secondary school services and GED preparation and testing on site at CareerSource Palm Beach County. This aligns with the goal to increase the number of youth who attain a diploma.
4. Youth participants are exposed to leadership development opportunities, including community service and peer-centered activities that encourage positive social and civic behaviors.
5. Supportive services, such as bus passes, gas cards, clothing vouchers, and childcare enable youth to reduce barriers in their life. Support services are viewed individually to enable clients to participate in education/training activities identified in their Individual Service Strategy (ISS).
6. Youth career consultants act as adult mentors for the duration of at least 12 months that may occur both during and after program participation. They provide ongoing guidance and career advice and are available to youth Monday through Friday 8am-5pm.
7. Follow-up services are offered for not less than 12 months after the completion of participation.
8. Career Prep offers financial literacy education (in alignment with WIOA requirements). The “Personal Finance: A Lifetime Responsibility” textbook provides our young adults information on a variety of financial topics such as: financial planning, budgeting, checking accounts, savings plans, purchasing decisions, and credit and debt. This valuable curriculum teaches our youth to use critical thinking skills, review terminology, interpret the main ideas, and practice math.
9. CareerSource Palm Beach County youth are exposed to industry speakers who address what it takes to start and own your own business. Businesses like Service Corps of Retired Executives (SCORE) Palm Beach County, work with us to offer valuable internships to our young adults.

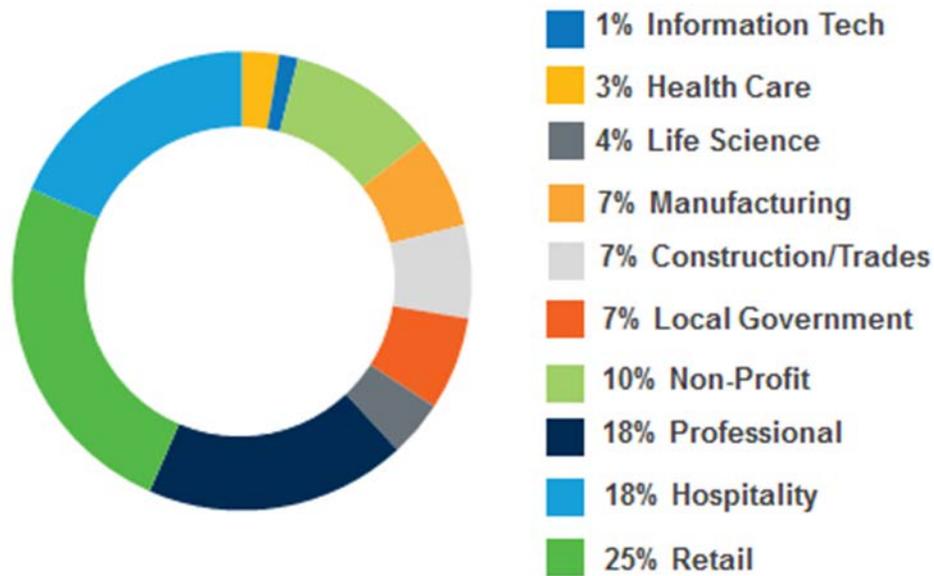
SCORE is a nonprofit association dedicated to educating entrepreneurs and helping small businesses start, grow, and succeed nationwide. SCORE is a resource partner with the U.S. Small Business Administration (SBA) and has been mentoring small business owners for more than 40 years. Entrepreneurial skills' training aligns with WIOA requirements.

10. VirtualJobShadow.com offers our youth the tools to access labor market information, career exploration, college searches, free assessments, resume builder, and industry expert videos.
11. CareerSource Palm Beach County offers scholarships (Individual Training Accounts) to eligible youth. Scholarships are awarded based on applicant suitability, eligibility and the availability of training funds. Training must be for an occupation listed on the Regional Targeted Occupations List for Palm Beach County. The youth program promotes post-secondary training in high demand, high-wage industry sectors.
12. College tours and industry expert speakers help youth prepare for and transition to postsecondary education and training.
13. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referrals, are provided.
14. Education is offered concurrently with workforce preparation activities and training for a specific occupation or occupational cluster which lead to post-secondary credentialing (hospitality training and vocational prep programs offered at CareerSource Palm Beach County).

