

CareerSource Research Coast

CareerSource Research Coast LWDA 20

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Date Submitted: April 30, 2016

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TABLE OF CONTENTS

Section I: Organizational Structure.....	3
Section II: Analysis of Need and Available Resources	13
Section III: Local Workforce Development Area Vision and Strategic Goals.....	25
Section IV: Coordination of Services	32
Section V: Description of the Local One-Stop System.....	39
Section VI: Description of Program Services.....	47
Section VII: Regional Planning Analysis.....	65
Section VIII: Public Comment Process.....	66
Section IX: Signature Page	67
Attachment A - Interlocal Agreement	
Attachment B - Bylaws	

SECTION I: 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.

Treasure Coast Workforce Consortium
Chairman
Wesley Davis, Commissioner District 1
Indian River County Board of County Commissioners
1801 27th Street
Vero Beach, Florida 32960-3388
(772) 226-1442
wdavis@ircgov.com

Vice Chairman
John Haddox, Commissioner District 5
Martin County Board of County Commissioners
2401 SE Monterey Road
Stuart, Florida 34996
(772) 221-1357
jhaddox@martin.fl.us

Kim Johnson, Commissioner District 5
St. Lucie County Board of County Commissioners
2300 Virginia Avenue
Fort Pierce, Florida 34982
(772) 462-1100
johnsonkim@stlucieco.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.

Attachment A – Interlocal Agreement between Indian River County, Martin County and St. Lucie County establishing the Treasure Coast Workforce Consortium

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

Attachment B – Bylaws of The Workforce Development Board of the Treasure Coast, Inc.

- 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 Chairperson, Vice Chairperson and Treasurer shall be elected annually by the membership and shall serve a one-year term commencing July 1. The membership

of the Local Workforce Development Board (LWDB) 20 is appointed by the Treasure Coast Workforce Consortium in accordance with Section 107 of Title 1 of the WIOA.

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

Members shall be appointed for fixed and staggered terms and may serve until their successors are appointed. After the initial staggered terms, terms of LWDB 20 members shall be three years.

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

Vacancies in the LWDB 20 shall be filled by appointment by the Consortium.

- 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;

Mandatory LWDB 20 members may designate a single, high-ranking designee with decision-making authority from their organization to represent them at LWDB 20 and committee meetings, except for Executive Committee meetings. Designees shall have the authority to vote on Board matters provided the LWDB 20 has approved the designees' appointment.

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

The LWDB utilizes web and video-based online technology to provide teleconferencing options for all Committee, LWDB 20 and Consortium meetings. This technology allows for screen sharing, web camera participation and active discussion via 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 composition of the private business members of the LWDB 20 reflects the industries in demand for our local area. Private business members represent healthcare, manufacturing, construction trades, apprenticeships, financial services, retail, research, staffing services and information technology. These business members are affiliated with industry associations and attend a wide variety of meetings throughout our area where they provide information about the programs and services CareerSource Research Coast (CSRC) can provide to their companies.

Business members also take the lead role in all LWDB 20 committees. These committees include: Executive, Programs and Services and the Youth Council. The LWDB Chairperson and each Chairperson for the above referenced committees are community employers. Agenda items for committee and full LWDB 20 meetings are structured under categories of our strategic plan and require input and feedback from LWDB 20 members.

Executive Committee members attend workforce related meetings and conferences with CSRC staff, such as the CareerSource Florida Board of Directors meetings, the National Association of Workforce Boards (NAWB) Conference and the annual Workforce Summit. Other LWDB 20 members are invited to attend other state and national conferences with staff that pertain to their subject matter expertise. A recent example is the Youth Council Chairperson attended the NAWDP Youth Symposium with CSRC WIOA Youth Program staff. LWDB 20 members are also called upon to assist staff in addressing community issues as they are presented to CSRC. These LWDB 20 members attend community meetings with staff to address issues, broker relationships and provide support. Many times these issues result in “special projects” where the LWDB 20 member involved becomes the lead voice in promotion of the service delivery.

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

N/A

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

The President/CEO, in collaboration with staff, developed the plan through multiple workgroup meetings and teleconferences. Additionally, the President/CEO met and discussed coordinated efforts with named partner organizations within the plan. The President/CEO, along with Executive Leadership, was responsible for moving the plan through Committee for final LWDB 20 and Consortium approval.

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.

Pamela G. Houghten, Senior Director of Outreach and Education
Torrey Pines Institute for Molecular Studies
11350 SW Village Parkway
Port St. Lucie, Florida 34987
(772) 345-4800
pamhoughten@tpims.org

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

To ensure the comment and input into the development and review of the local plan, the plan developed by staff was reviewed by the Youth Council, the Programs and Services and the Executive Committees of the LWDB 20 in open, public meetings. Their comments and responses were reviewed and integrated into the plan. The plan was advertised to the public through social media and placed on the CSRC website on March 1, 2016. All LWDB 20 members and members of the region’s economic development organizations, labor organizations, local education providers and core partners were notified of access to the plan and provided the opportunity to offer input into the plan. Comments and suggestions from LWDB 20 members, members of the above mentioned organizations

and the general public will be reviewed and integrated into the plan, as appropriate. The plan was reviewed at the LWDB 20 meeting on April 27, 2016.

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 LWDB 20 serves as the fiscal agent in LWDA 20.

Richard Stetson, President/CEO
The Workforce Development Board of the Treasure Coast, Inc. d/b/a CareerSource
Research Coast
584 NW University Boulevard, Suite 100
Port St. Lucie, Florida 34986
(866) 482-4473

- 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

The LWDB 20 serves as the administrative entity in LWDA 20.

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- 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.

Once further guidance is provided related to contracting for one-stop operator/direct provider of career services, we will provide the necessary agreement.

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).

CSRC operates four full-service locations which provide Wagner Peyser, WIOA Adult and Dislocated Worker, Trade Adjustment Assistance (TAA), Migrant Seasonal Farmworker (MSFW), Veterans Services and Welfare Transition (WT) programs. CSRC Career Centers are situated at key locations in each of the counties in Local Workforce Development Area (LWDA) 20:

St. Lucie County Career Center

584 University Blvd
Suite 300
Port St. Lucie, FL 34986

Martin County Career Center
710 SE Central Parkway
Stuart, FL 34994

Indian River County Career Center
1880 82nd Ave
Vero Beach FL 32966

Garden City Career Center
2102 Avenue Q
Fort Pierce, FL

Supplemental Nutrition Assistance Program (SNAP) services are provided at a central location in the LWDA. Located close to a public transit route, this site is a prime location to serve all SNAP participants in the area.

SNAP Program Office
590 NW Peacock Blvd
Suite 10
Port St. Lucie, FL 34986

CSRC also offers Wagner Peyser core services aboard two mobile units which operate in Indian River and Martin counties. Each mobile unit is furnished with all of the equipment housed in a Career Center resource room and is, essentially, a Career Center on wheels. The mobile units operate on a standard schedule in both counties and is also deployed to different sites in the community based on need.

WIOA Youth services, formally known as Youth Connections, are provided by a sub-recipient service provider at alternative locations to better meet the needs of program participants. CSRC offers four (4) sites for WIOA youth.

The Vero Beach site, serving Indian River County, is co-located in the Economic Opportunities Council building, which also houses many other community-based programs. It is centrally located in the City of Vero Beach and is also easily accessible by public transportation routes.

Youth Connections
2455 St. Lucie Avenue
Vero Beach, Florida 32961

The Stuart site, located in Martin County, is located in a community center, and occupied by three (3) other non-profit organizations serving community youth. It is also within walking distance to the local adult education center, county bus stops and two (2) homeless shelter facilities.

Youth Connections
724 East 10th Street

Stuart, Florida 34994

The Port St. Lucie site, located in west St. Lucie County, is next door to the Port St. Lucie Career Center but has a separate entrance and area to provide privacy and confidentiality to youth participants.

Youth Connections
584 NW University Boulevard, Suite 400
Port St. Lucie, Florida 34986

The Fort Pierce site, located in east St. Lucie County, is located within a school district building that houses many other community-based programs, next door to the Garden City Career Center for this area, but with a separate entrance and area to provide privacy and confidentiality for youth program participants. This site is centrally located in a high-poverty area and within close proximity to public transportation routes.

CSRC Youth Connections
2102 Avenue Q, Room 14
Fort Pierce, Florida 34950

- 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.

All Career Centers are open Monday thru Friday from 8:00 am to 5:00 pm, excluding Thursday when offices open to customers beginning at 9:00 am. Career Center staff meet each Thursday from 8 am to 9 am to discuss progress, address issues and receive important updates pertinent to our operations.

All Youth Connections offices are open Monday thru Friday from 8:00 am to 5:00 pm.

Mobile Units are available in Indian River and Martin counties and schedules and locations vary based upon community need. Schedules are updated and provided via the CSRC website.

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

The LWDB serves as the local one-stop operator in LWDA 20.

Richard Stetson, President/CEO
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- D. Identify the entity or entities selected to provide career services within the local one-stop system.

All direct services, excluding youth are provided directly by the LWDA 20:

Richard Stetson, President/CEO
The Workforce Development Board of the Treasure Coast, Inc. d/b/a CareerSource
Research Coast
584 NW University Boulevard, Suite 100
Port St. Lucie, Florida 34986
(866) 482-4473

WIOA Youth services are provided by a contracted service provider:

Richard Semancik, Chief of Program Services - East
Eckerd
100 N. Starcrest Drive
Clearwater, Florida 33765

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.

- Wagner Peyser

CSRC serves as the provider for Wagner Peyser services to include, but not limited to: intake and assessment, work registration, assistance with re-employment benefits claims filing, job information, job development, assisted job search, job listings, job referrals, job placement, follow-up on job referrals, referrals to other services, information on all programs and services, workshops, labor market information, tax credit information, mass recruiting services, federal bonding services, employer marketing, and computer connectivity.

Basic career services are made available to all individuals seeking services through the one-stop delivery system. Once staff determines that individualized career services are appropriate for a career seeker to obtain or retain employment, services are made available to the career seeker at the Career Centers.

Individuals may also receive workforce preparation skills that help them acquire a combination of basic, academic skills, and other skills including competencies in utilizing resources, using information, working with others, and obtaining skills necessary for successful transition into and completion of postsecondary education, training or employment.

Comprehensive and specialized assessments of the skill levels and service needs are available to career seekers. These services may include diagnostic testing, use of other assessment tools and in-depth evaluation to identify employment barriers and appropriate employment goals.

- Migrant Farmworker/Seasonal Farmworker Program (MSFW)

Career services are provided as appropriate to MSFW program participants. Staff assisted services are provided through outreach as well as in the Career Center. As part of the registration and intake process in the Career Center, career seekers are identified as MSFW and are provided with a verbal and written explanation of services available in English, Spanish, or Creole. Bilingual staff are available in each Center.

MSFW staff conducts outreach to farmworkers on a daily basis to explain the services available through the career center and other partner agencies. CSRC has a strong

partnership with Indian River State College's (IRSC) Farmworker Career Development Program. The services offered include: availability of referrals to employment, training and supportive services; information on specific employment opportunities available, such as H2A jobs; a summary of farmworker rights; and information on the employment service complaint system.

- Veterans Program
CSRC ensures that all individuals identified as veterans receive veteran's priority of services at the point of entry when accessing any of our locations or community events. Veteran services are considered a Career Center responsibility and not just the domain of the Veterans Program staff. All Career Center staff are trained and tasked to identify and serve veterans, especially veterans with significant barriers to employment (SBE). Once front line staff identify an SBE veteran, they refer the veteran to a Disabled Veteran Outreach Program (DVOP) Specialist to receive enhanced services as per federal program guidelines.
- Re-Employment Benefits Assistance
Each Career Center and mobile unit has a resource room that is equipped with computers for career seekers to use. Any individual interested in filing a claim may connect to the state's Re-Employment Assistance claims and benefits system to complete the online application and work registration process. Front line staff are also available to assist career seekers with general questions and to provide information about the programs and services available through our workforce system.
- Welfare Transition (WT) Program
WT offers participants a variety of career services to include referrals to job readiness workshops; referrals to other workforce and partner programs and services; community service/work experience activities to teach and/or strengthen basic job skills; tuition assistance for GED, ESOL and approved courses of study; Getting Ahead and TESS classes; and job searching. WT also provides support services of child care, transportation assistance to include vehicle repair, and purchasing of required uniforms, tools and/or books.
- Supplemental Nutrition Assistance Program (SNAP)
SNAP offers online education and remedial courses, job searching, community service/work experience activities, and referrals to job readiness workshops and other workforce and partner programs and services.
- Workforce Innovation & Opportunity Act/Trade Adjustment Act (TAA)
 - *Career Services*
Career services for Adult/Dislocated Workers are composed of basic career services, individualized career services and follow-up services. The services can be provided in any order and there are no sequence requirements for these services.
 - *Basic Career Services*
Basic career services include, eligibility determination for the WIOA Adult/Dislocated Workers and Youth programs; outreach, intake (including identification through the state's Worker Profiling and Re-Employment Services system of unemployment insurance (UI) claimants likely to exhaust

benefits), and orientation to information and other services available through the Career Centers; 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 determines that individualized career services are appropriate and needed to obtain or retain employment, the following services are made available to all individuals in the Career Centers: Testing and other assessment tools to identify employment barriers and employment goals; referrals to partner programs for supportive services; career planning/case management; development of employment plan; information about the Regional Demand Occupational List and Eligible Training Provider List to include training provider score card and provision of labor market employment statistics.

- *Follow-up Services*

Follow-up services are provided, as appropriate to individuals placed on unsubsidized employment for up to 12 months after the first day of employment. Follow-up services can be in the form of counseling about the work place, or additional services needed to retain employment.

- *Training Services*

Training services are critical to the employment success of many Adult/Dislocated Workers and TAA career seekers. As with Career Services, there is no sequence of service requirements for training. Training services may be provided if the Career Center staff determine, after interview, evaluation, assessment and career planning that the individual is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; is in need of training to obtain or retain employment that leads to economic self-sufficiency or to wages comparable to or higher than wages from previous employment; has the skills and qualifications to successfully participate in the selected program of training.

- Workforce Innovation & Opportunity Act Youth Program

WIOA youth services are contracted out through a formal Request for Proposal (RFP) process to a youth service provider. Currently, youth services are contracted through Eckerd Youth Alternatives. WIOA youth services include, but are not limited to, work-readiness training, occupational/vocational training opportunities, work-based learning opportunities, incentives, support services, GED/high school diploma attainment assistance, mentoring, job placement, and post-secondary education support.

- Adult Basic Education

CSRC provides information and makes referrals to IRSC and the Indian River County School Board for Adult Basic Education services throughout the LWDA. Memorandum of Understandings (MOU) are used to define these partnerships.

- Senior Employment Services

CSRC provides information and makes referrals to AARP and Experience Works for senior employment services throughout the LWDA. MOUs are used to define these partnerships. Additionally, these partners are co-located in our Port St. Lucie Career Center.

- Department of Vocational Rehabilitation
CSRC partners and makes referrals to the Florida Department of Vocational Rehabilitation (VR) for services to those with disabilities. In turn VR makes referrals to CSRC. A formal referral system is in the development process to track dual program enrollment in order to ensure career seekers receive the resources needed to become employed. A formal MOU is being developed to define the roles and responsibilities of each partner.

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.