Our current recruitment efforts have successfully resulted in a large number of out-of-school youth (to align with WIOA requirements). To assure that we can serve them effectively, we focus on quality service delivery and helping participants to attain their educational and employment goals. We are planning to work more intensely with this population to provide them with quality post-secondary educational opportunities and employment assistance. We collaborate with local partners to conduct a comprehensive assessment of existing community resources that serve out-of-school youth in order to identify duplication and gaps. Several of these local partners have helped us with our recruitment efforts and assisted us in reducing barriers for these young adults who enter our program.

CareerSource Palm Beach County focuses on ten different industry sectors that employ our youth and young adults. A large percentage of our youth are hired in professional, hospitality, and retail industries. Over the next four years, we plan to increase our job placements in the area of IT, health, and life science. This will help us reach our goal of providing high wage jobs for our young people.

2015 Industry Sectors in Palm Beach County where our Youth and Young Adults are employed:



- A. **Definition of the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”** Describe how the local board defines whether a youth is unable to demonstrate these skills well enough to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290

CareerSource Palm Beach County conducts a two-day orientation (Career Prep Challenge) for all youth that includes an eligibility and suitability review. This allows us to assess the youth and determine their ability to function on the job. We use TABE to test their basic skills, specifically in reading and math. TABE can also quickly assess skills for training and employment, or determine readiness to take the high school equivalency exam. TABE remains the most comprehensive and reliable academic assessment product in adult basic education.

In addition to TABE, we use the BestWork DATA™ assessment tool to evaluate our candidates. With a simple 25-minute online experience, BestWork DATA™ measures the hard-wired traits and abilities that determine how a person thinks, learns and behaves. These same factors determine how a person delivers specific job behaviors or if they are suited for certain occupations. BestWork DATA™ is a thought leader in the new world of performance information. Founded on 20 years of experience

in the assessment market with leadership in instrument development and technology, BestWork uses the latest assessment technology to measure hard-wired traits and abilities of employees of job seekers. That data is then converted into easily understood information that is designed to assist the career consultant, the job seeker and the potential employer. This instrument translates the broad elements of a typical job description into measurable components, and provides easy to understand performance potential. It examines cognitive ability, the speed of thinking, how readily new material is learned, and how quickly underlying patterns are recognized and decisions are made. Additionally it analyses how the individual approaches work; such as attention to detail, following rules, how friendly they are when dealing with others, and team involvement.

**B. Definition of “requires additional assistance.”** Describe how the local board defines the term “requires additional assistance” used in determining eligibility for WIOA-funded youth programs.  
20 CFR §681.300

CareerSource Palm Beach County has identified these WIOA youth barriers and their definition:

- Lacks transportation: the youth’s low income status and declaration that they are unable to arrange for and afford transportation costs.
- Lacks childcare: the youth is a parent and lacks the financial means or the support of a family member to provide childcare which prevents the youth from working or going to school.
- Need for academic remediation: the youth has low TABE scores (lower than a ninth grade level) or current school records that indicate an immediate need for academic tutoring.
- Criminal history: the youth has a court record of criminal behavior that presents a barrier to future employment.
- Lacks independent living skills: the youth currently resides in foster care or did in the past; or has an unstable living situation.
- Lacks job skills: the youth lacks basic work maturity skills (professionalism, punctuality, interviewing skills, social skills, etc.)
- Need for supported employment: the youth has a history of problematic work experiences and needs support in job retention.

## G) REGIONAL PLANNING ANALYSIS

The Workforce Innovation and Opportunity Act (WIOA) provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida's vision for talent development.

Please describe your strategy toward analyzing potential WIOA planning regions as defined in WIOA section 106(a)(2). Such strategy should include, but not be limited to:

- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area
- (2) Specific milestones and timelines for consultation with:
  - A. Other local workforce development boards
  - B. Local elected officials;
  - C. Economic development organizations;
  - D. Core and mandatory one-stop partners for potential regional implications;
  - E. Analysis of coordination of services with potential regional implications.

The Workforce Innovation and Opportunity Act provides us a rare opportunity to rethink the delivery of workforce services in the state through a system of Local Workforce Development Areas (LWDA) combined under Workforce Development Regions (WDR). This new approach retains the ability to solicit input from local officials on what they see are the critical needs within their community. However, the regional approach compiles the input from Local Workforce Development Areas and combines it with the broader perspective of economic development across a wider area. Properly implemented this regional approach will result in significant gains of both efficiency and effectiveness.