Once further guidance is provided related to certification requirements, we will provide the necessary attestation.

SECTION II: 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)

Port St. Lucie MSA - Labor Force and Unemployment

The unemployment rate has declined by 1.3 percentage points over the year to 6 percent in September 2015. Since the trough of the Great Recession (unemployment rate = 12.8 percent), the unemployment rate has decreased by 6.8 percentage points. The labor force has been increasing in recent years (September 2015 labor force = 199,059). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 11,875) and the number of employed persons has been increasing (September 2015 employed persons = 187,184).

Mining, Logging, and Construction

In September 2015, the employment was 8,400. The over the year change in September 2015 (+100 jobs, +1.2 percent) was 500 less when compared to September 2014 (+600 jobs, +7.8 percent). The number of jobs in this sector has been trending upward over the past four years.

Manufacturing

In September 2015, the employment was 5,400. The over the year change in September 2015 (-400 jobs, -8.5 percent) was 700 less when compared to September 2014 (+300 jobs, +5.4 percent). The number of jobs in this sector has been trending downward over the past half a year.

Trade, Transportation, and Utilities

In September 2015, the employment was 29,700. The over the year change in September 2015 (+1,000 jobs, +3.5 percent) was 300 less when compared to September 2014 (+1,300 jobs, +4.7 percent). The number of jobs in this sector has remained fairly constant over the past year.

Information

In September 2015, the employment was 1,400. The over the year change in September 2015 (+100 jobs, +7.7 percent) was 100 more when compared 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 5,200. The over the year change in September 2015 (-100 jobs, -1.9 percent) was 100 less when compared to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past six years.

Professional and Business Services

In September 2015, the employment was 16,800. The over the year change in September 2015 (+400 jobs, +2.4 percent) was 900 less when compared to September 2014 (+1,300 jobs, +8.6 percent). The number of jobs in this sector has been fairly constant over the past year.

Education and Health Services

In September 2015, the employment was 24,200. The over the year change in September 2015 (+1,000 jobs, +4.3 percent) was 100 less when compared to September 2014 (+1,100 jobs, +5 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 17,000. The over the year change in September 2015 (+800 jobs, +4.9 percent) was 100 more when compared to September 2014 (+700 jobs, +4.5 percent). The number of jobs in this sector has been trending upward for over six years.

Other Services

In September 2015, the employment was 7,500. The over the year change in September 2015 (+300 jobs, +4.2 percent) was 200 less when compared to September 2014 (+500 jobs, +7.5 percent). The number of jobs in this sector has been trending upward over the past four years.

Government

In September 2015, the employment was 18,700. The over the year change in September 2015 (-200 jobs, -1.1 percent) was 300 less when compared to September 2014 (+100 jobs, +0.5 percent). The number of jobs in this sector has been fairly constant over the past two years.

Sebastian-Vero Beach MSA - Labor Force and Unemployment

The unemployment rate has declined by 1 percentage point over the year to 7.2 percent in September 2015. Since the trough of the Great Recession (unemployment rate = 13.4 percent), the unemployment rate has decreased by 6.2 percentage points. The labor force has remained fairly constant in recent years, although there has been a significant decrease over the past year (September 2015 labor force = 60,177). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 4,346) and the number of employed persons has been increasing (September 2015 employed persons = 55,831).

Mining, Logging, and Construction

In September 2015, the employment was 2,900. The over the year change in September 2015 (-300 jobs, -9.4 percent) was 400 less when compared to September 2014 (+100 jobs, +3.2 percent). The number of jobs in this sector has been trending downward over the past year.

Manufacturing

In September 2015, the employment was 2,300. The over the year change in September 2015 (+200 jobs, +9.5 percent) was equal to September 2014 (+200 jobs, +10.5 percent). The number of jobs in this sector has been trending upward over the past two years.

Trade, Transportation, and Utilities

In September 2015, the employment was 9,900. The over the year change in September 2015 (+300 jobs, +3.1 percent) was 100 more when compare to September 2014 (+200 jobs, +2.1 percent). The number of jobs in this sector has been trending upward over the past six years.

Information

In September 2015, the employment was 700. The over the year change in September 2015 (+100 jobs, +16.7 percent) was 200 more when compared to September 2014 (-100 jobs, -14.3 percent). The number of jobs in this sector has been fairly constant for over a decade.

Financial Activities

In September 2015, the employment was 2,400. The over the year change in September 2015 (+0 jobs, +0 percent) was 100 less when compared to September 2014 (+100 jobs, +4.3 percent). The number of jobs in this sector has been fairly constant for over five years.

Professional and Business Services

In September 2015, the employment was 4,900. The over the year change in September 2015 (-100 jobs, -2 percent) was 500 less when compared to September 2014 (+400 jobs, +8.7 percent). The number of jobs in this sector has been trending downward over the past year.

Education and Health Services

In September 2015, the employment was 9,300. The over the year change in September 2015 (+0 jobs, +0 percent) was 200 less when compared to September 2014 (+200 jobs, +2.2 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 6,800. The over the year change in September 2015 (+300 jobs, +4.6 percent) was equal to September 2014 (+300 jobs, +4.8 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 2,800. The over the year change in September 2015 (+200 jobs, +7.7 percent) was 200 more when compared to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been trending upward over the past four years.

Government

In September 2015, the employment was 5,200. 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 two years.

Emerging Industries

Health care, professional and personal services industries top the lists of emerging industries. Emerging industries tend to employ a higher percentage in professional occupations.

Top Emerging Industries

Workforce Development Area 20 - Indian River, Martin, and Saint Lucie Counties

Industry		Employment		2015 - 2023 Change	
		2015	2023	Total	Percent
Code	Title				
8129	Other Personal Services	378	518	140	37.0
6117	Educational Support Services	25	34	9	36.0
6215	Medical and Diagnostic Laboratories	386	520	134	34.7
6113	Private Universities	273	360	87	31.9
5416	Management, Scientific, and Technical Consulting Services	1,223	1,605	382	31.2
6214	Outpatient Care Centers	1,171	1,502	331	28.3
5191	Other Information Services	63	80	17	27.0
6219	Other Ambulatory Health Care Services	388	489	101	26.0
6213	Offices of Other Health Practitioners	1,275	1,591	316	24.8
5417	Scientific Research and Development Services	439	543	104	23.7
5414	Specialized Design Services	194	238	44	22.7
5419	Other Professional, Scientific, and Technical Services	1,273	1,556	283	22.2
5413	Architectural, Engineering, and Related Services	1,648	1,996	348	21.1
6111	Private Elementary and Secondary Schools	1,211	1,449	238	19.7
5239	Other Financial Investment Activities	205	235	30	14.6
6114	Business Schools and Computer and Management Training	35	40	5	14.3
4452	Specialty Food Stores	432	490	58	13.4
5415	Computer Systems Design and Related Services	526	594	68	12.9

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

Existing Demand Occupations

The majority of the top 15 existing demand occupations in LWDA 20 are low-skill occupations characterized by relatively low wages and high rate of worker turnover.

The top four existing demand occupations are related to customer service and hospitality. Retail salespersons are the top existing demand occupation, with 3,746 projected total job openings between 2015 and 2023.

Only two of the top 15 existing demand occupations require significant technical training: registered nurses and elementary school teachers, except special education.

Two of the top 15 existing demand occupations are the 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 20 - Indian River, Martin, and Saint Lucie Counties										
Occupation		Employment		2015 - 2023			2015 Hourly Wage (\$)			
Rank	Code	Title	2015	2023	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	412031	Retail Salespersons	8,649	9,983	1,334	15.4	3,746	10.89	8.86	14.45
2	353021	Combined Food Preparation and Serving Workers, Including Fast Food	5,631	6,784	1,153	20.5	2,983	9.09	8.81	9.90
3	353031	Waiters and Waitresses	5,242	5,918	676	12.9	2,733	9.11	8.79	10.94
4	412011	Cashiers	6,113	6,539	426	7.0	2,669	9.27	8.82	10.45
5	373011	Landscaping and Groundskeeping Workers	5,355	6,193	838	15.7	1,918	10.84	8.88	12.78
6	434051	Customer Service Representatives	3,995	4,600	605	15.1	1,467	13.31	9.87	15.92
7	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	4,638	5,451	813	17.5	1,258	14.06	10.27	17.00
8	291141	Registered Nurses	3,723	4,314	591	15.9	1,150	29.00	22.83	32.70
9	439061	Office Clerks, General	3,863	4,255	392	10.2	1,038	13.30	9.48	15.89
10	435081	Stock Clerks and Order Fillers	2,969	3,145	176	5.9	903	11.43	9.14	13.75
11	352014	Cooks, Restaurant	2,402	2,911	509	21.2	889	11.48	9.73	12.98
12	252021	Elementary School Teachers, Except Special Education	2,032	2,555	523	25.7	879	28.12	21.30	33.15
13	311014	Nursing Assistants	2,537	3,036	499	19.7	877	11.85	10.30	13.05
14	472061	Construction Laborers	1,972	2,506	534	27.1	870	13.15	10.03	15.29
15	537062	Laborers and Freight, Stock, and Material Movers, Hand	2,262	2,567	305	13.5	869	11.43	8.87	14.74

* 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 (seven of top 15) and healthcare (four of top 15) industry sectors.

Natural Sciences Manager is one of the top emerging occupations in the professional services industry sector. Natural Sciences Managers plan, direct, or coordinate activities in such fields as life sciences, physical sciences, mathematics, statistics, and research and development in these fields.

The top emerging occupation in the healthcare industry sector is Physician Assistants. The demand for Physician Assistants is projected to grow due to the continuing shortage of Primary Care Physicians.

The growth in the construction industry sector of the emerging occupation first-line supervisors of construction and extraction workers is due in part to activities related to solar energy installation.

Energy-Related Sales Representatives and Solar Thermal and Weatherization Installers and Technicians are the top two emerging occupations in the clean tech industry sector. Energy Sales Representatives buy or sell energy products on behalf of residential or commercial customers or utilities and negotiate and oversee contracts for energy sales. Solar Thermal and Weatherization Installers and Technicians install or repair thermal energy systems designed to collect, store, and circulate solar-heated water for residential, commercial, or industrial use.

Top 15 Emerging Occupations (ranked by percent growth)										
Workforce Development Area 20 - Indian River, Martin, and Saint Lucie Counties										
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	78	107	29	37.2	Healthcare	45.79	38.98	62.69
2	131081	Logisticians	41	56	15	36.6	Professional Services	33.90	23.79	48.03
3	471011	First-Line Superv. of Construction and Extraction Workers	927	1,193	266	28.7	Construction	24.22	19.18	28.94
4	291122	Occupational Therapists	192	243	51	26.6	Healthcare	42.25	31.14	51.00
5	291069	Hospitalists, Nuclear and Preventive Medicine Physicians	430	540	110	25.6	Healthcare	94.78	78.43	NA
6	172051	Civil Engineers	202	253	51	25.3	Professional Services	37.08	26.16	49.11
7	119041	Engineering Managers	103	123	20	19.4	Professional Services	53.58	36.10	59.45
8	413099	Sales Representatives, Energy-Related	972	1,156	184	18.9	Clean Tech	22.73	12.26	32.60
9	252059	Adapted Physical Education Specialists	245	290	45	18.4	Education	36.24	28.70	41.69
10	119121	Natural Sciences Managers	62	73	11	17.7	Professional Services	56.54	42.09	70.40
11	292099	Neurodiagnostic and Ophthalmic Technologists, Surgical Assistants	160	188	28	17.5	Healthcare	16.68	13.18	21.94
12	194099	Quality Control Analysts, Remote Sensing Technicians	29	34	5	17.2	Professional Services	17.88	12.55	19.69
13	151121	Computer Systems Analysts	182	213	31	17.0	Professional Services	36.71	23.77	51.72
14	131041	Compliance Officers, Exc. Safety, Agri, Constr & Transp.	248	290	42	16.9	Professional Services	26.28	17.56	33.64
15	474099	Solar Thermal and Weatherization Installers and Technicians	253	294	41	16.2	Clean Tech	17.05	10.76	20.03

* 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)

When assessing the skills in the workforce, many LWDA 20 employers indicated that the skills most deficient in the workforce are soft skills. These skills include demonstrations such as employees showing up to work on time, working efficiently and getting along with coworkers. It was further noted that many individuals also lack basic office computer skills. To address the needs for soft skills training CSRC has developed "Work Certified", an ideal program that truly helps career seekers understand what they must do to be successful in their place of work. The program not only addresses basic and soft skills, but also prepares individuals to understand and fulfill their role in workplace. The primary focus of this unique program is that it emphasizes the mastery of job skill competencies required by employers. The approach is more of a "business-training" program with certification only given to participants who have demonstrated that they are truly ready to be responsible productive employees. This behavioral modification, team-building program advances career seekers' self-esteem, enabling them to find a job and keep a job.

Workforce credentialing to meet the needs of employers in LWDA 20 is ongoing and is accomplished by working closely with educators, economic development, labor and community organizations, and employers in targeted industry sectors. OJT, internships and apprenticeships will provide the additional necessary skills. Technical and automated job market demands have also increased the need for STEM skills in the workplace.

STEM Occupations in Demand

Top 15 Advertised STEM Occupations	Online Ads Dec 2015	Online Ads Nov 2015	Online Ads Dec 2014	Over the Month Change Level	Over the Month Change Percent	Over the Year Change Level	Over the Year Change Percent
Total	1,017	1,227	1,297	-210	-17.1%	-280	-21.6%
Registered Nurses	382	484	605	-102	-21.1%	-223	-36.9%
Critical Care Nurses	62	80	140	-18	-22.5%	-78	-55.7%
Computer User Support Specialists	36	31	32	5	16.1%	4	12.5%
Industrial Engineers	33	31	9	2	6.5%	24	266.7%
Physicians and Surgeons, All Other	30	33	21	-3	-9.1%	9	42.9%

Pharmacists	29	26	25	3	11.5%	4	16.0%
Accountants	23	32	29	-9	-28.1%	-6	-20.7%
Internists , Genera I	18	18	10	0	0.0%	8	80.0%
Nurse Practitioners	17	15	18	2	13.3%	-1	-5.6%
Surgical Technologists	17	19	20	-2	-10.5%	-3	-15.0%
Electrical Engineers	15	23	13	-8	-34.8%	2	15.4%
Pediatricians, General	14	16	4	-2	-12.5%	10	250.0%
Computer Systems Analysts	14	16	10	-2	-12.5%	4	40.0%
Financial Managers, Branch or Department	13	23	12	-10	-43.5%	1	8.3%
Dental Hygienists	13	19	9	-6	-31.6%	4	44.4%

Source: The Conference Board, Help Wanted OnLine, prepared by the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics.

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)

Area Labor Force, Employment and Unemployment Data

The total civilian labor force (not seasonally adjusted) for LWDA 20 in November 2015 was 260,158, of which 246,027 were employed and 14,131 were unemployed. The unemployment rate was 5.4% percent.

Employment Wage Statistics

The average weekly wage for LWDA 20 in 2nd quarter 2015 was \$747. This would be equivalent to \$18.68 per hour or \$38,844 per year, assuming a 40-hour week worked the year around.

Industry Employment Distribution

The total number of employees located in LWDA 20 in 2nd quarter 2015 was 179,864. The largest major industry sector was Health Care and Social Assistance with 17.6% of the employment, followed by Retail Trade (44 & 45) with 16% of the employment, and Accommodation and Food Services with 11.1% of the employment.

Current Employment Statistics

Current employment by industry for LWDA 20 on November 2015 were Total Nonagricultural Employment (8,184,800), Total Private (7,111,700), Goods Producing (783,800), Service Producing (7,401,000), Private Service Providing (6,327,900), Construction (437,700), Manufacturing (340,500), Durable Goods (230,800), Nondurable Goods (109,700), Trade, Transportation, and Utilities (1,692,800), Wholesale Trade (342,600), Retail Trade (1,083,700), Transportation, Warehousing, and Utilities (266,500), Information (135,800), Financial Activities (544,900), Finance and Insurance (365,400), Real Estate, Rental, and Leasing (179,500), Professional and Business Services (1,235,300), Professional and Technical Services (523,800), Management of Companies and Enterprises (100,100), Administrative and Waste Services (611,400), Education and Health Services (1,224,000), Educational Services (153,700), Health Care and Social Assistance (1,070,300), Leisure and Hospitality (1,151,500), Arts, Entertainment, and Recreation (220,100), Accommodation and Food Services (931,400), Other Services (343,600), Total Government (1,073,100), Federal Government (134,800), State Government (208,100), Local Government (730,200).

Occupational Employment Distribution

The 2015 total estimated number of employed in LWDA 20 was 152,971. The largest major occupational group was Office and Administrative Support Occupations with 20.2% of the

estimated employed, followed by Sales and Related Occupations with 17.3% of the estimated employed, and Food Preparation and Serving Related Occupations with 13.6% of the estimated employed.

Occupations by Employment Wage

The occupations with the highest paying 2015 estimated mean (annual) wages in LWDA 20 were Natural Sciences Managers (\$128,325), Architects, Except Landscape and Naval (\$189,377), Chief Executives (\$160,975), Dentists, General (\$209,477), Surgeons (\$282,206), Obstetricians and Gynecologists (\$231,964), Family and General Practitioners (\$201,997), Pediatricians, General (\$167,049), Physicians and Surgeons, All Other (\$231,806) and Internists, General (\$264,167).

Occupations by Projected Growth

The highest 2015 - 2023 projected growth rate for LWDA 20 was Retail Salespersons (1.9%), Combined Food Preparation and Serving Workers, Including Fast Food (2.6%), Waiters and Waitresses (1.6%), Cashiers (0.9%), Landscaping and Groundskeeping Workers (2.0%), Customer Service Representatives (1.9%), Secretaries, Except Legal, Medical, and Executive (2.2%), Registered Nurses (2.0%), Office Clerks, General (1.3%) and Stock Clerks and Order Fillers (0.7%).

Population Totals

The 2000 population of LWDA 20 was estimated at 432,373. The 2013 population of LWDA 20 was estimated at 579,806. This represents a 34.10 percent increase from 2000.

The table below shows the most recent income information for LWDA 20.

Income Description	Income Source	Year	Total
Median family income	U.S. Census Bureau	1999	\$47,003
Median household income	U.S. Census Bureau	2014	\$48,581
Median HUD income	Housing & Urban Development/Fannie Mae	2008	\$176,400
Per capita income	Bureau of Economic Analysis	2014	\$49,437
Total personal income	Bureau of Economic Analysis	2014	\$29,127,238,000

Income Totals

According to the U.S. Census Bureau the Median family income in LWDA 20 in 1999 was \$47,003. According to the U.S. Census Bureau the Median household income in LWDA 20 in 2014 was \$48,581. According to the Housing & Urban Development/Fannie Mae the Median HUD income in LWDA 20 in 2008 was \$176,400. According to the Bureau of Economic Analysis the Per capita income in LWDA 20 in 2014 was \$49,437. According to the Bureau of Economic Analysis the Total personal income in LWDA 20 in 2014 was \$29,127,238,000.

Labor Market Trends

The tables below show the occupations with the highest estimated annual openings in LWDA 20 for the 2015 - 2023 time period.

Rank	Occupation	2015 Estimated Employment	2023 Projected Employment	2015-2023 Annual Percent Change	Estimated Annual Openings
1	Retail Salespersons 🌟	8,649	9,983	1.9%	469
2	Combined Food Preparation and Serving Workers, Including Fast Food 🌟	5,631	6,784	2.6%	373
3	Waiters and Waitresses 🌟	5,242	5,918	1.6%	341
4	Cashiers 🌟	6,113	6,539	0.9%	333

5	Landscaping and Groundskeeping Workers ✨	5,355	6,193	2.0%	240
6	Customer Service Representatives ✨	3,995	4,600	1.9%	184
7	Secretaries, Except Legal, Medical, and Executive ✨	4,638	5,451	2.2%	158
8	Registered Nurses	3,723	4,314	2.0%	144
9	Office Clerks, General ✨	3,863	4,255	1.3%	130
10	Stock Clerks and Order Fillers ✨	2,969	3,145	0.7%	113

🌟 **BRIGHT OUTLOOK NATIONALLY**

Source: Occupational Employment Statistics and Wages Program

Rank	Occupation Group	2015 Estimated Employment	2023 Projected Employment
1	Office and Administrative Support Occupations	30,970	34,317
2	Sales and Related Occupations	26,479	29,454
3	Food Preparation and Serving Related Occupations	20,819	24,232
4	Healthcare Practitioners and Technical Occupations	12,751	15,236
5	Construction and Extraction Occupations	11,499	14,479
6	Building and Grounds Cleaning and Maintenance Occupations	12,207	13,977
7	Education, Training, and Library Occupations	10,116	12,132
8	Transportation and Material Moving Occupations	10,231	11,393
9	Installation, Maintenance, and Repair Occupations	9,390	10,620
10	Personal Care and Service Occupations	8,509	9,813

Source: Labor Market Statistics, Occupational Employment Projections Unit

Persons with Barriers to Employment

The most recent information on unemployment rates for persons with barriers to employment is for 2013. The LWDA 20 2013 unemployment rate was 25.0 for disabled persons, 22.0 percent for American Indians and Alaska Natives, 0.0 percent for Native Hawaiians and Other Pacific Islanders, and 11.8 percent for persons 55 and older.

Education of the Workforce

In 2013, the most common educational attainment level of LWDA 20 workforce participants from 25 to 64 years old was some college or Associate degree at 34.7 percent, followed by high school diploma (including equivalency) at 28.9 percent, and then bachelor's degree or higher at 24.7 percent. Only 11.7 percent of workforce participants had attained less than a high school diploma.

Worker Educational Attainment

	2013 Share
Less than high school	11.7%
High school or equivalent, no college	28.9%
Some college or Associate degree	34.7%
Bachelor's degree or advanced degree	24.7%

- 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)**

CSRC is dedicated to meeting the needs of both employed and underemployed workers, career seekers seeking assistance with career decisions, skill training and job connections

and offers them universal core, intensive and training services. CSRC, through the direct services model, serves as the direct service provider and provides all WIOA Adult/Dislocated Worker/Youth, WT, Wagner Peyser and TAA services throughout the LWDA 20. Through collaborative efforts with core partners, local community based organizations and educational institutions, our career seekers have full access to allowable training services as well as support services.

Registered apprenticeship programs are available through the local community college and labor unions. CSRC funds training through ITA (ITA), Internships, and OJT (OJT) agreements.

CSRC provides many options for workforce development activities for youth ages 16-24. Activities provided directly to youth by CSRC include: Youth Employment Success Solutions (YESS) Curriculum, lessons on positive lifestyle choices and employability skills, GED and various testing remediation, workshops, occupational credentialing, leadership and entrepreneurial activities, financial literacy training, basic skills remediation, job placement, work experience opportunities, job shadowing activities, and OJT. The WIOA Youth program provides focused case management to encourage successful completion of training programs by participants. The WIOA Youth program tailors career pathways to the commitment level and interests of the youth participants.

IRSC and the Indian River County School District provide options for secondary diploma attainment and vocational training in LWDA 20.

CSRC relentlessly assists the area's economic disadvantaged youth to mitigate their barriers, to obtain educational and employability skills in order to attain gainful employment and achieve self-sufficiency. The strengths of the CSRC WIOA Youth program are credited to the strong collaborative partnerships with local community based organizations, local government and local employers.

Weaknesses of the workforce development activities offered to WIOA Youth are as follows: pre-apprenticeships programming is not currently available but is a focus for the future, WIOA funding restrictions can limit training opportunities, there is a lack of vocational training opportunities for youth that may not be college-bound, and workforce development activities for youth residing in rural areas is limited.

A significant portion of the unemployed lack basic skills in demand by employers. One of the deficiencies we continue to recognize in our career seekers is a lack of soft skills. To meet these needs, we offer our Work Certified™ Program. Work Certified™ is a work readiness program that was created in partnership with employers, educators, and workforce professionals to enhance job seeker's skills. It provides training to individuals who need life skills, remedial education, employability skills, and emotional intelligence. The program awards certification only to those participants who are able to demonstrate they are ready to be responsible, productive employees.

One of the main challenges of a significant portion of the WT population is lack of transportation. Public transportation is limited and/or non-existent in all counties. Additionally, many lack basic computer skills, basic job skills, education/training/high school diploma, and child care. A percentage of the WT population does not speak English and many have a criminal background.

WT offers services to assist with many of the issues noted above. Support services provided by the WT program are gas assistance, vehicle repair, assistance with obtaining vehicle insurance and registration, providing child care through the partnership with the Early Learning Coalition, and providing tuition assistance for GED and ESOL classes at IRSC and the Indian River County School District. Remediation is also addressed through the online program, Workforce Skills of the 21st Century. The Getting Ahead and TESS curricula are offered to WT clients to teach basic employability skills and the process of evaluating themselves and community resources. Federal bonding is available for free for those who meet the criteria.

WT provides tuition assistance for several approved courses of study and can also provide supportive services such as uniforms, books, registration fees, and required work related equipment/tools.

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)

CSRC offers employers and career seekers extensive services that promote workforce development and bolster career seekers' skill development and employment success. Education and training activities for WIOA Title I Adult/Dislocated Workers' programs include short-term prevocational services, including assistance with learning skills, communication skills, interviewing skills, occupational skills training, OJTs, internships, apprenticeships and customized training that is designed to meet the specific employer needs. Services for incumbent workers include training to upgrade existing employees' skills, internships and work experiences, which provide opportunities to gain the skills and knowledge necessary to perform a job, career counseling, and/or career pathways grounded in employer partnerships.

CSRC uses a variety of methods including focus groups and interviews, to identify the workforce needs of businesses, career seekers and workers in the local area. In support of workforce development activities, CSRC provides a number of activities such as: bonding; salary and wage trend information; availability of training options; industry sectors talent supply; and employment placement assistant which are designed for employers to thrive. CSRC utilizes a Training Provider Scorecard to track progress and performance. All training providers are required to submit performance data on a semester/term basis and are held to specific performance standards relative to completion, certification and employment of the training programs offered. CSRC provides updated policies and procedures to all training providers relative to meeting the needs of employers and career seekers.

Once enrolled in WIOA, eligible and suitable career seekers receive employment assessments and labor market information, including our Regional Demand Occupations Lists, to determine the best pathway for self-sufficiency. Before being placed in any training program, career seekers are tested using a variety of assessment tools, including Prove-IT, TABE, MyCareerShines, Workforce Skills for the 21st Century and Aviator to ensure they have the educational preparation to be successful.

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)

For LWDA 20, CSRC is the only provider of youth workforce investment activities administered through a sub-recipient agreement with a contracted WIOA youth program provider. CSRC operates with a fully functional Youth Council that consists of private businesses, education partners and community-based organizations which contribute to the enhancement of youth workforce investment activities through their own programs. Through WIOA youth services, incentive plans, youth goals, and program activities, CSRC ensure quality delivery of the required 14 elements of WIOA youth programming. For youth with disabilities, youth staff makes every reasonable accommodation for WIOA service administration to youth. Necessary accommodations for youth with disabilities are identified by Individual Education Plan records (provided by local school districts) or by medical records. CSRC also partners with VR to better serve youth with disabilities. Successful models for the administration of youth workforce investment activities implemented by CSRC include an incentive policy that drives youth to complete skills gains in a methodic, pathway-oriented order, a quality work-based learning model (work experience), YESS employability skills training, and occupational credential options that are stackable.

SECTION III: 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)**

The workforce system envisioned by WIOA is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in in the regional and local labor markets, particularly those with barriers to employment. Workforce development, education, and economic development need to align to meet the needs of local employers and provide a comprehensive, high-quality workforce development system. To accomplish this and to accomplish the primary indicators of performance of WIOA, all customers should have access to high-quality Career Centers that connect them with the full range of services available in their communities. CSRC has developed the following vision, mission, goals and objectives in order to create a high quality Career Center system in LWDA 20:

Vision:

To be the catalyst empowering our communities toward economic success.

Mission:

Provide Opportunities. Improve Lives.

Areas of Focus and Associated Goals:

- *Customer-Centric Culture:* Expand our ability to identify and exceed customer needs and expectations.
- *Collaborative Partnerships:* Expand our ability to meet the diverse needs in our community.
- *Marketing:* Expand the awareness and understanding of the roles and responsibilities of CSRC and the resources, services and activities we and our partners can provide.
- *Innovation:* Promote continuous improvement.
- *Talent Management:* Be the best place to work.

Objectives:

1. Provide a career planning approach to all career seekers accessing our Career Centers that facilitates the development of career pathways. (in addition to technical assistance currently provided)
2. Provide exceptional customer service and access to multiple resources available in our communities.
3. Develop formal, written agreements with targeted partners that align resources and clearly define the roles and responsibilities of the partnership.
4. Establish synergy between/among all programs and services overcoming barriers to communication and promoting co-enrollment in programs as appropriate.
5. Communicate our vision, mission and values to community stakeholders, partners and the general public through a concentrated marketing strategy.
6. Inform our community stakeholders of any and all changes in our workforce operations.

7. Improve internal communication and the sharing of information throughout the organization.
8. Develop a formal on-boarding program for CSRC employees to ensure service delivery staff are skilled, qualified, adaptable and knowledgeable of local labor market information and the programs and services offered and the resources available.
9. Create a culture of continuous learning and cross-training.
10. Develop a formal succession program.
11. Implement an efficient and relevant performance appraisal program that promotes accountability across the system and directly ties to the performance indicators of WIOA.

Core Values & Beliefs:

We.....

- Operate with the most integrity.
- Form quality partnerships.
- Deliver excellence in performance.
- Never settle; staying innovative and embracing change.
- Are life-long learners.

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.

CSRC's Career Centers will include the six core programs (Title I adult, dislocated worker and youth programs; Title II adult education and literacy programs; Title III Wagner Peysers program; and Title IV Vocational Rehabilitation program), as well as other required and optional programs identified in WIOA. Through our Career Centers, these programs and their providers will ensure that employers and career seekers become a shared client base across the core programs for the purpose of providing access to information and services that lead to positive employment outcomes.