As Local Workforce Development Areas combine under the leadership of a Workforce Development Region, costs can be reduced through the implementation of a shared services model. Local Workforce Development Areas will retain operational control over program administration and service delivery, but support functions such as human resources, finance, information technology, communication, purchasing, etc. could be centralized at the regional level. Eliminating redundant systems, staff, and facilities at two or more Local Workforce Development Areas, along with the advantages to be realized from economies of scale in purchasing, benefits, etc., should significantly reduce administrative costs and result in greater efficiency.

By combining Local Workforce Development Areas under a Workforce Development Region, we also gain greater effectiveness in delivering workforce programs and services. For example, businesses that span large geographical areas within the state will not be forced to deal with multiple local centers to obtain the talent they need or access programs directed at businesses. Furthermore, imposing a greater degree of standardization across Local Workforce Development Areas in a Workforce Development Region offers both clients and businesses a more consistent approach to program delivery and eliminates different forms, policies, practices at each location. In simple terms, it will make it easier to do business with CareerSource.

CareerSource Palm Beach County has enthusiastically embraced the concept of broader Workforce Development Regions, and began planning for what we knew would be the changes to come as the state of Florida initiated the implementation of WIOA in earnest. We began with an analysis of how we could combine with one or more existing Local Workforce Development Areas. The paper we authored included analysis of challenges to be addressed in such areas as legal structure, contractual obligations, organizational structure, financial controls, administrative systems (HR, finance, payroll), employee compensation/benefits, IT systems, operational issues, and cultural integration. Because there are still too many unknowns, we could not develop a detailed plan for integration at this time.

For LWDA 21, the process of integrating our organization with other neighboring Local Workforce Development Areas and community partners has already begun. Although no formal timeline or plan has been developed, discussions have begun on several aspects of workforce integration. An analysis of the regional economy, labor market areas, and industrial sectors beyond our current region has not been conducted pending further direction from the state.

We have met with and continue to discuss aspects of integration with Local Workforce Development Areas 20, 22, and 23. We are actively engaged with the LWDA to our north, CareerSource Research Coast, regarding a shared services approach. Recently our President/CEO was invited to participate in the strategic planning process with CareerSource Broward County. Although integration was not part of the discussion, it gave us a better understanding of the LWDA to our south and opened a dialog regarding closer cooperation. Discussions with our core and mandatory partners are on-going and fruitful. Although discussions have focused primarily on ways we can work more closely within our current geographical structure, discussions of broader initiatives beyond our current borders may be premature until we have a better understanding of the new Workforce Development Regions.

We fully support the concept of integrating the Local Workforce Development Areas under larger Workforce Development Regions. However, without more definitive direction from CareerSource Florida at this time, we can't progress much farther than general discussions or preliminary planning.

## H) PUBLIC COMMENT PROCESS

Please describe the process used, in accordance with the five criteria below, to provide an opportunity for public comment and input into the development of the local plan:

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)
- (2)** Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)
- (3)** Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan. WIOA §108(d)(2)
- (4)** Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.
- (5)** Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

To ensure an open forum for the community to offer feedback, we provided an opportunity for the public to specifically address our comprehensive four-year plan. As such, public notice was published February 25, 2016 through March 25, 2016 in a major local newspaper, the Palm Beach Post, and on the CareerSource Palm Beach County website, which provided 30 days' notice to review and comment on the plan (Attachment H1). A full draft copy of our plan and attachments was posted on our website. At the close of the public comment period any public comments submitted to or received by CareerSource Palm Beach County will be addressed in the final comprehensive four-year plan.

I) SIGNATURE PAGE

This plan represents the efforts of CareerSource Palm Beach County to implement the Workforce Innovation and Opportunity Act in the following counties:

- Palm Beach County

We will continue to operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

R2016-0465

**Workforce Development Board Chair**

  
\_\_\_\_\_

Signature

\_\_\_\_\_

Kenneth Kirby  
Board Chair

**Chief Elected Official**

  
\_\_\_\_\_

Signature

Sharon R. Beck, Clerk & Comptroller  
Palm Beach County

By \_\_\_\_\_

  
Deputy Clerk

\_\_\_\_\_

Mayor Mary L. Berger  
Chief Elected Official

  
\_\_\_\_\_

Date

APR 05 2016  
\_\_\_\_\_

Date