The following strategies will be utilized to support alignment of core program services, resources and programs of study in order to facilitate the development of career pathways for customers and co-enrollment as appropriate in activities leading to recognized post-secondary credentials and self-sufficient employment:

- Local Memoranda of Understanding (MOUs) will be developed among the core program partners to: outline resources, develop referral procedures, and track referrals to identify shared customers, define customer service delivery, and create common performance indicators and to develop and implement operational policies.
- CSRC will also utilize an integrated and expert intake process of all customers entering the Career Centers. Frontline staff will be highly familiar with the functions and basic eligibility requirements of each core program and will be able to appropriately assist customers and make knowledgeable referrals to partner programs. This will be achieved through cross training, informational partner meetings, partner program literature/media and staff meetings. CSRC has begun this strategy by hosting an all staff meeting with the local VR office to learn about their resources, regulations, performance indicators and eligibility requirements. Likewise, CSRC presented to VR staff outlining these components.

- A formal and reportable referral system will be developed between CSRC and partner programs to identify shared customers (employers and career seekers), provide integrated, non-duplicative services and to share performance outcomes.
- An integrated and aligned business services approach will be incorporated among partners to present a unified voice for the workforce system in its communications with employers. One example is CSRC's involvement with our local VR's Business Leadership Network (BLN).
- Dual board membership, participation on committees, etc., with core program partners will occur to further align workforce activities with their resources and services.

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 factors developed by the state board pursuant to WIOA are to be determined. However, the action steps CSRC will take toward remaining a high-performing board under WIOA will be to achieve the goals and objectives of our strategic vision. Our strategic vision and goals reflect the characteristics of a high-performing Career Center system; excellent customer service, innovation, strong partnerships and systems integration, and high quality staffing. Action steps will include the following:

- CSRC has set goals in correlation to CareerSource Florida Inc.'s performance funding model.
- CSRC will offer meaningful access to all customers by providing robust virtual services as well as person-oriented service delivery at our Career Centers.
- Improve upon, design and implement practices that actively engage targeted industry sectors, promote career pathways, registered apprenticeships and promote skill-based initiatives.
- Establish strong partnerships with core and other partner programs, share data as appropriate, establish common goals, create a shared customer base (employers and career seekers) and provide opportunities for career seekers at all skill levels.
- Provide and participate in cross-agency training to staff, partner and service provider staff that promotes accountability for productive outcomes.
- Create and implement a formal cross-functional training program for Career Center staff.
- Provide subject matter expert learning and development opportunities.
- Provide continuous customer service training for all employees.
- Develop a customer service survey and determine the best delivery method.
- Develop performance criteria to use for assessment of our effectiveness and for continuous improvement.
- Expand and enhance our outreach activities, our access to transportation and other supportive services.
- Review, revise and develop policies and procedures that ensure a coordinated service delivery system.

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.

CSRC will employ the following service strategies to improve our ability to meet the needs of customers with disabilities as well as other protected population groups:

- Increase the usage of assistive technology services and devices to improve service delivery and communication.
- Provide training to all staff to ensure they are sensitive to the unique needs of individuals and that they are prepared to provide for or refer for necessary accommodations.
- Conduct cross-training with core partner and other partner program staff and Career Center staff to promote relationship-building in areas such as job search techniques, job development, employer and training services.
- Develop protocol for staff working with individuals with disabilities that ensures the preservation of confidentiality of the customer.
- Develop and implement data sharing agreements among partner programs that serve individuals with disabilities that increase effective support of customers served by the Career Centers, consistent with privacy and confidentiality policies.
- Ensure that all marketing and recruitment materials mention that services are available to individuals with disabilities.
- Identify and collaborate on an ongoing basis with local community or advocacy organizations, agencies and schools that provide services and support to individuals with disabilities to educate them about our services and to share resources.
- Network with the employer community in partnership with other local organizations that serve individuals with disabilities to make a “business case” by offering OJT, customized training, etc. for hiring individuals with disabilities.
- Provide employers with disability awareness training in partnership with VR.
- Develop and maintain a list of local agencies and resources that assist individuals with disabilities and make this information available to staff and customers.
- CSRC has adapted its employability skills/work readiness curriculum, YESS, to meet the VR standards for employability skills training for in school students, ages 15+. We have become an approved vendor and will be providing the YESS curriculum to transition students at a local high school in each of the three counties we serve.

5. Describe the process used to develop your area’s vision and goals, including a description of the participants in the process.

Change affects employees at every level of an organization. Research shows that actively managing change can increase the success of the organization. Therefore, CSRC has decided to embrace the changes WIOA legislation brings to the workforce system as an opportunity to help our LWDB improve operations and thrive. In August of 2015, CSRC put together a leadership team. The team members were appointed based on their roles, responsibilities and expertise within our organization. The team attended a two day “leadership” training that was facilitated by a professional consultant and trainer specializing in leadership and organizational effectiveness.

Prior to attendance at the two-day training, a 360-degree survey was conducted on each team member. The team members were evaluated by themselves, their direct reports, their co-workers, their supervisors and other partner agency staff they worked with on a continual basis. The purpose of the evaluation was to evaluate our current leadership practices, to determine our needs and identify areas of concern.

The first day of the training focused on the individual members' strengths and areas of improvement needed to establish a strong leadership team. The team examined the organizations weaknesses, strengths, opportunities and threats and identified changes needed. Leadership competencies for success and best practices were also reviewed. The second half of the day, the team established common core beliefs and values for our organization. From these core values, our Vision and Mission statements were reviewed and revised.

The second day of the training, the team set the Vision and Mission for CSRC and identified the main areas of focus to set goals and objectives in order to achieve our vision. Action steps/strategies to achieve the goals and objectives were also developed.

In late August of 2015, a sample cross-section of CSRC staff members were chosen and met with Executive Management. The leadership team's ideas, values, and strategies were brought forward to these staff members in order to create and adopt a shared vision and mission for our Board. They were asked for their opinions, ideas and ultimately for their agreement and "buy in". Staff members, who volunteered to do so, were asked to present a core value and belief to all staff members at our scheduled staff retreat.

On September 15, 2015, CSRC held a full day staff retreat. The theme of the retreat was "One Vision. One Mission. One Team". The purpose of the retreat was to create a shared vision that all would embrace, support and contribute to. At the retreat, leadership team members presented the new Vision, Mission and strategic goals and objectives for CSRC. The appointed staff members presented on each of the core values and beliefs of our organization. All staff was asked for their agreement and commitment to our new vision and mission. Every staff member present signed a ONE VISION. ONE MISSION. ONE TEAM. banner that is displayed in the CSRC Board Room.

The leadership team has begun to implement strategies/action steps in order to achieve our strategic vision and goals. However, we are awaiting further guidance from CareerSource Florida and DEO in completing their strategic goals for the State to complete our full strategic Vision and action steps and present to our LWDB for 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)

CSRC goals are designed to create and support a high-quality workforce development system in LWDA 20. Our goals are described in question number one of this section. These goals are directly linked to the achievement of the WIOA performance accountability measures. CSRC goals and objectives were created upon the following features of excellence:

- The provision of excellent customer service to all career seekers and employers through our Career Center system that integrates and connects them with the full range of services available in our communities.
- The practice of continuous improvement supported by improved evaluation methods, accountability measures, data driven decision making, cross-training of staff and the use of best practices.
- The strengthening of partnerships with core programs, employers and building new partnerships in order to enhance the provision and service delivery of education and training, work-based learning, career pathways and industry sector involvement.

- Achievement of our goals will ensure that career seekers, including those with significant barriers to employment and limited resources, have the skills, credentials and supportive services required to gain and retain employment in good jobs that are in-demand in our local economy. Our local employers' workforce needs will be better met and our economy will improve.

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

Once further guidance is provided related to local WIOA performance measures, we will provide the negotiated levels.

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)

LWDB 20 serves as the fiscal agent and One Stop Operator for LWDA 20, Indian River, Martin and St. Lucie Counties. CSRC operates under a Direct Services Delivery Model for all programs with the exception of the WIOA Youth Program. LWDB 20 contracts with Eckerd to provide WIOA in-school and out-of-school youth activities and services under a Sub-Recipient Agreement.

At the beginning of each program year, as performance measures are negotiated and assigned to CSRC, the leadership team of CSRC develops strategic goals that will lead to the accomplishment of our required performance measures and provide evidence of our effectiveness. Strategic goals are set for all programs and then drilled down to the assignment of specific goals for every staff member. All CSRC program staff are assigned individual goals that directly contribute to our achievement of performance measures, achievement of any incentives for performance and which hold each staff member accountable for performance.

Performance Reports for the strategic goals are produced bi-weekly for review by the leadership team. These reports are analyzed at weekly Administrative meetings and monthly Operations meetings and if needed, recommendations/strategies for improvement are made and corrective actions taken. Individual staff goals are formerly evaluated with each staff member by the appropriate manager on a quarterly basis and reported to the Vice President of Operations. This strategy allows frontline staff, management and administration to keep abreast of our progress and effectiveness. However, most importantly, it allows time for individual and/or system wide corrective actions to be taken in order to get on track to meet our performance measures and operate in the most effective manner.

Through our Sub-Recipient Agreement for our WIOA Youth Program, performance goals are set at contract negotiations and then at the beginning of each program year the contract is renewed. These goals are directly tied to the achievement of performance measures and to demonstrate the effectiveness of the youth program service delivery system. The WIOA Youth Provider is required to submit monthly reports regarding their progress towards their goals. Our Sub-Recipient Agreement with the WIOA Youth Services Provider is structured as a cost reimbursement contract with performance deliverables. The performance deliverables are directly tied to federal youth measures and LWDB 20's effectiveness levels.

Performance of all programs and our progress towards our local goals are brought to the Programs and Services Committee of LWDB 20 at meetings which are held every other month

(six times per year) and to the Executive Committee of LWDB 20 which meets once each month for review/discussion and then presented to the full Board of Directors at their meetings which are held every other month. Youth performance and progress towards our local goals are brought to the Youth Council of LWDB 20 meetings which are held every other month for review and discussion before presentation to the Executive Committee and the full LWDB 20.

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

For CSRC, the income levels used to qualify employed workers for intensive and training services and to identify self-sufficient employment opportunities for dislocated and employed workers will be, either individually earned or combined family earnings, \$24.92 per hour to allow a greater number of individuals to be served and more workers prepared to meet the needs of local employers.

SECTION IV: 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 VR, 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**

CSRC is dedicated to meeting the needs of employers and career seekers and strategically aligns our workforce system with economic development, education and core partners. CSRC collaborates with our core partners through joint agreements, MOUs and joint planning. Individualized career services are coordinated across programs/partners in the one-stop centers to serve the needs of enrolled individuals. In some instances, staff ensures individuals are dual enrolled in other programs, to provide the services needed to attain employment and become self-sufficient. These strategies will ensure that services to customers are not being duplicated.

Upon their first visit to the Career Center, career seekers undergo a thorough intake and screening process to identify their needs, skills, and barriers. Based on the results of the screening, the appropriate basic and individualized career services are provided. Referrals are made to appropriate program partners to address and identify any needs of the career seeker.

Basic career services include assistance with filing reemployment assistance claims, orientation to all services available in the one-stop delivery system, skills assessments, job search and placement assistance, referrals to workshops, labor market information, and referrals to community partners for supportive services. At each access location, individuals also receive, as appropriate, referrals to Vocational Rehab, Adult Education and Literacy, and to TANF.

Individualized career services include comprehensive and specialized assessments and diagnostic testing, development of an individual employment plan, group and/or individual counseling and mentoring, career planning, short term training, internships, and work experiences that are linked to careers.

WIOA Adult and Dislocated Program:

WIOA Career Planners provide staff-assisted interviews to fully explain the available core and assisted services, with a focus on education and training, and to assist the career seeker in developing a career plan to obtain or return to employment. Staff work with the career seekers to develop an appropriate Individual Employment Plan to guide them through their training or employment process.

WIOA Adult/Dislocated Workers and Youth programs partner with a variety of CSRC programs to serve the needs of enrolled individuals. Youth are commonly dually-enrolled in the Adult and WT programs. All WIOA staff work closely with MSFW or Veteran staff to identify career seekers in need of training services.

Vocational Rehabilitation:

CSRC coordinates with the local VR programs to refer participants with intellectual and developmental disabilities in need of employment and training activities. WIOA programs work

with VR to serve individuals with disabilities in order to make the necessary accommodations to fit their specific needs.

Adult Education and Literacy Activities:

Adult Education Centers in LWDA 20 have established a referral process for adult and youth for GED and ESOL services. CSRC staff have met and will continue to meet with partner program administrators to clarify referral process, formalize agreements, and reduce duplication of services for WIOA participants.

Welfare Transition Program:

Participants in the WT Program are often co-enrolled in adult education/literacy training and in WIOA to provide training opportunities, while WT provides support services. Classroom training and OJTs are also a coordinated effort between programs. WT participants who are medically deferred or have documented disabilities are referred to VR and for legal assistance to apply for SSI or SSDI.

Trade Adjustment Act (TAA):

TAA services are provided by the TAA Coordinator merit staff employed by the Department of Economic Opportunity (DEO) in coordination with CSRC. CSRC is required to follow all policies and procedures issued by the state and federal authorities. When TAA is unable to provide services to eligible enrolled individuals, TAA partners with the WIOA program and other core partner programs to enhance the services needed to ensure the career seeker returns to employment.

Rapid Response Services:

CSRC coordinates Rapid Response Services in LWDA 20 providing early intervention and immediate assistance with layoffs, layoff aversion, and closures affecting a significant number of workers. CSRC's Rapid Response Unit consists of representatives from core programs including Wagner Peyser, Unemployment Insurance, WIOA and TAA. The unit receives notices of closures and mass layoffs, including those covered under the Worker Adjustment and Retraining Notification Act (WARN). Upon notification about a major layoff, immediate on-site services are provided to assist workers facing job losses. To assist transitional workers with their immediate needs, CSRC coordinates services with core partners, such as Florida Department of Children and Families, Local Area Food Banks, Department of Health and Human Services and the United Way. In order to facilitate a rapid transition to self-sufficient employment, CSRC provides core, intensive and training services to affected workers.

- 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 focus of CSRC is to develop a seamless business service delivery system that works closely with the efforts of local Economic Developers to deliver training and employment services. CSRC works closely with local economic development partners, area chambers of commerce, educational institutions and area businesses to better serve the needs of the employer community.

Given technological advancements in manufacturing, and the demand of skilled trade construction workers, CSRC has partnered with, economic development councils, chambers

of commerce, educational partners, labor organizations and business sectors representatives, to participate in a skill gap analysis study to achieve the following objectives:

1. Validate target industries for the region in order to prioritize sectors for gap analysis;
2. Conduct sector workforce demand analysis through interviews supported by quantitative data analysis;
3. Compare supply to demand to identify gaps in regional education and training opportunities; and
4. Provide systemic recommendations to improve the regional labor force and grow the region's economy.

The skills gap analysis effort will explore the expansion of registered apprenticeships and the necessity and viability of a Technical/Trade School to develop solutions to build a sustainable talent pipeline to support the area's workforce needs. To support the area's advanced manufacturing technology sector, CSRC proactively works with IRSC to fund, promote, and expand Florida Trade's Fast Track to Manufacturing training program. The Fast Track to Manufacturing program offers students the opportunity to gain advanced skills for employment in the manufacturing sector. The program focuses on classroom education and hands-on training in targeted advanced manufacturing technologies.

CSRC provides a wide variety of services to employers including, posting of job vacancies, recruitment assistance, recruitment events, job fairs, labor market information, tax credit information, skills assessment and grants. To better coordinate workforce investment activities with economic development activities we aim to:

- Work with local and regional economic development professionals in business retention, and expansion activities as needed.
- Work with other economic development partners to support the attraction, growth, and retention of businesses and provide jobs to the region.
- Utilize business intelligence to identify the current economic life cycle of regional businesses.
- Provide information to and work with local economic development organizations and others working on attraction and retention projects concerning skills of the workforce in the region and potential recruitment and training services available.
- Make presentations to business, civic and trade organizations regarding the workforce related topics and services.
- Strengthen relationships with other economic development organizations such as chambers of commerce, human resources organizations, etc.
- Encourage entrepreneurship by working with Small Business Development Center (SBDC), SCORE and IRSC's entrepreneurship programs which foster business start-ups.
- Actively promote the veteran's entrepreneurship program to the veteran population we serve.
- Utilize sector strategies to support businesses in meeting their human resource needs.
- Review and recommend workforce development-funded appropriate training curriculum and skills credential certifications.
- Map the talent pipeline for respective sectors and identify where the talent needed.
- Align workforce development strategies to drive both industry and regional economic development by forming partnerships with area business, educational partners, labor organizations, registered apprenticeships, and community-based organizations.

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)

WIOA youth services focuses on serving out of school youth in LWDA 20. Local area high schools and local adult education programs refer youth that withdraw from school to our offices for GED services. In school youth funding is reserved for the Martin Girls Academy initiative, which provides WIOA youth services to juveniles incarcerated in a Department of Juvenile Justice maximum-risk facility and a summer work initiative with the St. Lucie County School District. WIOA youth services frequently works with IRSC and other public and private training institutions to provide post-secondary options for enrolled youth. WIOA youth staff are present at key college campuses (both private sector and state college) for events, workshops, and during peak registration periods to provide support for students.

CSRC staff members receive Test of Adult Basic Education (TABE) training and are certified to administer the assessment to career seekers accessing our system. This assessment assists Career Center staff in determining the need for referral to our adult education and literacy partners. CSRC's Career Centers and our local adult education and literacy programs make cross referrals and share cross-referral outcomes to support the goals of WIOA and increase student access and achievement. Career Center staff visit local adult education facilities to provide information to students and instructors about our resources. Our Business Services Unit, in partnership with local employers, collaborate with adult education and literacy to develop career pathways for high demand careers in our local area.

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)

Support services provided by the WT program related to transportation are gas assistance, vehicle repair, assistance with vehicle insurance (down payment) and vehicle registration. Additionally, child care is offered through the partnership with the Early Learning Coalition. Tuition assistance is available for GED and ESOL classes at IRSC as well as several approved courses of study. Uniforms, books, registration fees, and required work related equipment/tools can also be provided as supportive services through WT.

CSRC also has established a relationship with the local domestic violence shelter to assist those whose safety is at risk.

Federal bonding is available for free for those who meet the criteria.

CSRC follows the flexibility guidance provided by WIOA to use discretion to provide the supportive services it deems appropriate. To maximize its training dollars, CSRC provides limited support services to WIOA enrolled individuals. However, CSRC coordinates with other entities and programs such as TAA, WT, VR, Blind Services and Veteran Services and community based organizations to provide needed support services. In LWDA 20, a "Where To Turn" database is available and utilized by CSRC staff to refer participants to services such as: transportation, child care, health care and housing.

WIOA youth services include the ability to utilize funding to provide transportation support services for participants. These services vary, but can include: bus passes, gas cards, taxi fare, and driving permit/driver's license fees. Local area transportation providers are as follows:

- Indian River County Public Transportation: The County provides free public transportation to all residents.
- Martin County Public Transportation: Youth Connections piloted a bus pass program in 2014/2015 for WIOA youth.
- St. Lucie County Public Transportation: The County permits free public transportation for youth under 18. WIOA youth over 18 are eligible for bus passes through the Youth Connections program.

In each county that we serve, the Operations Manager of the Career Center serves on the Coordinating Boards for the Transportation Disadvantaged Advisory Committee to give voice to the needs of our career seekers as it pertains to transportation

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)

To improve service delivery and avoid duplication of services, CSRC developed a formal intake process to identify an career seeker's needs, skills and barriers. This initial intake meeting with the participant is a critical component in connecting them to career services and support that best fit their needs and career goals. Referrals to core partner programs to provide support for identified needs are made, as appropriate, during the intake process.

Once the initial intake interview is completed, Career Center frontline staff develop a basic services strategy that engages the universal career seeker in basic services, as appropriate, including orientation to all services available in the one-stop delivery system, EFM registration, skills assessments, job search and placement assistance, referrals to workshops, labor market information, RA benefits claims assistance, and referrals to community partners for supportive services. Individualized career services such as comprehensive and specialized assessments and diagnostic testing, development of an individual employment plan, group and/or individual counseling and mentoring, career planning, and training are also available. When frontline staff identify that a career seeker will benefit from individualized career services, the career seeker is referred to a WIOA Career Planner to receive enhanced services, or the individual is referred to enhanced services provided by VR as appropriate.

Reemployment services which include orientation, assessment, and labor marker information are provided to Priority Re-Employment Planning Program (PREP) participants. Although PREP participants are selected by DEO and are mandated to receive these minimum services, they are often engaged in additional services and activities. PREP participants are connected with a WIOA Career Planner when additional training is needed for them to secure self-sufficient employment.

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 providers of adult education and literacy for LWDA 20 are represented on the LWDB 20. They actively participate on the Youth Council and the Programs and Services Committees of the Board. Information is shared at these meetings to address service gaps, leverage resources and improve effectiveness. MOUs are in place with the two providers of these activities and services in our local area, IRSC and the Indian River County School District. The purpose of the MOUs is to collaboratively partner to provide adults with the knowledge and skills they need to enroll and be successful in post-secondary education, to increase credential attainment and to improve their career options. For those individuals where English is their second language, the purpose is to improve their English speaking and writing skills to improve their academic skills so they can earn a high school credential and/or enter post-secondary education to improve their career options and credential attainment. Both of these partners are also on the LWDA 20 Eligible Training Provider List. As new administrative policy is provided by CareerSource Florida regarding WIOA Training Provider List procedures, these partners will submit applications to provide adult education and literacy services under title 11 of WIOA. CSRC will review the applications to ensure they are consistent with this local plan.

CSRC staff members receive Test of Adult Basic Education (TABE) training and are certified to administer the assessment to career seekers accessing our system. This assessment assists Career Center staff in determining the need for referral to our adult education and literacy partners. CSRC's Career Centers and our local adult education and literacy programs make cross referrals and share cross-referral outcomes to support the goals of WIOA and increase student access and achievement. Career Center staff visit local adult education facilities to provide information to students and instructors about our resources. Our Business Services Unit, in partnership with local employers, collaborate with adult education and literacy to develop career pathways for high demand careers in our local area.

Strong partnerships with the local school systems provide industry sector focus for our area youth. CSRC's WIOA Youth program targets Career and Professional Education Act (CAPE) Academy students and works closely with the schools' Career Specialist to emphasize career pathways in targeted industries. The WIOA Youth program provides youth work experiences in targeted industries with occupations in demand. CSRC also collaborates with the local school districts to provide endorsement of the industry certifications offered through their curriculums.

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.

CSRC will develop local Memoranda of Understanding (MOUs) with our core program partners, VR and the Division of Blind Services that will:

- Outline the resources of each of the partners and define their core responsibilities
- Define referral procedures
- Outline the procedure to track referrals in order to identify shared customers
- Define customer service delivery
- Create common performance indicators
- Implement operational policies
- Provide for cross-training of staff
- Establish and provide a schedule of partner meetings to share information, evaluate progress and performance outcomes, identify issues and improve the partnership
- Incorporate an integrated and aligned business services approach between the partnership in order to present a unified voice for the workforce system in its communications with employers for hiring individuals with disabilities
- Require dual membership and participation on relevant community committees in order to further align workforce activities with the resources and services needed to assist individuals with disabilities
- Define protocol for staff working with individuals with disabilities that ensures the preservation of confidentiality of the customer.
- Identify designated staff of each partner who will provide technical assistance as needed throughout the partnership
- Provide for amendments/updates to the MOU

SECTION V: 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)

CSRC develops and maintains a seamless system of integrated services that assures career seekers and employers have access to a comprehensive array of services and supports. CSRC works closely with mandated partners and other local stakeholders to coordinate the delivery of the services that are needed. Mandated partners are represented on LWDB 20 and actively participate in committees of LWDB 20, cross-referrals, attendance at community-wide events and partner information sharing meetings are held to address service gaps, leverage resources, and improve efficacy.

Within its service delivery methods, CSRC integrates WIOA, Wagner Peyser, Veterans Programs, TAA, WT Program and SNAP services in single, full-service locations and mobile units. Cross program alignment and integration of services is promoted so that career seekers have easy access to all programs at any point of entry into the system, either by direct service or partner referral.

- 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.

Each of the mandatory WIOA partners are included in our one-stop delivery system. CSRC is a direct service provider for Wagner Peyser services including re-employment benefits assistance, PREP, MSFW and Veterans Programs, WIOA Adult/Dislocated Worker, TAA, WT and SNAP. WIOA Youth services are contracted to a service provider.

The remaining mandatory partnerships are as follows:

Adult Education

CSRC provides information and makes referrals to IRSC and the Indian River County School Board for Adult Basic Education and ESOL services throughout LWDA 20. A memorandum of understanding is used to define this partnership.

Vocational Rehabilitation

CSRC has recently taken steps to develop a stronger partnership with VR. We recently held two “information sharing” meetings with the local VR office to educate staff about each organization’s services, resources, and eligibility requirements. This sharing of information with staff in both organizations was a critical step in building a strong partnership. While we have referred career seekers with medical barriers to VR in the past, CSRC recognizes the need for an improved referral system and is in the process of developing a formal referral process to identify and track shared customers, as well as a Memorandum of Understanding to define the responsibilities of both parties.

AARP/Experience Works

CSRC partners with AARP and Experience Works for cross referrals, additional resources, and job placement and training. Representatives of both AARP and Experience Works are located in our most central and largest Career Center and there is a Memorandum of Understanding in place with both organizations.

Department of Housing & Urban Development (HUD)

CSRC partners with the Indian River County Housing Authority and the Ft. Pierce Housing Authority to refer universal career seekers, program participants, and homeless veterans for assistance with housing.

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

In addition to the mandatory WIOA partners, CSRC recognizes the importance of regional strategic planning and fully participates as a key member in numerous community-wide initiatives to build regional capacity and implement positive change. These initiatives were well received by the community, cemented partnerships between workforce, education, government and business and paved the way for future endeavors. Some examples of collaboration with public and private partners include:

- Florida's Research Coast Economic Development Coalition is a partnership between chamber of commerce, business development boards and workforce to collaborate on economic development issues. The information gained through this partnership is used to align programs and services with local and state goals and meet the specific need of employers. Services provided include: workshops; state of the region business events; boot camps; and symposiums.
- The Green Collar Task Force, a collaboration of representatives from St. Lucie County, CSRC and a consortium of eight trade unions and a green-collar building/construction jobs apprenticeship project was developed for our region. The Green Collar Task Force and the apprenticeship programs offered through the project are still in operation training new and employed workers to meet the future labor needs of green technology businesses within LWDA 20.
- Partnerships were created with local foster youth agencies, Hibiscus House and Children's Home Society, to assist youth who would age out of foster care prior to self-sufficiency. CSRC provides support, training and work experiences for youth aging out of foster care.

Other non-required partners provided through our one-stop delivery system include many community-based organizations such as Boys & Girls Club, City of Fellsmere, City of Fort Pierce, City of Sebastian, City of Stuart Police Department, Department of Juvenile Justice, Devereux, Early Learning Coalition, Economic Opportunities Council, Indian River County Sheriff's Department, local chambers of commerce, Mustard Seed, Restoring the Village Gang Initiative, St. Lucie County Community Services Block Grant, The Children's Services Council, Treasure Coast Homeless Service Council, and United Against Poverty.

CSRC staff actively attend committee, board, and regularly scheduled meetings in the community. Some of these community-based organizations include Business Alliance Partnership of St. Lucie County, Economic Development Council St. Lucie County, Early Learning Coalition of Indian River, Martin and Okeechobee Counties, Early Learning Coalition of St. Lucie County, Executive Roundtable of St. Lucie County, Indian River County Economic Development Council, Professional Business Women St. Lucie County, St. Lucie County Extension Advisory Council, St. Lucie County Chamber of Commerce, The Enterprise Zone Development Agency Ad-Hoc Committee – Martin County, Treasure Coast Council of Local Governments, Treasure Coast Human Resources Association and Veterans Court St. Lucie County.

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- 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).

Once further guidance is provided related to memorandum of understandings and required language, we will provide the necessary agreements.

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.

CSRC is dedicated to meeting the needs of unemployed and underemployed workers, career seekers needing assistance with career decisions, skill training and job connections and offers them universal core and intensive services. CSRC provides a match between the employer looking for qualified candidates and the career seeker needing employment. Core Services for both groups include:

- Resource Room and Internet Access
- Reemployment Assistance
- Career Exploration
- Career Fairs
- Recruitment Events
- Career Resources
- Employability Skills Workshops
- Opportunities for training, to upgrade skills and learn emerging skills
- Financial Aid
- Job Search Skills
- Networking Opportunities

CSRC strives for a seamless system to ensure career seekers and employers have access to a comprehensive array of services and support. Outreach and recruitment for the general population enlists the following strategies:

- Website access at www.careersourcerc.com provides information about services and easy entry to the Employ Florida Marketplace (EFM). The website is updated frequently providing current employment news and information.
- Linked In
- Facebook
- Printed media, news releases, flyers and brochures
- Career fairs and events
- Community meetings and partnerships

Core services are provided to all career seekers regardless of program eligibility. Intensive services are provided to career seekers based on need. Specialized customer groups vary in need; outreach and services are adjusted accordingly. Universal career seekers are invited to use the resource room self-services. Frontline staff in the resource rooms provide information about the programs offered through our system. Computers are user friendly and brochures provide additional information about programs and services. Information is also provided on accessing EFM from computers outside the Career Center. Career seekers may register from any computer and complete online assessments from home, post resumes and

conduct job searches. Employers may register, post-employment opportunities and conduct candidate searches. Career center staff provide additional levels of service including information about labor market information and targeted occupations.

To promote integration of business services delivery through the one stop system, CSRC's Business Services Unit works diligently to engage business customers by providing employer services, such as job fairs, recruitment events, grants and Labor Market Information. The Business Services Unit also provides the following to promote maximum integration of service delivery.

- Gather labor market intelligence and provide data to business services.
 - Provide information about workforce related topics and services to companies and make appropriate referrals.
 - Serve as an intermediary to other economic development activities and entities.
 - Provide feedback to business customers about regional skills gaps, program development, and evaluation of the market we serve.
 - Work with local and regional economic development professionals in business retention, and expansion activities as needed.
 - Education of business customers about CSRC's goal of advancing a business driven system.
 - Manage job orders from participating employers in job matching system.
 - Work on skills development with promotion and implementation of On-the-Job Training, Internships and Apprenticeships.
 - Assure adequate job opportunities to meet the needs of job seekers in the career centers.
- 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. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers regarding compliance with Section 188 of WIOA. WIOA §108(b)(6)(C)

All CSRC Career Centers are ADA compliant. Career seekers with disabilities are considered universal customers and have access to all services and programs in all centers. Customers with disabilities who require auxiliary aids and services are provided such upon request. Examples of some of the adaptive services offered are JAWS Screen Reading Software and Magic Screen Magnification software. Also, through an MOU with VR, cross training for frontline staff will be provided to accommodate individuals with disabilities. Through our partnership with VR, we plan to increase our knowledge of, and involvement with, Independent Living Centers located within our local area.

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

CSRC makes every attempt to accommodate the needs of the diverse range of customers we serve. Examples of some steps that we have taken to incorporate principles of universal design in our operations are:

Equitable Use

-
- During group orientations, all career seekers are asked if they require additional assistance to fully access our services; no assumptions are made about career seekers' abilities, irrespective of how they present themselves.
 - Space is available in each center for staff to engage with career seekers privately.
 - Information is equally, and standardly distributed to all career seekers.

Flexibility in Use

- Skills testing and assessments can be completed by career seeker either online or on paper.
- Marketing materials are provided in paper and electronic formats.

Simple and Intuitive

- We communicate important information to career seekers in English, Spanish and Creole. We also have a built in language translator on our website to accommodate career seekers of all backgrounds.
- In each access location, career seekers check in on a touch screen computer using an interactive, automated process.

Perceptible Information

- Employability workshops incorporate a variety of media. Information is presented verbally and supported by graphic presentation. Career seekers are also given handouts with information relative to the topic.
- In the resource room of each Career Center, large TVs streaming "CareerSource Research Coast Workforce TV" are strategically mounted to ensure high visibility by visitors. Workforce TV displays information about upcoming events, hot jobs, tips for career seekers, and general information about the Career Center. The information on the screens are displayed with verbally, graphically, and the TV's also have sound capabilities.

Tolerance for Error

- All computers are configured so that career seekers cannot inadvertently change settings. As special circumstances occur, accommodations are made as appropriate for their specific needs. Staff are assigned to the resource rooms of our Career Centers to make accommodations as needed.

Low Physical Effort

- Adjustable chairs are provided for all workstations and workshop classrooms
- Printers are available to career seekers to print information instead of copying by hand.

Size and Space for Approach and Use

- Group meeting and workshops are held in large rooms to accommodate interpretive services as well as wheelchairs. Workshop rooms are arranged in a manner that allows the instructor to be seen by all workshop participants.
- Resource materials are available in places and heights that are accessible to all.

- 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)

CSRC provides virtual services, full service career centers and mobile career centers. Full-service centers are located in each county within LWDA 20. Virtual services are available by accessing our website where individuals can register for upcoming events, get information about our programs and services and contact us. Through the use of mobile units and community partners in Martin and Indian River Counties, Wagner Peyser services are made available to our northernmost and southernmost rural areas to ensure that services are provided in all reaches of the communities we serve.

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)

CSRC embraces the use of technology to improve efficiency, streamline service delivery and provide quality case management. Whenever possible, technology is incorporated in processes to improve career seeker and customer service delivery. For example, at all access locations, scan cards are utilized to streamline career seeker check-ins and avoid bottle-necks at the Reception Desk.

For testing and assessments, we utilize technology such as Kenexa Provelt, Workforce Skills for the 21st Century, MyCareerShines, Aviator, and McGraw Hill's TABE Online Assessment System. CSRC also utilizes the One-Stop Service Tracking (OSST), Employ Florida Marketplace (EFM), SalesForce, and Gazelle (financial tracking system) to collect data, track and report local performance measures and program activity. CSRC also utilizes ISynergy for server-based file/document storage. In addition, CSRC utilizes local and state data based queries to help manage performance.

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)

The competitive RFP is developed according to established procedures approved by the LWDB 20. The President/CEO monitors procedures to ensure they are followed when procuring service providers. To avoid unnecessary duplications, the RFP process may not be initiated without the President/CEO's consent. The LWDB 20 approves all RFPs before they are issued for solicitation. The final selection of a service provider rests with the LWDB 20. The following procedure is the official process for development, issuance and finalization of a RFP for programs and participant services:

- A needs assessment is completed by employees. A draft RFP is prepared, incorporating all applicable requirements established by LWDB 20 policy. At a minimum, the RFP includes a clear and accurate description of the technical requirements for the service to be procured, all requirements to be fulfilled by the proposer, and all other factors to be used in evaluating proposals. The relative importance of price is stated in the solicitation.
- The needs assessment and draft RFP are presented to a LWDB 20 committee, or the LWDB 20 as appropriate. The committee/LWDB 20 review, discuss and approve the need for procurement and the terms of the RFP.
- If approved by a committee, the recommendation is forwarded to the LWDB 20. In the event the LWDB 20 does not meet within a reasonable timeframe that would allow timely issuance of the RFP, the LWDB 20 Executive Committee is empowered to act for the LWDB 20.

- Employees finalize the RFP incorporating all changes and recommendations approved by the LWDB 20.
- Public advertisements are placed on the CSRC's website. When it is advantageous to stimulate greater competition among proposers, advertisements may be placed in publications serving a greater geographical region. Announcements of RFP's are communicated to potential service providers contained on the LWDB 20 service provider list and those organizations, which employees and/or LWDB 20 members believe may be potential providers who may not be contained on the inventory of potential service providers.

CSRC will ensure all prequalified lists of persons, firms, or products which are used are current and potential bidders will not be precluded from qualifying during the solicitation period. Proposals received in response to the RFP are logged in with the date and time of receipt. Proposers are requested to send proposals sealed and they remain sealed until opened by designated staff. If fewer than three responses are received, and there is sufficient time before the good or service is needed, CSRC may attempt to obtain additional responses. After a public solicitation, if only one bid is received, it will be evaluated under the rules governing sole source purchases and a cost analysis performed. Proposals are opened by at least two staff members who certify the proposal opening with their signatures. Proposals are then routed to CSRC employees and/or LWDB 20 members designated by the President/CEO and/or the LWDB 20 Chair to be members of the rating team. Each rater receives copies of the proposal, the rating sheet and any other evaluative or historical information pertaining to the service provider or the procurement.

Proposals are rated first individually by each rater. At a specified meeting, all raters present and discuss their evaluation of the proposals and all proposals are ranked according to average scores. The LWDB 20 or the committee who originally reviewed the RFP hears the rating team's recommendations, selects a potential service provider and sends that recommendation to the LWDB 20. The recommendation includes documentation of need, specific procedures to meet the need, time limits for the service, competencies/benchmarks established, reasonableness of cost and the type of contract recommended. The LWDB 20 reviews all recommendations and evaluations and votes it approval or rejection. If approved, CSRC employees negotiate the terms of a contract and prepare the contract, either cost reimbursement or fixed price, for signature. Contracts may be signed by the President/CEO or designee. Once all necessary signatures and documentation are obtained, the contract is considered to be fully executed and the service provider is free to begin the work outlined in the contract.

Awards are made based on an organization's demonstrated ability to perform successfully under the terms and conditions of a proposed contract, or, in the case of sealed bids, price, quality and convenience of the goods or service being provided.

CSRC uses a formal rating system to evaluate the ability of a service provider to adequately deliver the services desired at a reasonable cost when sealed bids are required. This evaluation includes a complete review of staffing, facilities, the organizations past performance, budgets, financial capability and references, as well as other considerations pertinent to successful and competent performance. Evaluations are completed by assigning point values to the qualities of each service provider, totaling individual scores, averaging each rater's totals and ranking all proposals according to that average. The proposer who ranks first is generally recommended as the choice for service provider unless there is some extenuating circumstance that would be detrimental to the LWDB 20's interest.

The primary consideration in selecting service providers is their demonstrated ability to perform successfully under the terms and conditions of the proposed contract. These determinations are completed in writing and take into consideration the following:

- Adequate financial resources to operate the contracted program or the ability to obtain them.
 - The ability to meet the specifications or conditions of the program at a reasonable cost, and the ability to meet performance goals.
 - A satisfactory record of past performance including demonstrated quality of training; reasonable dropout rates; the ability to provide or arrange for appropriate supportive services including child care; retention in employment; and earning rates of participants.
 - A satisfactory record of business ethics and fiscal accountability.
 - The necessary organization, experience, accounting and operational controls, and the technical skills to perform the required work.
- 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)**

Once further guidance is provided, we will provide the necessary agreements.

SECTION VI: 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)**

CSRC, LWDB 20, is the administrative entity, grant recipient and fiscal agent for the workforce development funds allocated to Indian River, Martin and St. Lucie counties. As so, CSRC plans and oversees the local workforce development programs in partnership with local elected officials, procures service providers, as needed, identifies providers of training services, negotiates local performance measures and monitors system performance against the established performance measures, and manages accounts for all workforce funding allocated to the LWDB 20.

The core programs that are included in our system are as follows:

- WIOA Adult and Dislocated Worker and Youth*
- Wagner Peyser Employment Service*
- Adult Education and Literacy
- VR

Other programs included in our system are:

- Senior Community Service Employment*
- Perkins Career and Technical Education
- Trade Adjustment Assistance*
- Veterans Employment and Training*
- Community Services Block Grant
- ReEmployment Insurance*
- Supplemental Nutrition Assistance*
- Temporary Assistance to Needy Families*

The programs identified with a * are physically located in our Career Centers within LWDA 20. The other programs identified above participate in the operation of our one-stop career system through joint agreements, memoranda of understanding and joint planning. All programs and activities in the CSRC one-stop career center system are coordinated and have an integrated service delivery structure to facilitate improved outcomes and excellent customer experiences for both employers and career seekers.

CSRC employs universal design principles in the operations of our career centers to facilitate access to include partner programs and community based organizations who serve individuals with obstacles to employment. Career Center staff who interface with career seekers are cross-trained on all core programs and are familiar with the resources and support services provided by community organizations. This strategy facilitates co-enrollment in programs, the development of career pathways and improves access to activities that lead to

post-secondary and industry recognized credentials. Registered Apprenticeships are promoted as growth opportunities.

CSRC considers business as the primary customer of our workforce system. Our service delivery is employer driven and integrates economic development and educational partners within our workforce system. Our goal is to prepare a skilled workforce for existing and emerging in demand occupations in order to meet the employment needs of business in our local area.

Enhanced LWDB 20 membership which includes the core partner programs and business members of our targeted industries allows CSRC to identify and address the education and skill needs of our local workforce and the specific needs of local employers.

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)

Contracts for \$100,000.01 or more can only be initiated through competitive proposal procedures. These formal procurement processes requiring the development of a RFP, review and/or rating of proposals and the awarding of a contract.

The formal procurement process requiring a proposal is initiated by employees or LWDB 20 members who identify a need. Costs are researched (cost estimate) immediately to determine the approximate market cost of the service.

Competitive RFPs are developed according to established procedures approved by the LWDB 20. The President/CEO monitors procedures to ensure they are followed when procuring service providers. The LWDB 20 approves all RFPs before they are issued. The final selection of a service provider rests with the LWDB 20.

Public advertisements are placed on the CSRC's website. When it is advantageous to stimulate greater competition among proposers, advertisements may be placed in publications serving a greater geographical region. Announcements of RFP's are communicated to potential service providers contained on the LWDB 20's service provider list and those organizations, which employees and/or LWDB 20 members believe may be potential providers who may not be contained on the inventory of potential service providers.

If fewer than three responses are received, and there is sufficient time before the good or service is needed, CSRC may attempt to obtain additional responses. After a public solicitation, if only one bid is received, it will be evaluated under the rules governing sole source purchases and a cost analysis performed.

Proposals are rated by CSRC employees and/or LWDB 20 members designated by the President/CEO and/or the LWDB 20 Chair to be members of the rating team. Each rater receives copies of the proposal, the rating sheet and any other evaluative or historical information pertaining to the service provider or the procurement.

Proposals are rated first individually by each rater. At a specified meeting, all raters present and discuss their evaluation of the proposals and all proposals are ranked according to average scores.

The LWDB 20 or the committee who originally reviewed the RFP hears the rating team's recommendations, selects a potential service provider and sends that recommendation to the LWDB 20. The recommendation includes documentation of need, specific procedures to meet the need, time limits for the service, competencies/benchmarks established, reasonableness of cost and the type of contract recommended. The LWDB 20 reviews all recommendations and evaluations and votes it approval or rejection.

If approved, CSRC employees negotiate the terms of a contract and prepare the contract, either cost reimbursement or fixed price, for signature. Contracts may be signed by the President/CEO or designee.

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)

In order to expand eligible career seekers' access to training and activities that lead to a career path, cross training of frontline staff is essential. Frontline staff will be cross-trained to understand the services and resources and eligibility requirements of all programs. An improved intake and screening process is in development.

Core services are provided to all career seekers regardless of program eligibility. Designed to help career seekers overcome barriers and prepare for work or skills training, intensive services are provided to career seekers based on need. Staff identifies the career seekers' needs by assisting them to develop a career plan.

To support the full range of Career Center career seekers in acquiring the skills needed to attain jobs in high growth, high-wage industries and occupations, the region makes use of the Regional Demand Occupational List to identify and target training for those occupations in demand and with high potential growth. The list is disseminated to employers, training institutions and other partners to identify where the most training is needed to grow the local labor force. An Eligible Training Provider List is compiled listing the training programs, training institutions, cost, and requirements for career seekers enrolling in the chosen training program. Approved programs for training must lead to post-secondary credential, degrees and or industry-recognized certificates or certifications.

The Business Services Unit analyzes businesses' employment needs and identifies job opportunities. OJT and Internships are other means of providing services to all career seekers, especially those with barriers to employment. These two programs are very successful in assuring that career seekers have a better opportunity to be successful and obtain employment that will lead to self-sufficiency.

CSRC's WIOA Youth program works to expand access to employment, training, education, and support services for youth facing various barriers to employment in a variety of ways. CSRC operates our WIOA youth programming from community-based organizations and works with the county operations to provide transportation services to youth participants. CSRC employs a Job Developer that works exclusively for the WIOA youth program to assist

with expanding employment opportunities in the private sectors and trade industries. CSRC has developed several platforms for occupational training that are offered virtually, such as customer service, food handling, and hospitality credentialing. CSRC facilitates the development of career pathways in the WIOA youth program by implementing an incentive policy that streamlines activities in a strategic manner to promote stackable and portable credential attainment leading youth towards the fulfillment of long-term career goals.

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 ITA (ITAs) to sector strategies and demand occupations. WIOA §134(c)(1)(A)(v)

The Business Services unit, in partnership with employers, has developed an industry sector approach throughout the region. All employer training is concentrated on those employers who fit into the selected industry sectors for LWDA 20 - Cleantech; Life Sciences; Information Technology; Aviation/Aerospace; Logistics and Distribution; Healthcare; Homeland Security/Defense; Financial/Professional Services; Manufacturing; and Construction Trades. Classroom training is provided for occupations in demand and for those occupations which exhibit job growth.

CSRC has developed ITA, OJT, Internship and Employed Worker Training (EWT) policies which specifically outline the process and requirements to be used for these activities, while ensuring that all career seekers have the opportunity to receive training that will lead to a pathway of self-sufficiency.

CSRC works closely with key industry leaders to develop training programs that align with their specific employment needs. For example, class-size training opportunities and apprenticeship programs are increasingly developed and WIOA eligible career seekers are encouraged to participate in these opportunities. Labor market information is regularly examined to ensure that training opportunities are consistent with local job growth projections. CSRC's WIOA program continues to work towards initiatives that promote trade and manufacturing-industry growth that is emerging in LWDA 20.

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)

CSRC will build upon an existing strategic industry partnership framework that is composed of economic development partners, area chambers of commerce, educational institutions, labor unions, key industry representatives from manufacturing, healthcare, construction and others.

CSRC works closely with these partners to develop the educational infrastructure for sustainable and effective training programs to meet specific Industries employment needs. The framework for this process is built around the core concepts of industry partnerships, including industry analysis, capacity building, planning, implementation and evaluation.

Step 1 – Industry Analysis

The collection and review of data from many sources to define the LWDA 20 industry sectors challenges, resources already in place to address them and additional resources that are needed to address employer, employee, and overall industry need. In 2015, CSRC in

partnership with our local Economic Developers initiated a region wide Skills Gap Analysis to define the specific skill sets sought by industries and identify the gaps between those skill needs and the qualification of applicants and recent graduates. The data that will be collected should help make more informed decisions about our objectives such as utilization of funds to develop curricula that can provide skills sets to area residents to attain jobs in these industries. Local Economic Developers in partnership with manufacturing industry leaders have held preliminary meetings to form a local manufacturers association.

Step 2 – Capacity Building

To build capacity, the partners must engage stakeholders to develop and strengthen the industry partnership. To this end, CSRC has been the primary convener, bringing together industry leaders, labor unions and the area builders association to embark in the development and implementation of pre-apprenticeship programs that will lead into registered apprenticeships. CSRC utilizes local funds to subsidize OJT, EWT and/or Incumbent Worker Training (IWT) to help area employers to meet their hiring needs. CSRC has also partnered with IRSC to develop and fund programs to meet the needs of local manufacturers. The Fast Track in Manufacturing program is a thirteen-week program designed around an initial set of technical skills, with the goal of graduates attaining employment with area manufacturers.

Step 3 – Planning

During the planning stage, the industry partnership will set goals and measurable outcomes to address the needs identified during the analysis phase.

Step 4 – Implementation

This stage will involve putting the plan into action with evidence-based strategies that were identified in the planning stage. Some examples of local implementation have been outlined in Step 2-Capacity Building.

Step 5 – Evaluation/Business Impact

During this stage, the industry partnership will measure what has been done and the effects it has had on the industry, employees, employers, the regional workforce development system and other key stakeholders. Evaluation findings tell us how programs, policies or practices might be improved to achieve better outcomes.

The strategies outlined are intended to provide the foundation for maintaining a collaborative working relationship among industry partners to promote, coordinate and invest in partnership infrastructure.

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)

CSRC utilizes strategic planning in partnership with education, economic development, local employers, and training providers to analyze and apply workforce intelligence to ensure that all training provided is in support of in demand industry sectors.

Through collaboration with other LWDA's, CSRC safeguards that the training provided in the local area is linked to local and regional in-demand industry sectors or occupations, thus ensuring that for participants willing to relocate, their training reflects the skill sets needed for occupations in demand.

CSRC recognizes Florida's Demand Occupational List and quarterly establishes a minimum level of projected openings by occupation for training to be considered in our local area's Demand Occupational List.

CSRC makes use of National, State and Local Labor Market Analytics along with input from industry leaders, economic development organizations and local employers to identify occupations in demand to educate career seekers regarding job trends, work requirements and requisites.

CSRC facilitates the development of future career pathways, certifications and apprenticeship programs through the collection of information about in-demand occupations in key industries.

For youth ages 16-24, CSRC's WIOA youth program utilizes the Regional Demand Occupations List to identify employment and training needs locally. Training funds are then allocated based on target occupations with a solid job growth outlook. Information on targeted occupations in our local area is shared with WIOA youth program participants to foster an understanding of economic growth as well as to encourage youth to strive for career pathways that are most likely to lead to self-sufficiency.

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;
- B. support a local workforce development system that meets the needs of businesses in the local area;
- C. better coordinate workforce development programs and economic development; and
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)

Employer engagement in LWDA 20 is facilitated by the Business Services Unit who works diligently to educate business customers by providing information on financial incentives and other advantages of using workforce services. The Business Services Unit reaches out to businesses through contact lists developed from participation at job fairs, business development events, economic development activities, human resource associations, local area chambers of commerce, and economic development efforts. CSRC leverages these relationships to provide value-added services to identify the skilled human capital that meets their workforce needs. These services may include: OJT, IWT, EWT, internships, apprenticeships and customized training provision for in-demand jobs or high growth industry sectors within the local area.

CSRC ensures engagement access for businesses and career seekers to our service delivery system by providing the following:

- Recruitment and pre-screening of qualified applicants.
- Easy access to post job listings through EFM.
- Information about job and industry growth trends and forecast information.
- Wage data and other valuable labor market information.
- Hiring and training incentives.
- A single point of contact to discuss training and hiring needs.

- Strategic planning in partnership with education and training providers to analyze and apply workforce intelligence to improve the talent pipeline in support of sectors in demand.
- Mapping of the talent pipelines for various sectors to identify where the talent is needed now, and in the future.
- Increasing the quantity and quality of the talent pool for LWDA 20 by defining career pathways for individuals that will ensure a continuous supply of qualified talent.
- Communication of the in demand skills needed by high growth industry sectors to educational and training organizations in order to improve responsiveness and better prepare workers for the sector.
- Enhanced career services including assistance with employability workshops, skills assessments, job referrals and WIOA eligibility screening for (UI) claimants.
- Referrals to UI claimants to an array of training and education resources.
- Provision of assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs and the delivery of employment and training activities.
- CSRC facilitates a very active business services team that proactively offers services to employers to meet their workforce needs. These services are aimed to provide job listings, job referrals, OJT to the UI claimant's applicant pool.

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.

In accordance with WIOA, there is no sequence of service requirements for “career services” and training for adults and dislocated workers. CSRC staff may determine training is appropriate regardless of whether the individual has received basic or individualized career services first. CSRC follows the guidelines outlined in WIOA which states that training services will be provided if the Career Center staff determine, after an interview, evaluation or assessment, and career planning, that the individual:

- Is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone; and
- Has the skills and qualifications to successfully participate in the selected program of training services.

CSRC, per WIOA gives service priority to target populations, including those on government assistance, low-income career seekers (including older workers), dislocated workers, displaced homemakers, individuals who are basic skills deficient, veterans and eligible spouses, regardless of the level of funds. However, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority is given in the following manner:

- Veterans and eligible spouses who are recipients of public assistance, low-income, and individuals who are basic skills deficient.

- Individuals who are not veterans or eligible spouses, who are recipients of public assistance, low-income, and individuals who are basic skills deficient.
- Veterans and eligible spouses who are not recipients of public assistance, are not low-income, and are not basic skills deficient.
- Individuals who are not veterans or eligible spouses, who are not recipients of public assistance, are not low-income, and are not basic skills deficient.

CSRC requires that Temporary Assistance for Needy Families (TANF) funding be used first when serving career seekers in the WT program before using WIOA funds. This policy will enable CSRC to increase services to other low-income, targeted populations, including older workers.

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)

CSRC delivers training services, when appropriate, through Individual Training Accounts (ITA), On The Job Training (OJT), Employed Worker Training (EWT), Customized Training and Internships.

Individual Training Accounts (ITA)

ITAs are linked to in-demand employment opportunities in the local area. CSRC will provide ITAs for qualified WIOA career seekers in need of financial assistance to obtain the education and job skills necessary for a career that will lead to self-sufficiency. ITAs are issued for specific training programs and training providers, and may be used at any approved institution for payment of tuition, books and fees. ITAs are categorized into two tiers based on whether the occupational training is for an entry level position, or high-wage position. The tiers, average wage and maximum investment are defined in the table below:

Tier	Average Wage	Maximum ITA Investment
Tier 1	\$11.00 – 14.49 per hour	Up to \$5,000
Tier 2	\$14.50+ per hour	Up to \$7,000

ITAs, in the form of a voucher as payment to the training institution, are issued on a semester or class basis and service providers must track the total amount issued to ensure that limits are not exceeded. ITAs may be used for education, job skills training, and associated needs required for employment in one or more of the careers named on the Regional Demand Occupational List, or to obtain specific skills certification leading to one of the occupations in demand.

On The Job Training (OJT)

OJT is paid subsidized job skill training that is provided by an employer during the initial term of employment through an OJT contract between employer, CSRC and the employee. The OJT is designed to ensure the WIOA participant acquires the employer specific job skills necessary to secure and maintain employment. The training is limited in duration as appropriate to the occupation for which the participant is being trained and is not to exceed (6) months.

Employed Worker Training (EWT)/Customized Training

EWTs and customized training are developed through contracts with employers, employees and CSRC, that provides partial reimbursement of training dollars to compensate the employer for the cost of training provided to its employees. The primary goal of the EWT/Customized training is to assist employees obtain or retain employment by enhancing their skills or learning new technologies, to avert layoffs, save jobs and increase wages. Employers must identify the individual(s) as being in need of training in order to maintain or retain the employment. Employer reimbursement is negotiated based on the employer needs and matching contributions.

Internships

Internships is a training service activity designed to meet the needs of individuals who have limited or no work experience in targeted industries and occupations in demand, or, outdated skills, or no work experience related to their recent educational career field and is in need of this service to obtain unsubsidized employment leading to self-sufficiency. Internships are provided via a contract between employers and CRSC with emphasis on matching work site opportunities with the training, interests and aptitudes of WIOA participants for targeted industries with occupations in demand.

Training services are utilized by the WIOA youth program to provide a comprehensive menu of options for enrolled youth. Occupational training services can be referral-based through partnering agencies or offered “in-house” through a variety of web-based platforms. Work-based training opportunities are also available through work experiences which require agreements with local private and public businesses to provide youth with hands-on training in their respective field of interest for up to 12 weeks. Training opportunities are regularly reviewed and aligned with local target occupations that project solid job growth so that youth can work towards their ultimate career pathway goals by developing skills gains in the process (stackable, portable credentials and training).

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)

CSRC staff utilizes Labor Market Information to include tools such as Help Wanted OnLine and the Employ Florida Marketplace system to assist career seekers in making informed career choices.

CSRC ensures that staff informs career seekers of customer choice when it comes to selecting training programs and training providers. WIOA staff work one-on-one with career seekers during the application and career planning process to inform them about training program eligibility, requirements to complete the training, length of training programs, cost of the training and outcomes.

To ensure career seekers are informed and make appropriate choices, they are provided with the local Regional Demand Occupational List, local Eligible Training Provider List, and training provider scorecards outlining outcomes such as graduation rates, employment, and pay rate. Career seekers are referred to workshops, on-line assessment tools, and are suggested to visit their training provider of choice as well as other training providers on the list, to explore the program and ask questions about the training provider.

CSRC’s WIOA youth program employs a variety of academic, skills, and interest assessments to assist enrolled youth in determining the most opportune career pathway. Youth receive in-

depth career mentoring by youth program staff. Innovative tools, such as virtualjobshadow.com and mycareershines.com, are offered as additional career exploration opportunities for youth. Youth are presented with options for training and work-based learning activities, based on their individual assessment results, that coincide with their schedule/life obligations (schooling, caring for children or family members, and transportation issues). Youth are also presented with information regarding the Targeted Occupation List and Eligible Training Provider List to assist in making career pathways choices that will lead to self-sufficiency.

WT clients are assessed from the time of intake and ongoing until the case closes. The initial assessment process identifies clients' experience, education and interests based on their feedback. Individual Responsibility Plans (IRP) are developed utilizing the assessment information in addition to the client's input during a face to face appointment with the WT Career Planner. The IRP has a Career Goal reflecting the client's future interest. If the client expresses an interest in training, the assessment and IRP are reviewed to ensure it is in line with what is being requested. At that time, they will also be required to complete an assessment packet specifically focused on training. An interest inventory will be administered, as well as the TABE, to ensure suitability and capability.

11. ITA: Describe the process and criteria for issuing ITA. WIOA §108(b)(19)

- A. Describe any ITA limitations established by the board
- B. Describe any exceptions to the use of ITA

CSRC has developed its ITA system to encourage and promote career pathways that lead to self-sufficiency. Career seekers determined eligible and suitable are issued an ITA for training programs included on the Regional Demand Occupations List and to an approved Eligible Training Provider. Training services may be provided if CSRC staff determine, after an interview, evaluation, assessment, and career planning, that the individual:

- Is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone; and
- Have skills and qualifications to successfully participate in the selected program of training service.

Career seekers receive ITAs for selected training programs and training providers that are listed on the Eligible Training Provider List and is within LWDA 20. All training must lead to an industry recognized certification, credential, or degree upon completion. Training programs in LWDA 20 must be completed within twenty-four months. Career seekers will only receive one ITA to complete the training program for which they are deemed suitable and eligible. In the event the career seeker has completed such program and is requesting additional funding to upgrade their program, such can be awarded, provided the career seeker has not exceeded the maximum lifetime cap of \$7,000 and the ITA is not for a graduate degree or second degree.

Individuals who have degrees in current demand occupations, employed full-time and have years of experience in their field are not appropriate for consideration of additional training.

Career seekers who fail to meet the established grade standards must seek other sources of financial assistance until such time the grade level in each class returns to a “C” (2.0) and documentation has been provided to the Career Planner. ITA funding is contingent upon grades, attendance, monthly contact with Career Planner and availability of funds. Other training avenues such as OJTs, internships or customized training may be pursued.

WT clients are eligible for any approved training outlined on the approved list of courses utilized by all CSRC staff. A WT client must be compliant in the program for at least thirty days prior to consideration of payment for training. After this time, and the client requests training on the approved list, they will be required to complete an assessment packet focused on training. An interest inventory will be administered, as well as the TABE, to ensure suitability and capability. If all of the above is completed successfully, the client will register for the course(s) and provide the registration form to the WT Career Planner no more than two weeks from the start of the class. An ITA is opened in the CSRC Gazelle system and a tuition voucher is created based on the registration form. If the training is provided through IRSC, an additional form is required for the school. The documents are signed by the client, reviewed by the WT Career Planner, and forwarded to the WT Program Manager for approval.

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)

CSRC utilizes employer driven service delivery strategies that integrates economic development and educational partners within our workforce system to meet the needs of all employers in our local area and to promote entrepreneurial skills training for the creation of new businesses/new employment opportunities. CSRC embraces special projects and initiatives that addresses special industry needs and develops stronger ties with our business community.

In partnership with our largest educational training provider, IRSC, CSRC has provided EWT and customized training to offer employee development and training programs for local businesses. As specific needs of local employers and industries have been identified, CSRC and IRSC have worked together to best meet those needs. An example is the curriculum development and customized training created to meet the need of our hospitality industry employers. Under WIOA, CSRC will expand our partnerships with training providers, apprenticeship programs and industry associations.

In support of entrepreneurship in our local area, CSRC, Bank of America and Florida Accelerator in partnership with the City of Port St. Lucie, St. Lucie County Chamber of Commerce, St. Lucie Public Schools, Veterans' Pathway to Business Success and the St. Lucie Economic Development Council hosted the 2015 Business Opportunity Forum. Entrepreneurs, start-ups, and local high school students had the opportunity to present their ideas and strategies on owning a business for the purpose of making connections and possibly receive funding for their projects. Several projects did receive funding from investors. Eight local youth were recognized as “Rock Star Entrepreneurs” while four took home the title of “Innovative Business Model”. Each of the four youth were awarded \$1,000.

Each year CSRC, in partnership with our local Chambers of Commerce, the Treasure Coast Human Resource Association and many other sponsors presents The Best Places to Work Event. This is a national program that was developed to provide a confidential forum for local

employers to participate in an evaluation of various local workplace best practices and programs. It provides an opportunity for employers to compare themselves to others of a similar size and serves as a valuable tool for business and human resource planning. CSRC hosts the event in each county where employers attend a sponsored luncheon and receive recognition and awards for their best practices in the categories of employers with under fifty employees, and employers with over fifty employees. There is no cost to the companies who participate.

CSRC will continue to implement innovative programs and strategies, through our partnerships, to meet the needs of all employers. Our goal is to deliver business service strategies that better engage employers in our workforce system and make our system more relevant to the needs of our local employers.

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

CSRC intends to encourage career seekers to utilize apprenticeship programs as a career pathway to high demand, high wage occupations that are needed in our area. CSRC has identified the critical need for skilled labor in the areas of construction trades and manufacturing, and recognizes that apprenticeship programs are a key job-driven strategy for employers and industries.

Career seekers will be made aware of registered apprenticeships opportunities through media campaigns involving news releases, flyers and brochures, community meetings, presentations and partnerships with faith and community based organizations. Registered apprenticeship opportunities will be showcased on the CSRC website and be listed on our Eligible Training Provider List. All CSRC staff will be educated about the opportunities apprenticeship programs can provide to our career seekers. A specific referral system will be implemented for apprenticeship programs where employers and/or apprenticeship training providers can refer individuals to our Career Center system, who are seeking apprenticeship, to be considered for sponsorship for an ITA and/or OJT. Likewise, career seekers who are eligible under WIOA, will be referred to local apprenticeship programs.

Through an ARRA grant award, The Green Collar Task Force, a collaboration of representatives from local government, LWDB 20 and eight trade unions, a green collar building/construction jobs apprenticeship project was developed for LWDA 20. The task force and the registered apprenticeship programs are still in operation training new and employed workers to meet the future labor needs of businesses within LWDA 20. CSRC has held several meetings with the task force apprenticeship programs to make them aware of the support WIOA provides to career seekers for placement into registered apprenticeship programs.

CSRC plans to utilize training services for Registered Apprenticeship Programs in the following ways:

- An ITA may be developed for a participant to receive registered apprenticeship training
- An OJT contract may be developed with the employer to support some or all of the OJT portion of the registered apprenticeship program
- A combination of an ITA to cover the classroom instruction along with an OJT contract to cover on-the-job portions of the registered apprenticeships

CSRC has also been meeting with economic development, education and our local government and the need for a pre-apprenticeship program has been identified. Local apprenticeship programs, union and non-union agree there are many individuals in our local area who could benefit from a pre-apprenticeship program as it would provide them with the basic knowledge and skills they need to be admitted to and succeed in a full apprenticeship program. There is a need for a skilled workforce here, especially in the construction trades. As a result, CSRC has sent out a Community Resource Mapping Survey to identify the resources available to support a pre-apprenticeship program in our area for the construction trades.

14. Other Program Initiatives: Describe the services to be provided that may include the implementation of initiatives such as incumbent worker training programs, OJT 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)

CSRC has worked diligently to meet the needs of local business and will continue to do so by strategically using various training programs.

On The Job Training (OJT)

CSRC provides a value added proposition for area employers to hire and train new employees. OJT’s allows CSRC to meet particular needs of specific employers in an efficient and cost effective manner.

Incumbent and Customized Training Programs

CSRC provides grants to employers to reimburse the costs associated with skills upgrade training for full-time employees of the company. The programs help businesses to:

- Provide training and education for current workers
- Improve employee productivity
- Reduce employee turnover
- Increase business competitiveness

Internships

CSRC has established short-term internships, which are subsidized employment experiences in targeted industries with occupations in demand with private, non-profit or public employers.

CSRC also continues to serve business expansion and talent development through the identification of in demand industry sectors that align and support the development of career pathways. CSRC works effectively with business intermediaries including, economic development, area chambers of commerce, and business leaders representing various industry sectors in order to support the board’s vision of creating a professional and efficient workforce system to serve area businesses.

WT has implemented the Getting Ahead curriculum to help under-resourced individuals to:

- Take charge of their lives

- Complete a self-assessment of their own resources and make plans to build them
- Develop a series of mental models to examine their own lives and create new future stories
- Help stabilize their lives
- Investigate the impact that poverty has had on themselves and their community
- Use this information to build resources for a better life and community

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).

CSRC ensures service providers achieve program quality and outcomes that meet the objectives of federal, state and local programs and of the LWDB 20 by providing technical assistance and guidance, as needed; regularly monitoring; comparing results with LWDB 20, federal and state standards, and requiring corrective actions when necessary; following up to ascertain that corrective actions are completed, and documenting progress through regular reporting to the LWDB 20. Service provider contracts include the required outcomes and quality standards required by the LWDB 20.

CSRC utilizes various team members with programmatic experience to ensure that contracted service provider programs are in compliance with federal/state/local regulations and to provide technical assistance, guidance and training as needed. Contracted service providers are monitored regularly by CSRC internal team members and by our contracted monitoring firm. Any issues discovered are reported to the Vice President of Operations and any service providers. CSRC requires contracted service providers who are found to be out of compliance with any contractual agreements, the law, and/or program regulations to complete corrective action plans. They are required to respond in writing with a Corrective Action Plan within 20 working days from the request of the LWDB 20.

The progress and success of CSRC contracted service providers are reviewed through monthly performance reports and feedback from the community. The reports cover the performance and expenditures of service providers and staff compares outcomes, success rates, cost effectiveness and the service provider's value to the community based on these performance reports, monitoring reports, community feedback and information obtained from the State's management information systems. The Vice President of Operations reviews all reports prior to review by the LWDB 20's Program & Services Committee and Youth Council and makes recommendations to the LWDB 20 regarding staff or service provider performance.

CSRC has an established application process and quality standards for potential training providers. Applications from potential training providers are accepted throughout the year. CSRC has an Eligible Training Provider List Policy, approved by the LWDB 20, which details the approval process to become an eligible training provider for our local area. CSRC has developed an Occupational Skills Training Provider Agreement for eligible providers. The Agreement requires that all training providers submit performance information on a semester/term basis as well as cost information on an annual basis or as costs change.

A Training Provider Score Card is a tool utilized by CSRC to provide performance information each semester/term. The Score Card is reviewed by the Programs & Services Committee of

the LWDB 20 on a semi-annual basis. CSRC has included minimum performance levels in the Training Provider Agreement and those levels must be maintained in order to remain on the LWDB 20's Eligible Training Provider List. These levels are as follows:

- % of participants who completed the program - 70%
- % of participants who obtained any employment - 80%
- % of participants who complete training and obtain unsubsidized employment in a training related occupation (training related placement) – 75%
- % of participants who obtain an industry recognized credential or a degree – 80%

The Training Provider Score Card is available on the CSRC website for review by customers interested in training opportunities and updated on a semester/term basis.

Complaints from participants or the community regarding the performance of a training provider are addressed initially by administrative staff. Staff contacts the training providers, via a telephone or on-site visit, to verify facts. Staff may request a corrective action plan, if the complaint is validated. If staff is unable to resolve the complaint with the training provider and the participant, the complaint is elevated to the Programs and Services` Committee of the LWDB 20 for resolution.

At any time during the year, staff can make recommendations to the Programs and Services Committee of the LWDB 20 to cease training for occupations that have resulted in over-training and/or when there is a decline in job openings. The actions of the Committee are regularly reviewed and approved by the full LWDB 20.

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)

The following WIOA youth program elements are made available to each youth during the program. These are independently driven by the participants needs. Any service needed will be identified in the Individual Service Strategy.

WIOA Required Youth Program Elements	Provider, or Referral Agency	Instructional Activities/Curriculum
Tutoring, academic remediation; study skills training, and instruction leading to secondary school completion, including dropout prevention strategies	CSRC / Public school partners	Computer based training/instructor facilitated, FCAT and GED Practice, GED Prep materials, Practice GED exams, and an instructional teacher-aided tool that is also used as a one-to-one instructional resource with minimal guidance. (online)
Alternative secondary school offerings	CSRC/ Public school partners	Florida Sunshine State Standards
Paid and unpaid work experiences, including internships and job shadowing	CSRC/ Community Business partners, CBO's, FBO's	Documented Work Experience activities
Occupational skills training	CSRC / Approved Training Provider Partners	Various. Based on identified occupations/career fields on the Targeted Occupations List with approved training providers
Workforce Concurrent Education	CSRC and/or community agencies	Independently driven by participant needs. Partnership with post-secondary and local training providers and employers to

		encourage youth to see education as part of their career pathway
Leadership development opportunities, including such activities as positive social behavior and soft skills, decision making, team work, etc.	CSRC in connection with various community partner agencies and employers	Employability skills, life skills curriculum that includes leadership development, health, nutrition, sexual behavior, and substance abuse prevention
Supportive Services	CSRC in connection with various partner agencies and/or employers	Independently driven by participant needs. Supportive services for educational training and employment activities such as gas cards, bus passes, uniforms, background checks and childcare.
Adult mentoring for at least 12 months	CSRC in connection with partner agencies and employers	Independently driven by participant needs. Case managed and documented.
Follow-up services no less than 12 months after exit	CSRC	Independently driven by participant needs. Contact with employer, post-secondary entities, job retention coaching, academic support, incentives, support, career and education counseling. (Continuous service until participant has completed follow-up period of 12 months).
Comprehensive guidance and counseling	CSRC and/or community agencies	Ongoing intensive case management. Community/locally based programming.
Financial Literacy	CSRC in connection with partner agencies	Independently driven by participant needs. Partnerships with local banks and financial planning partners
Entrepreneurial Skills Training	CSRC and/or community agencies	Independently driven by participant needs. Partnerships with small business development, banking and financial institutions.
Labor Market and Local Employment Information	CSRC	Independently driven by participant needs. Using local workforce system access, ongoing career pathway discussions to include LMI and local career opportunities
Post-Secondary Transition Services	CSRC and/or community agencies	Independently driven by participant needs. Partnerships with post-secondary and local training providers to support youth into higher education

With the cooperation and commitment of each young adult and their family whenever possible, we will develop an Individual Service Strategy (ISS) and determine barriers to each participant's success. The TABE will be used to get standardized Reading and Math grade levels, if needed. The staff will develop an individual plan that the participant is aware of and agrees to. Other assessments will be used. These tools help our Career Coaches develop the ISS.

WIOA youth program staff will record all activities with a participant through timely and accurate case notes, applications, enrollments, goals, both planned and achieved, program outcomes and follow-ups. CSRC staff or their designees will conduct random case file reviews on a regular basis.

Case management will be developed to encourage inter-departmental partnerships to maximize the utilization of resources to support the needs of the youth. WIOA youth program staff will provide referrals, to make sure that each student is getting the appropriate professional support as needed.

WIOA youth program staff provide a year round approach to case follow up. Follow-up services include re-employment assistance, education placement, assistance, career and employment mentoring, and incentives for job retention and career improvements.

WIOA youth program staff utilize resources to help youth attain and/or improve basic Workforce Readiness Skills including the Y.E.S.S. (Youth Employment Success Solutions) Curriculum. This curriculum provides the necessary employability skills and basic workforce knowledge needed to assist youth in gaining and maintaining meaningful employment.

WIOA youth program staff will administer support services based on individual circumstance. Support services provided are limited to career and education related needs and addressing of temporary barriers to employment or education. Additionally, assistance may be provided to ensure program participation, as needed and documented for individual youth.

- 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

CSRC’s WIOA youth program defines “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” by TABE score levels, with a score in either reading or total math below a 9.0 meeting the qualifications for this barrier. We also will accept ESL or ELL students under this barrier for in-school youth, or out-of-school youth that were assigned to ELL/ESL programs during their last school year attended.

- 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

CSRC’s WIOA youth program defines a youth that “requires additional assistance” as meeting one or more of the following barriers:

1. Youth that have one or more biological parent incarcerated, institutionalized, or sentenced by a court of law to incarceration/institutionalization for more than one year. Documentation provided by court, institution, or Department of Corrections records.
2. Youth that have been victims of domestic violence or intimate partner violence as documented by law enforcement or domestic violence organization.
3. Youth that are documented gang members or gang affiliates as defined and documented by local law enforcement.
4. Youth that are residing in a high poverty area as defined by census tract records showing area of youth’s residence as having a poverty rate of 30% or greater.

5. Youth that are over age 21 and have no work history, or have poor work history as defined by the lack of employment for more than 180 consecutive days as documented by employer records, pay records, or State system (Suntax).

In accordance with WIOA guidelines, youth applying for the WIOA youth program as a “youth requiring additional assistance” must also meet income guidelines for WIOA enrollment. CSRC utilizes federal/state/local agency documentation sources as validation of the “youth requiring additional assistance” barrier whenever possible, but may accept an applicant statement/self-attestation in extenuating circumstances. In order to further operationalize this policy, it is set forth as a standard local operating procedure.

SECTION VII: REGIONAL PLANNING ANALYSIS

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.

CSRC has already began working collaboratively with LWDA 21, 22 and 23 in the promotion, development and focus improvement of services to employers and career seekers. As a group, we have coordinated multi-regional recruitment events and job fairs for youth, adults and veterans. We are working and will continue to work together to improve the delivery of services, aligning area-wise with economic development councils, in projects and industry sector initiatives to engage the talent pool in our combined regional planning area to meet the needs of our businesses now and into the future.

Additionally, as a group, we are investing in the efficient use of resource for administrative resources across LWDA boundaries to look at reduction/sharing of costs and personnel.

Lastly, as a group, we are looking to work jointly and combined efforts with economic development and regional planning council entities to better align business growth and development along with business expansion and retention in current industry sectors thus broadening the scope of targeted industry sectors.

SECTION VIII: 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 public comment and input into the development of the local plan, a full draft copy of our plan was posted on the CareerSource Research Coast website on March 3, 2016 for 31+ days. Instructions were given for reviewing the plan and providing comments. The draft plan was legally noticed on March 6, 2016 for a period of 30 days. The draft plan was also reviewed by the Youth Council, Programs & Services, and Executive, CareerSource Research Coast committees in open public meetings advertised to the public between March 1, 2016 – April 15, 2016. Members of LWDB 20's economic development organizations, private business, labor organizations, local education providers and community partners are members of the CareerSource Research Coast Board and were provided opportunities at these meetings to offer input into the plan. Our local draft plan was also reviewed by the Treasure Coast Workforce Consortium in a publically noticed meeting on March 30, 2016. No additional comments were received and the CareerSource Research Coast Local Plan was approved by the full Board of Directors at their April 27, 2016 meeting.

SECTION IX: SIGNATURE PAGE

This plan represents the efforts of CSRC to implement the Workforce Innovation and Opportunity Act in the following counties:

- Indian River
- Martin
- St. Lucie

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

The Workforce Development Board of the
Treasure Coast, Inc.
d/b/a CSRC

Pamela G. Houghten, Chair



Signature



Date

Treasure Coast Workforce Consortium

Wesley Davis, Chairman



Signature

April 25, 2016

Date